

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	i
		Page No.	i
Foreword		Date:	10/30/09
		Supersedes Date:	08/31/09

FOREWORD

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

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

 Thomas Meissner
 Senior Vice President, Operations

 Raymond Letourneau
 Director, Operations

 Richard L. Francazio
 Director, Emergency Management & Compliance

RECORD OF CHANGES

DATE OF REVIEW: 10/30/09

REVISION	DATE	DESCRIPTION
0	10/30/09	Initial Issue

THIS PAGE LEFT BLANK INTENTIONALLY



Emergency Response Plan



THIS PAGE LEFT BLANK INTENTIONALLY

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	i
		Page No.	v
Table of Contents		Date:	10/30/09
		Supersedes Date:	08/31/09

Table of Contents

Section	Page
I. INTRODUCTION.....	I-1
A. Emergency Management - Vision.....	I-1
B. Emergency Management - Policy Statement	I-2
C. Declaration of an Emergency	I-2
D. Plan Implementation	I-2
E. Emergency Response Organization (Typical under ICS)	I-3
II. SYSTEM-LEVEL INCIDENT COMMAND SYSTEM	II-1
A. System-Level Command Structure	II-2
1. Incident Commander.....	II-3
2. Environmental Health & Safety Officer	II-6
3. Environmental Unit Lead.....	II-8
4. Health & Safety Unit Lead.....	II-9
5. Chief Information Officer	II-11
6. Liaison Officer (Regulatory & Government Officials).....	II-15
7. Customer Operations Officer	II-18
B. Planning Section	II-21
1. Planning Section Chief.....	II-22
2. Trouble Analysis Unit Lead	II-23
3. Transmission/Substation Unit Lead	II-26
4. IAP Analyst/Communications Unit Lead	II-28
5. Damage Assessment Unit Lead	II-30
C. Logistics Section	II-32
1. Logistics Section Chief.....	II-32
2. Staging Site Unit Lead	II-35
3. Procurement Unit Lead	II-36
4. Resource Unit Lead	II-37
5. Lodging/Meals Unit Lead	II-39
D. Administration/Finance Section	II-41
1. Admin/Finance Section Chief.....	II-41
2. Finance Unit Lead	II-42
3. HR Unit Lead.....	II-46
4. Facility/Fleet Unit Lead	II-48
5. IT Unit Lead.....	II-50
6. Internal Resource Unit Lead	II-52
E. System EOC Layout.....	II-55
1. Alternate System EOC Layout	II-55
III. REGIONAL LEVEL INCIDENT COMMAND SYSTEM	III-1
A. Regional-Level Command Structure.....	III-3

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	vi
Table of Contents		Date:	10/30/09
		Supersedes Date:	08/31/09

	1.	Regional Operations Area Chief	III-4
	2.	Regional Safety Coordinator	III-5
B.		Operations Unit	III-7
	1.	Regional Operations Chief	III-7
	2.	Switching/Transmission and Substation Coordinator	III-10
	3.	Crew Coordinator	III-11
	4.	Operations Staging Site Coordinator	III-11
C.		Planning Unit	III-13
	1.	Regional Planning Chief	III-14
	2.	Trouble Analysis Coordinator	III-15
	3.	Municipal Communications Coordinator	III-18
	4.	Wire Down Coordinator	III-24
	5.	Damage Assessment Coordinator	III-25
	6.	Documentation/Communication Coordinator	III-27
D.		Logistics Unit	III-31
	1.	Regional Logistics Chief	III-31
	2.	Materials/Facility Coordinator	III-35
	3.	Resources Lodging/Meals Coordinator	III-36
E.		Administration Unit	III-38
	1.	Regional Administration Chief	III-38
	2.	HR Coordinator	III-39
F.		Regional Emergency Operations Center	III-41
IV.		PROCESS & TRIGGERS	IV-1
A.		Decision Flowchart	IV-2
B.		Emergency Condition Escalation	IV-3
C.		Potential Damage Indices	IV-4
D.		Standard Regional Conference Call Agenda	IV-5
E.		Pre-Storm Preparations	IV-6
F.		Operating Condition Levels	IV-11
	1.	Operating Condition Levels 1 & 2	IV-11
	2.	Operating Condition Level 3	IV-11
	3.	Operation Condition Level 4	IV-11
	4.	Operating Condition Level 5	IV-12
G.		Operating Condition Level Response Actions	IV-13
H.		Mobilization	IV-18
	1.	Restoration Priority	IV-18
	2.	Critical Care Customers	IV-19
	3.	Mutual Assistance	IV-21
	4.	Staging Sites	IV-22
	5.	Storm Assignment List	IV-23
I.		Corporate Communications	IV-26
	1.	Public Communications	IV-26

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	vii
Table of Contents		Date:	10/30/09
		Supersedes Date:	08/31/09

2.	Storm Information.....	IV-28
3.	Guidance.....	IV-29
4.	Media Access.....	IV-30
5.	Government Agencies	IV-32
6.	Special Telephone Numbers.....	IV-33
J.	Demobilization.....	IV-36
1.	Event Critique.....	IV-36
K.	Exercises and After Action Reports.....	IV-37
1.	Exercise Foundations	IV-37
2.	Exercise Objectives	IV-37
3.	Types of Exercises.....	IV-38
4.	Exercise Frequency	IV-39
5.	Designing/Conducting the Exercise.....	IV-39
6.	After Action Reports.....	IV-40
V.	SUPPORTING PROCEDURES	V-I

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	viii
Table of Contents		Date:	10/30/09
		Supersedes Date:	08/31/09

List of Attachments

- [Attachment 1](#) System-Level Position Specific Checklists (appended to Section II)
- [Attachment 2](#) Regional-Level Position Specific Checklists (appended to Section III)
- [Attachment 3](#) Transmission/Substation and Switching Procedures (appended to Section V)
- [Attachment 4](#) Storm Damage Assessment Procedures (appended to Section V)
- [Attachment 5](#) Storm Response Unit (SRU) (appended to Section V)
- [Attachment 6](#) Logistics Procedure (appended to Section V)
- [Attachment 7](#) Staging Site Mobilization, Management, and Demobilization (appended to Section V)

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	ix
Table of Contents		Date:	10/30/09
		Supersedes Date:	08/31/09

List of Figures

Figure I-E-1	Emergency Response Organization
Figure II-A-1	System-Level Command Structure
Figure II-A-2	Incident Command Staff
Figure II-A-3	Environmental Health & Safety Organization
Figure II-A-4	Environmental Health & Safety Workflow
Figure II-A-5	Chief Information Officer Organization
Figure II-A-6	Chief Information Officer Workflow
Figure II-A-7	Communication Channels
Figure II-A-8	Liaison Officer Organization
Figure II-A-9	Liaison Officer Workflow
Figure II-A-10	Customer Operations Organization
Figure II-A-11	Customer Operations Workflow
Figure II-B-1	System-Level Planning Section Organization
Figure II-B-2	Trouble Analysis Organization
Figure II-B-3	Trouble Analysis Workflow
Figure II-B-4	Transmission/Substation Unit Organization
Figure II-B-5	IAP Analyst/Communications Unit Organization
Figure II-B-6	Emergency Information Center Workflow
Figure II-B-7	Damage Assessment Unit Organization
Figure II-B-8	Damage Assessment Unit Workflow
Figure II-C-1	System-Level Logistics Section Organization
Figure II-C-2	Staging Site Unit Organization
Figure II-C-3	Procurement Unit Organization
Figure II-C-4	Resource Unit Organization
Figure II-C-5	Resource Unit Workflow
Figure II-C-6	Lodging/Meals Unit Organization
Figure II-C-7	Lodging/Meals Unit Workflow
Figure II-D-1	Admin/Finance Organization
Figure II-E-1	System EOC Layout
Figure II-E-2	Alternate System EOC Layout
Figure III-A-1	Regional Level Command Structure
Figure III-A-2	Regional Operations Area Chief Organization
Figure III-A-3	Regional Safety Organization
Figure III-B-1	Regional Operations Unit
Figure III-B-2	Regional Operations Unit Workflow
Figure III-B-3	Switching/Transmission & Substations Organization
Figure III-B-4	Operations Staging Site Coordinator Organization

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	X
Table of Contents		Date:	10/30/09
		Supersedes Date:	08/31/09

List of Figures (continued)

Figure III-C-1	Planning Unit Organization
Figure III-C-2	Regional Trouble Analysis Organization
Figure III-C-3	Trouble Analysis Process Flow
Figure III-C-4	Municipal Communications Organization
Figure III-C-5	Municipal Room Workflow
Figure III-C-6	Wire Down Organization
Figure III-C-7	Damage Assessment Organization
Figure III-C-8	Damage Assessment Unit Workflow
Figure III-C-9	Documentation/Communication Organization
Figure III-C-10	Emergency Information Center Workflow
Figure III-D-1	Regional Logistics Unit Organization
Figure III-D-2	Regional Logistics Unit Workflow
Figure III-D-3	Materials/Facility Organization
Figure III-D-4	Resources/Lodging and Meals Organization
Figure III-E-1	Regional Administration Organization
Figure III-F-1	Seacoast Region EOC Layout
Figure III-F-2	Capital Region EOC Layout
Figure III-F-3	Fitchburg Region EOC Layout
Figure IV-A-1	Decision Flowchart
Figure IV-C-1	PDI Levels
Figure IV-C-2	PDI Level vs. Operating Conditions

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	xi
Table of Contents		Date:	10/30/09
		Supersedes Date:	08/31/09

List of Acronyms

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	xii
Table of Contents		Date:	10/30/09
		Supersedes Date:	08/31/09

List of Acronyms (continued)

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	I-1
I - Introduction		Date:	10/30/09
		Supersedes Date:	08/31/09

I. INTRODUCTION

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

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

The ERP also addresses the operation of the System Emergency Operations Center and the Regional Emergency Operations Centers. The plan also remains focused on public safety, workforce safety and safety of outside aid.

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

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

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

A. Emergency Management - Vision

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

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

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	I-2
I - Introduction		Date:	10/30/09
		Supersedes Date:	08/31/09

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

B. Emergency Management - Policy Statement

Unitil's Emergency Management Policy reinforces its commitment to our customers and the communities we serve; The Company strives to utilize effective emergency management principles and protocols that enhance its ability to provide safe and reliable energy services. Unitil will deliver on its commitments to its constituents by:

- Conducting effective risk assessments for operating and business functions;
- Developing appropriate prevention or risk mitigation strategies;
- Implementing comprehensive emergency preparedness programs;
- Responding with appropriate resources to address the emergency;
- Communicating with customers and other stakeholders timely and accurate information;
- Recovering from events expeditiously; and
- Continuous improvement.

C. Declaration of an Emergency

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

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

When possible, advance warning advisories will be issued by Operations prior to the declaration of an emergency.

Operations shall not be curtailed or suspended until the emergency condition is terminate

D. Plan Implementation

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	I-3
I - Introduction		Date:	10/30/09
		Supersedes Date:	08/31/09

organization. Overall, this approach will improve Unitil's coordination and cooperation between public and private entities in a variety of domestic incident management activities

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

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

E. Emergency Response Organization (Typical under ICS)

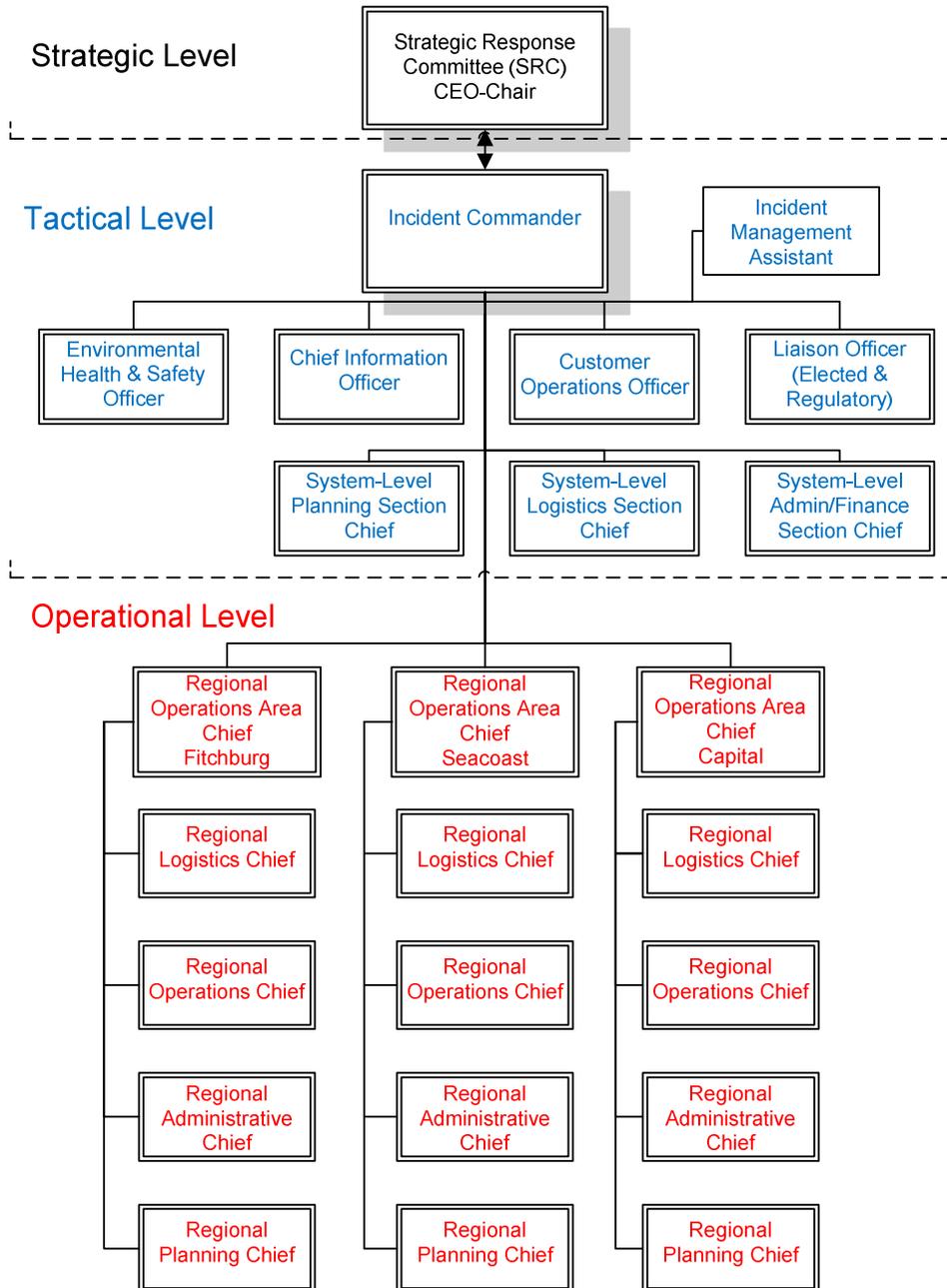
Strategic Level: Plans the Company strategy for responding to the emergency and present the public image to customers and regulators. This level is composed of senior executives that meet as the Strategic Response Committee (SRC), during a severe storm event.

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

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	I
		Page No.	I-4
I - Introduction		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure I-E-1
Emergency Response Organization**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-1
II – SYSTEM LEVEL - Incident Command System		Date:	10/30/09
		Supersedes Date:	08/31/09

II. SYSTEM-LEVEL INCIDENT COMMAND SYSTEM

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

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

- The restoration of electric service;
- The notification of applicable government agencies, customers, public, and employees of the emergency response progress; and
- The response to official requests for specific incidents, events, or actions.

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

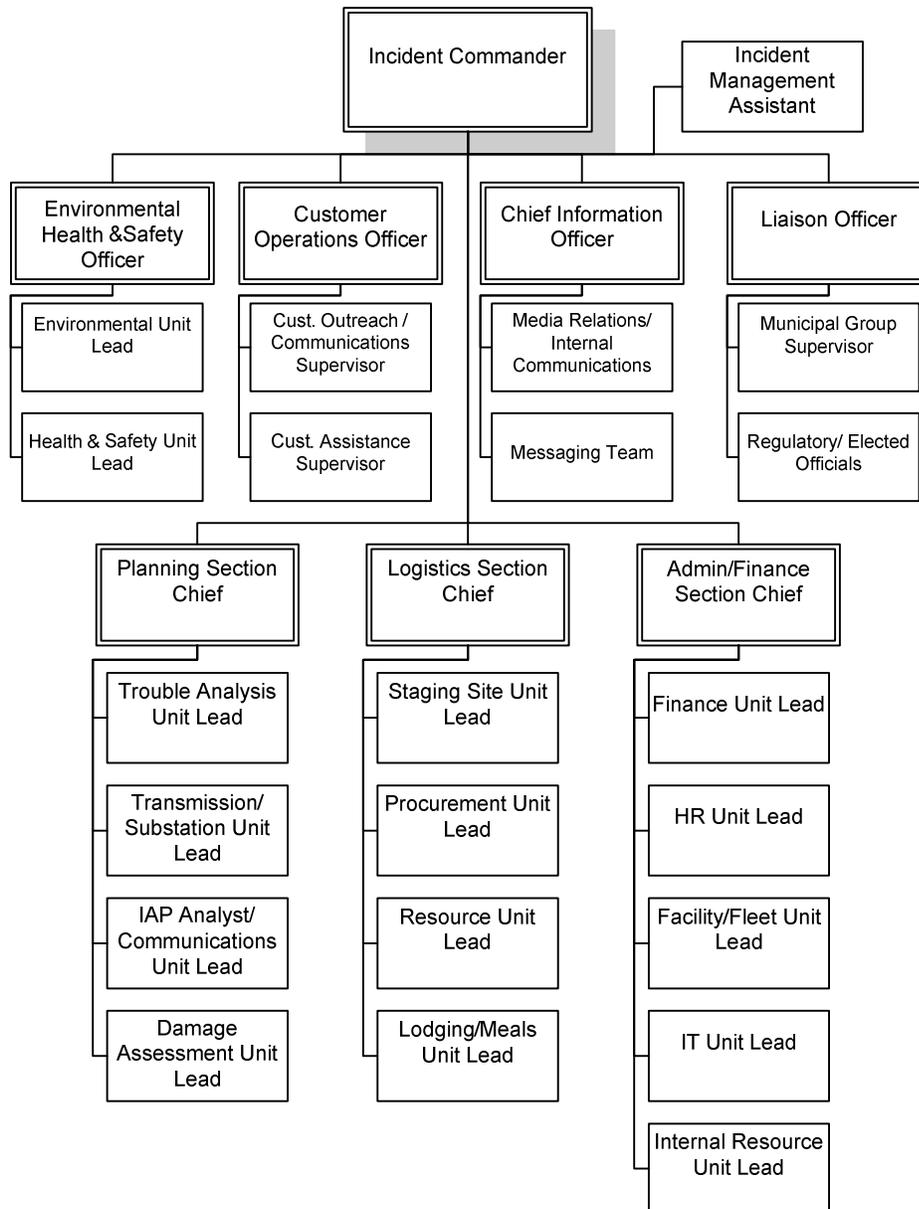
Note: The Company will consistently emphasize public and employee safety during as paramount during any incident or event.

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-2
II – SYSTEM LEVEL - Incident Command System		Date:	10/30/09
		Supersedes Date:	08/31/09

A. System-Level Command Structure

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



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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-3
II – SYSTEM LEVEL – Incident Commander		Date:	10/30/09
		Supersedes Date:	08/31/09

1. Incident Commander

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

The primary role of the Incident Commander consists of, but is not limited to:

- Estimate the magnitude of the incident and staff the System - Emergency Operations Center (S-EOC), as needed;
- Assess the incident utilizing a Summary Outage Assessment Report and establish an overall restoration strategy;
- Execute the restoration response utilizing data from detailed damage assessment and continually reassess the response to ensure incident escalation;
- Coordinate activities for additional resources, release of resources, and the demobilization of the incident;
- Establish accurate and timely reporting, which includes timekeeping for all labor-related activities;
- Establish a communication process and protocol, which when implemented will transfer restoration knowledge to customers, regulators, and employees in a timely manner;
- Oversee S-EOC activities, including the hosting of routine conference calls with the lead positions and Regional - Operations Area Chiefs (R-OACs);
- Coordinate staging area efforts with the R-OACs, when established;
- Identify and mitigate adverse customer, regulatory, or other constituent sentiment and communicate resolution plans to the Strategic Response Committee (SRC).

(a) Concept of Operation

The Incident Commander is responsible for directing and coordinating all aspects of the emergency response effort. Where applicable, the Incident Commander receives a briefing from the Director of Electric Operations, Emergency Planning, or from the Incident Management Assistant (or prior shift's Incident Commander), summarizing all pre-event preparations, and implementing the appropriate and anticipated

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-4
II – SYSTEM LEVEL – Incident Commander		Date:	10/30/09
		Supersedes Date:	08/31/09

response level. The Incident Commander ensures the ICS organization is established in a timely manner and defines an Incident Command Area (ICA). The Incident Commander will provide routine updates and remain the primary contact to the SRC, as defined in the Company's Crisis Response Plan.

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

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

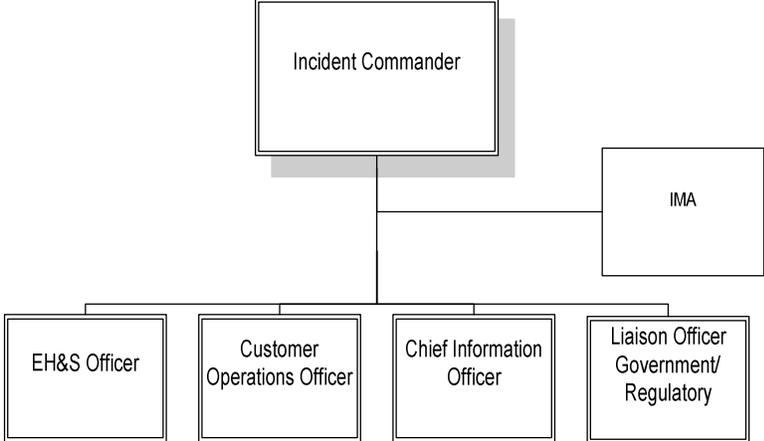
Also reporting to the IC are: System- Planning Section Chief (S-PSC), The System- Logistic Section Chief (S-LSC), and the System-Administration and Finance Section Chief (S-A/FSC). The primary function of these roles is to provide support services to each of the R-OACs. The Regional Operations Area Chiefs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

(b) Organization

An Incident Management Assistance (IMA) member ensures that ICS is used consistently as management's approach to response efforts and that communication both internal and external to the Company is clear, concise, effective, and timely in its release. The IMA reports to the Incident Commander as part of the Incident Command Staff and may be assigned, as needed, based upon the Incident Commander's requirements.

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-5
II – SYSTEM LEVEL – Incident Commander		Date:	10/30/09
		Supersedes Date:	08/31/09



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

(c) Workflow

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-6
II – SYSTEM LEVEL – Environmental Health & Safety Officer		Date:	10/30/09
		Supersedes Date:	08/31/09

2. Environmental Health & Safety Officer

(a) Concept of Operation

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

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

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

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

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

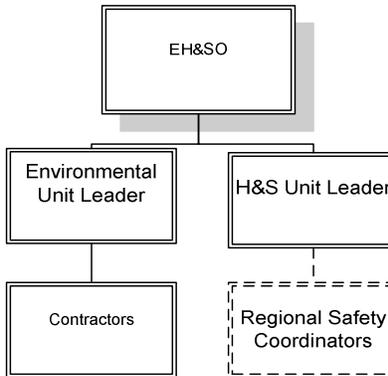
Supervisors of restoration crews must accept responsibility for the safety of any personnel reporting to them. All required safety equipment and protective devices must be made available to the crews via their employer. Prompt corrective action must be taken whenever unsafe conditions or acts are observed,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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-7
II – SYSTEM LEVEL – Environmental Health & Safety Officer		Date:	10/30/09
		Supersedes Date:	08/31/09

(b) Organization

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



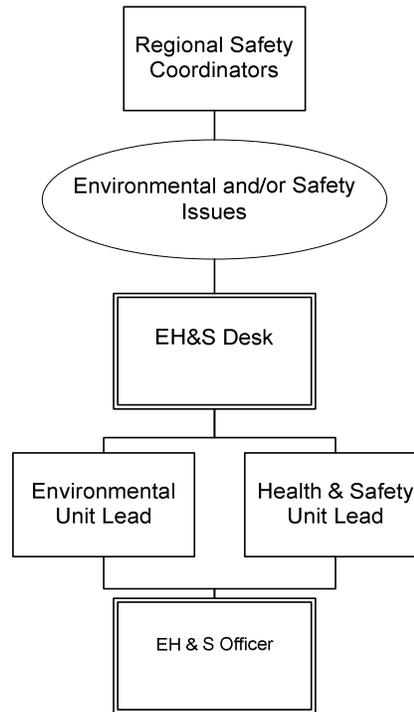
**Figure II-A-3
EH&S Organization**

(c) Workflow

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-8
II – SYSTEM LEVEL – Environmental Health & Safety Officer		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure II-A-4
EH&S Organization Workflow**

3. Environmental Unit Lead

(a) Concept of Operation

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-9
II – SYSTEM LEVEL – Environmental Health & Safety Officer		Date:	10/30/09
		Supersedes Date:	08/31/09

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

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

- Reporting conditions to Incident Commander, as reported;
- Identifying hazardous situations associated with the incident;
- Participating in S-EOC meetings when requested;
- Establishing contact with R-EOCs Safety Coordinator, if assigned, for the event;
- Establishing and maintaining communication with spill response personnel;
- Evaluating spill response resource needs and securing necessary resources to facilitate spill response;
- Evaluating site conditions for access and safety concerns; and
- Reviewing damage assessments to identify access concerns to help prioritize and schedule an efficient response.

4. Health & Safety Unit Lead

(a) Concept of Operation

All industrial-related injuries and illnesses must be reported in accordance with the Company's safety procedures, which contain instructions for completing documentation associated with injuries and illnesses arising during work-related activities.

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

- Assisting in developing safety messages to be used system-wide during restoration;
- Assigning safety coordinators to locations requiring Company presence;

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-10
II – SYSTEM LEVEL – Environmental Health & Safety Officer		Date:	10/30/09
		Supersedes Date:	08/31/09

- Conducting site inspections of emergency work practices and the equipment assigned;
- Reporting conditions to Incident Commander, as reported;
- Identifying hazardous situations associated with the incident;
- Exercising emergency authority to stop and prevent unsafe acts or correct unsafe conditions;
- Investigating accidents that have occurred within the incident area;
- Ensuring safety briefings are conducted when outside crews report to a DOC;
- Distributing copies of “Tailboard Messages” and any other safety material for safety sessions held by crew supervisors;
- Coordinating safety related training to employees in non-traditional storm assignments;
- Participating in R-EOC meetings, when requested; and
- Establishing contact with Regional Safety Coordinators, if assigned, for the event.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-11
II – SYSTEM LEVEL – Chief Information Officer		Date:	10/30/09
		Supersedes Date:	08/31/09

5. Chief Information Officer

(a) Concept of Operation

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

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

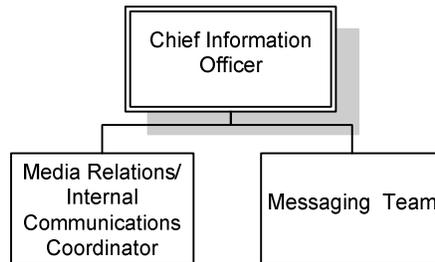
The CIO will coordinate all messaging with the IC. The CIO's team has overall responsibility for crafting restoration information to be disseminated to external and internal stakeholders including:

- Media (radio, television, print, and Internet);
- Employees;
- Customer Services;
- Business Services;
- R-OACs, as required;
- Regulatory (MA DPU and NH PUC) and elected officials (Governors' Offices and mayors or boards of selectmen); and
- State emergency management agencies (MEMA and NH OEM)

(b) Organization

Figure II-A-5 on the following page depicts the information organization under the Chief Information Officer.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-12
II – SYSTEM LEVEL – Chief Information Officer		Date:	10/30/09
		Supersedes Date:	08/31/09



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

(c) Workflow

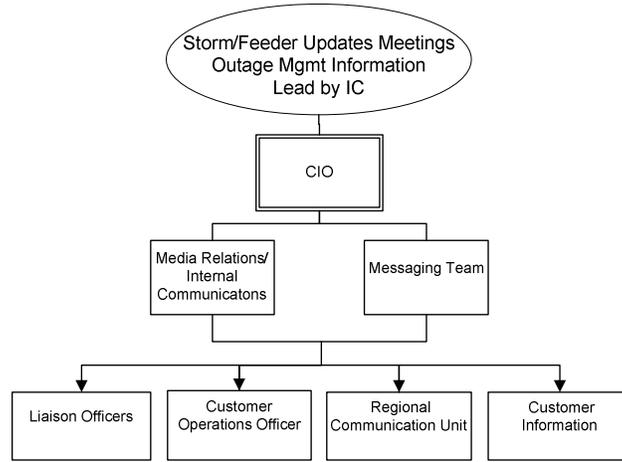
When mobilized for significant incidents (Operating Level 3 or greater), press releases that provide information on the Company's preparations and PSAs (e.g., weathering a storm or generator use) will be issued. During the restoration effort, press releases will be issued to coincide with local news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

Media communications will include some or all of the following:

- A series of storm-related advertisements;
- Live broadcasts on radio and television, if possible;
- Periodic press releases;
- Information regarding municipal shelters or other alternate lodging arrangements;
- Global and more defined ETRs; and
- Press conferences at the R-EOCs or other appropriate field locations

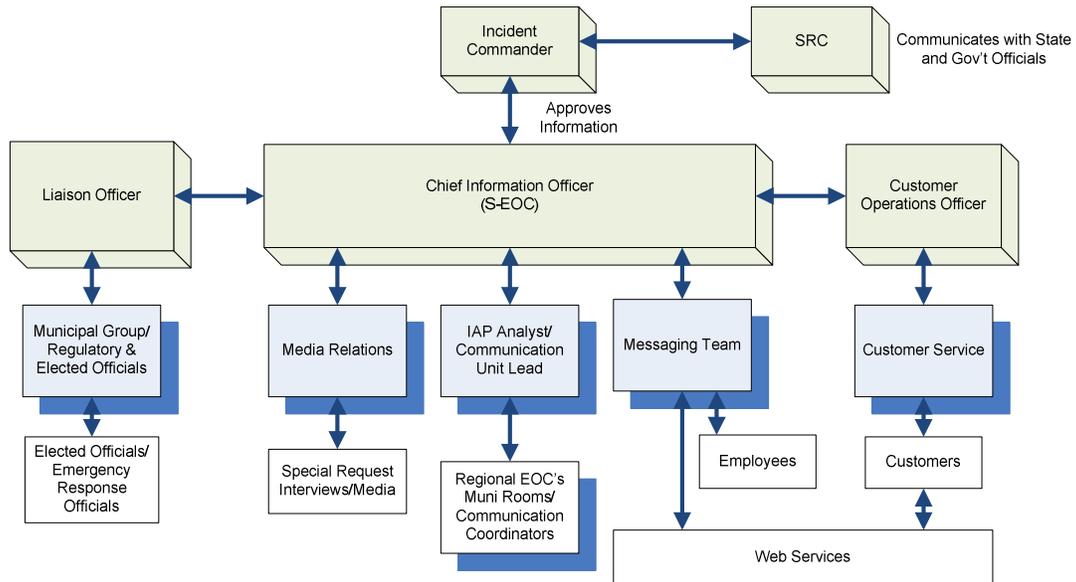
Figure II-A-6 on the following page details the typical workflow associated with the CIO activities.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-13
II – SYSTEM LEVEL – Chief Information Officer		Date:	10/30/09
		Supersedes Date:	08/31/09



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

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



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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-14
II – SYSTEM LEVEL – Chief Information Officer		Date:	10/30/09
		Supersedes Date:	08/31/09

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

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

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

The CIO initiates and structures the notifications to local government officials and community organizations and provides them with updates on a regular basis (i.e., every four hours between 6:00 a.m. and 8:00 p.m.). In addition, daily conference calls held by Business services and the respective R-OAC with municipal emergency response personnel. Support staff will provide the above information and solicit general concerns from the municipal personnel. At the strategic level daily conference calls or phone contacts will be held with elected officials in the incident area.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-15
II- SYSTEM LEVEL - Liaison Officer		Date:	10/30/09
		Supersedes Date:	08/31/09

6. Liaison Officer (Regulatory & Government Officials)

(a) Concept of Operation

During an Operating Level 3 or greater incident, the Liaison Officer mobilizes the Municipal Group and contacts municipal officials. This proactive process gives advance notice to the served communities and establishes a line of communication via dedicated telephone numbers for their use only. These lines of communication remain open until the restoration effort is complete. The Liaison Officer is responsible to initiate and provide outreach activities with municipal contacts, state emergency management agencies, state regulatory agencies, and critical facilities, as warranted. The Liaison Officer will coordinate with the CIO on information provided to the officials to ensure unity of messaging.

Dedicated phone lines are established and liaisons assigned to the Municipal Rooms at the R-EOCs for consistent communication with municipalities.

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

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

The Municipal Group receives and processes calls from municipal officials, police, and fire departments. Frequent and timely feedback on the status of the restoration effort will be provided to these groups.

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

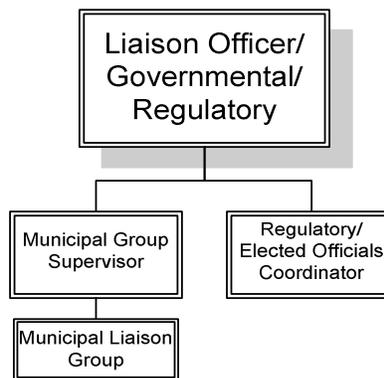
	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-16
II – SYSTEM LEVEL - Liaison Officer		Date:	10/30/09
		Supersedes Date:	08/31/09

appropriate, a supervisor and line crew may be assigned to work directly with the Municipal Unit to resolve public health and safety matters.

For Operating Level 3 and greater, the Liaison Officer will dispatch a Municipal Group Liaison to the impacted R-EOC.

(b) Organization

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



**Figure II-A-8
Liaison Officer Organization**

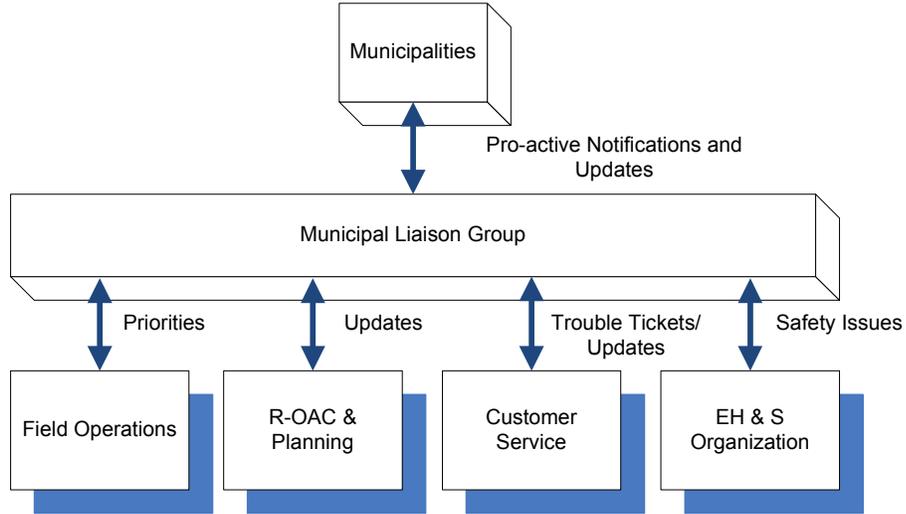
(c) Workflow

The Liaison Officer notifies the Municipal Group Supervisor and CIO that the organization has been established to provide services throughout the restoration effort. The Liaison Officer will suggest to the IC the dispatch priority of the Company’s resources to incidents and communicate with those internal and external groups affected directly.

The Municipal Group Supervisor helps prioritize municipal-generated trouble tickets by criteria that address public health and safety, need to relieve municipal resources, and traffic flow. These issues are shared with the Regional Planner to determine whether or not to dispatch Company resources in response.

Figure II-A-9 on the following page details the Liaison Group’s workflow.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-17
II – SYSTEM LEVEL - Liaison Officer		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure II-A-9
Liaison Officer Workflow**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-18
II - SYSTEM-LEVEL - Customer Operations Officer		Date:	10/30/09
		Supersedes Date:	08/31/09

7. Customer Operations Officer

(Customer Call Center / Communications Management Group / Customer Outreach)

(a) Concept of Operation

The Customer Service Center receives and responds to customers calls. During an incident, the center receives outage calls and provides available information on the restoration effort. The group will alert life-sustaining equipment (LSE) and medical hardship customers, hospitals, and nursing homes prior to a serious incident.

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

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

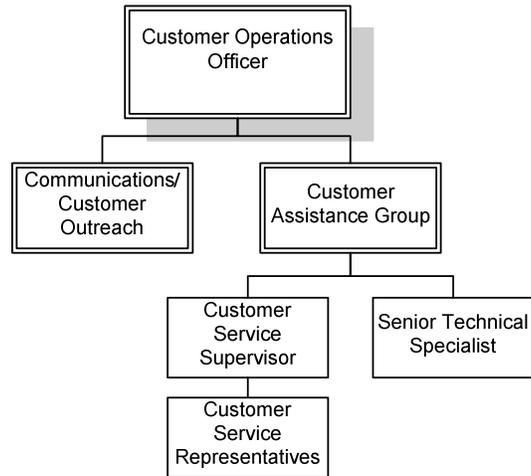
- Facilitate the handling of extraordinarily high volume of customer calls;
- Provide callers with the option of registering a trouble condition or speaking with a customer service representative (CSR); and
- Broadcast restoration status messages, which are updated as conditions change

CSRs in the Customer Service Center will use an enhanced Customer Information System (CIS) trouble display (storm application) that automatically generates a Trouble Ticket (PORCHE). CSRs will use a standardized script when handling emergency related customer calls to ensure needed information is obtained consistently.

(b) Organization

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-19
II – SYSTEM LEVEL - Customer Operations Officer		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure II-A-10
Customer Operations Organization**

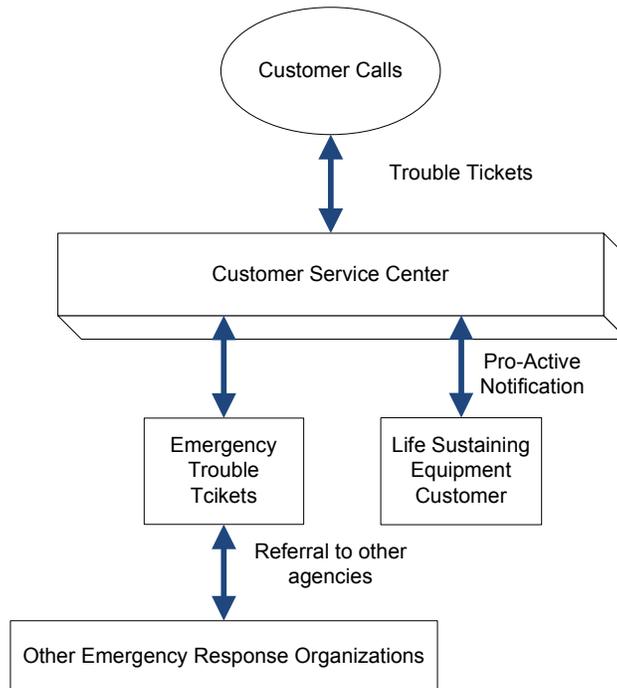
(c) Workflow

The Customer Service Center receives customer-generated trouble calls. CSRs supported by self-service technology manage these calls. CSRs input the customer's information into the CIS trouble screen which creates a trouble ticket. Outage-related information, if known, is made available to the CSRs for communication with customers.

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-20
II – SYSTEM LEVEL - Customer Operations Officer		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure II-A-11
Customer Operations Workflow**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-21
II - SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09

B. Planning Section

This section is responsible for managing and administering the overall effort of collecting, processing, and reporting emergency restoration information.

Planning Section responsibilities include, but are not limited to:

- Manage and administer the overall effort of collecting, processing, and reporting emergency service restoration information;
- Compile, analyze, and evaluate damage assessment and all other available trouble data to project the number of crews available and needed, the type of skills and equipment required, and ETRs;
- Estimate all crew (line/service/trimming/off road etc.), material, and other resource needs and request additional resources through the Logistic Section Chief to support tactical operations, as needed;
- Provide restoration priority recommendations to the R-OAC;
- Request any general support personnel needs including damage assessors, wires down personnel and clerical and technical support for each R-OACs;
- Maintain the Incident Action Plan and provide information to the Incident Commander;
- Working with the R-OACs, establish an accurate and timely reporting communication process;
- Working with the R-OAC, ensure restoration times are being provided by crews;
- Working with the Transmission and Substation Unit Leader develop an accurate view of trouble, number of crews available and needed, and estimated restoration times for the high voltage system;
- Work with each of the R-OAC to present a comprehensive assessment of the extent of trouble and the estimated restoration completion times for specific trouble areas;
- Review the weather forecast and provide updates;
- Determine the time frame for convening a pre-event meeting;
- The Planning Section is responsible for the collection, evaluation, and referral of jobs, public safety, the documentation and maintaining and providing internal information about the status of the restoration effort to the IC and CIO;
- The Planning Section is responsible for ensuring global ETRs are developed for large scale events and communicated to the appropriate personnel; and

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-22
II – SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09

- The Planning Section meets to formulate and document the Incident Action Plan (IAP). The IAP will be distributed to the Incident Command Staff. The Plan will be updated and distributed as the situation warrants.

1. Planning Section Chief

(a) Concept of Operation

The Planning Section Chief reports directly to the IC. The Damage Assessment Unit, Switching/Transmission & Substation Unit, Trouble Analysis Unit and Incident Action Plan/Communications Unit report directly to the Planning Section Chief. The Planning Section Chief is responsible for monitoring and reporting on major weather alerts. When a region identifies a potential incident they will notify Planning Section Chief who will initiate an inter-regional conference call and notify the IC of the situation.

(b) Organization

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

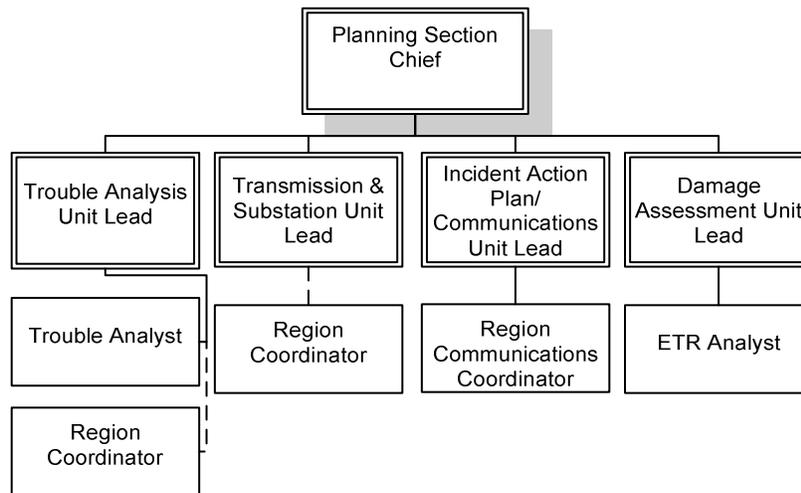


Figure II-B-1
System- Level Planning Section Organization

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-23
II – SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09

2. Trouble Analysis Unit Lead

(a) Concept of Operation

The Trouble Analysis Unit Lead is responsible for coordinating and overseeing the Trouble Analysis Unit. The Trouble Analysis Unit (TAU) determines the impact of the incident on the distribution system and issues work jobs using compiled trouble tickets to Switching Unit/Transmission and Substation Unit. The TAU analyzes trouble and may produce “next, worst case” scenario reports for the IC and Incident Commander Staff. The TAU interfaces with other restoration functions to monitor job status and enhance timely electrical repairs.

The TAU will work closely with Damage Assessment Unit. The TAU is responsible for gathering Regional trouble information and analyzing it for the System. The severity of the storm damage and the amount of trouble encountered regionally will guide this group to take action in support of Regional needs.

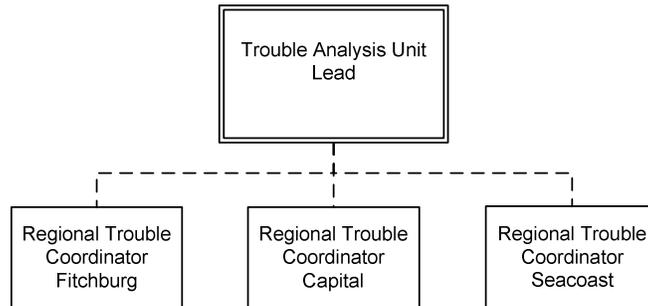
Information is gathered from a variety of sources including:

- Customer information via PORCHE;
- Damage Assessors;
- Municipal/Liaison Group;
- Distribution System Telemetry (SCADA); and
- Other field Operations groups
- The Trouble Analysis Unit is responsible for the following System information:
 - Feeder analysis and count;
 - Customer count;
 - Distribution trouble analysis; and
 - Identifying Regional special needs.

(b) Organization

Figure II-B-2 on the following page depicts a typical Trouble Analysis Unit Organization.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-24
II – SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09



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

(c) Workflow

Trouble tickets, damage assessment information, and distribution system “SCADA” information is submitted or collected by the TAU. PORCHE automatically assigns a feeder number to a large percentage of the incoming tickets.

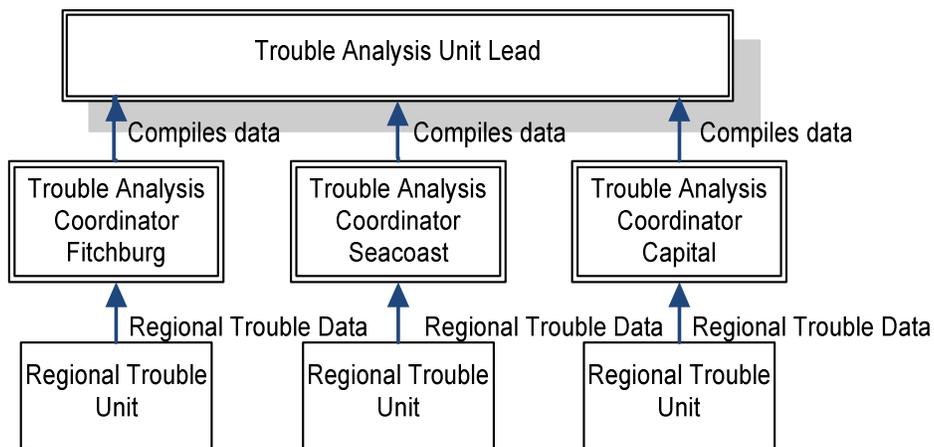
The Trouble Analysis Unit responsibilities include, but are not limited to:

- Associates related trouble tickets or un-associates un-related trouble tickets that have been auto-grouped by PORCHE;
- Verifies the probable cause of each reported outage;
- Issues a request for and receives back information from the Damage Assessment Unit such as global ETRs;
- Issues an appropriate work job to the field Operations groups (i.e., safety cut request or a permanent restoration package);
- Monitors feeders, networks, and load areas;
- Analyzes feeder overloads and potential customer impacts;
- Produces reports daily that compile information from the regions and highlights progress on a daily basis;
- Communicates with the R-EOC’s for any special needs and identify major equipment failures summarized by region;
- Provides consolidated plan to logistics for any equipment needed;

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-25
II – SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09

- Prepares and disseminates “next, worst case” analysis reports; and
- Determines accurate customer impacts due to secondary and non-network outages.

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



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

(d) Distribution Map Access and Support Services

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

Distribution Circuit Maps

Copies of the most recent complete issue of distribution circuit maps (will be available on the [\\file.uni](#) server in PDF format.

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-26
II – SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09

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

\\file_uni\data\Common\Departments_Shared\Operations\Emergency Planning\GIS Maps

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

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

3. Transmission/Substation Unit Lead

(a) Concept of Operation

This Unit is established for Operating Level 3 or greater incidents, system-wide impacts, or other serious events as determined by the IC. The R-EOCs will manage the switching/transmission & substation responsibilities during Operating Levels 1 and 2.

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

The T&SU will determine the amount and type of resources required based on a damage assessment and trouble ticket analysis to ensure that the restoration of the transmission circuits compliments the work performed on the distribution feeders. The T&SU has operating jurisdiction for the electrical system and is responsible for the safe operation of the electrical distribution system during the restoration effort on a daily basis.

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

Specific responsibilities include, but are not limited to:

- Pre-planning and pre-staging of resources;
- Ensuring the appropriate materials are available;

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-27
II – SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09

- Defining the damage assessment process for the high voltage system repair as detailed and documented in the IAP;
- Providing helicopter assessment information;
- Ensuring the Logistics Unit understands the resource requirements and any special equipment needs;
- Managing field line and tree crews; and
- Providing a global and more detailed ETR as the restoration effort progresses.

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

- Net Reports;
- Distribution system telemetry (SCADA);
- Troubleshooters in the field;
- Trouble Analysis Unit; and
- Customer information via PORCHE trouble ticket system.

(b) Organization

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

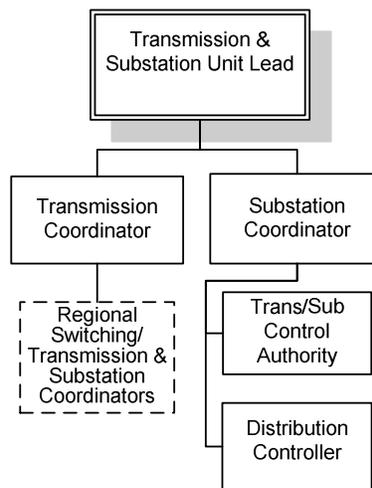


Figure II-B-4
Transmission/Substation Unit Organization

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-28
II – SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09

(c) Workflow

The Transmission and Substation Control Authority lead will be responsible for all transmission line and substation switching orders on a system basis. The Control Authority will work closely with the Switching/Transmission and Substation Unit Lead and will ensure the safe and reliable operation of the grid. The Distribution Controller will work closely with the Regional Planning sections to ensure the coordination of system and regional switching activities is performed in the most effective manner.

4. IAP Analyst/Communications Unit Lead

(a) Concept of Operation

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

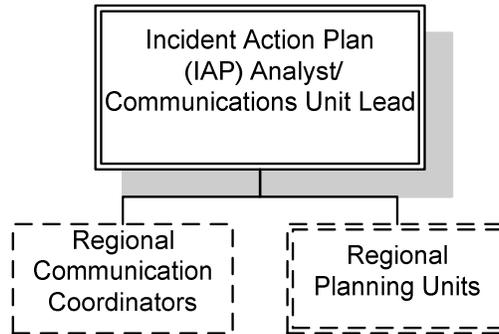
Information will be summarized by the Analyst as necessary to meet the requirements of the Incident Commander, Planning Section Chief, Information Officer, Company executives, and all other recovery organizations as needed. The Regional response organizations are responsible for updating IAP Analyst with storm recovery information. This information is downloaded to S- EOC and is the primary source of recovery status information. Information not contained in IAP, such as environmental issues and staffing, will be obtained by phone or e-mail from the other parts of the emergency response organizations.

Reports will address such areas as feeder processing status, number and location of customers impacted, generators deployed, status of the recovery effort, crewing and staffing levels, and environmental activities. The information is compiled into the Incident Action Plan (IAP) and will describe and document the overall restoration plan. The IAP will be updated consistently throughout the event to reflect a major change in the tactical approach within each region and on the system level. The IAP Analyst/Communications Unit Lead will provide routine updates every four hours to the organization and regulatory staff and will work closely with the Chief Information Officer, Planning Section Chief and Regional-Documentation/Communication Coordinator (DCCs) to ensure that messaging is consistent.

(b) Organization

Figure II-B-5 on the following page depicts a typical IAP/Communications organization:

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-29
II – SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09



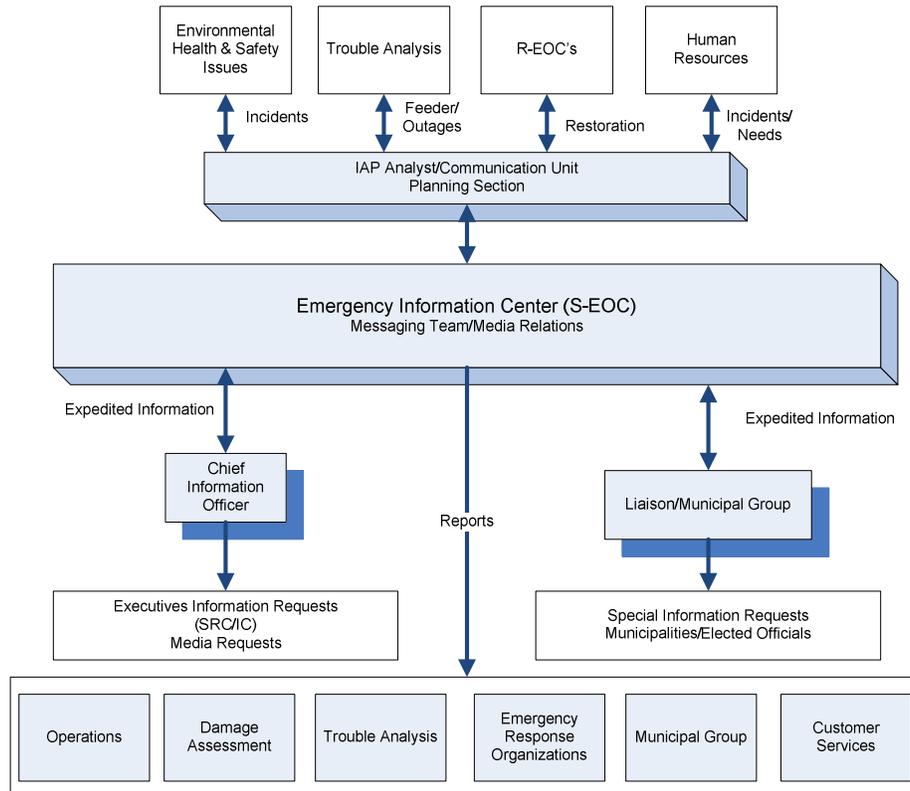
**Figure II-B-5
IAP Analyst/Communications Organization**

(c) Workflow

The IAC Analyst compiles this information and disseminates to the Planning Section and Trouble Analysis unit as needed. When this section is activated, it will also compile and disseminate the information normally provided by the CIO. The IAP section staff may also expedite and investigate inquiries from the Information Officer, Muni/Liaison Group, and Customer Operations for the purpose of compiling routine update information to regulatory staff and related functions.

Figure II-B-6 on the following page depicts a typical flow of work for the Emergency Information Center:

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-30
II – SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure II-B-6
Emergency Information Center Workflow**

5. Damage Assessment Unit Lead

(a) Concept of Operation

The Damage Assessment Unit (DAU) analyzes information compiled by the Regional Damage Assessment Teams for the purpose of determining the Global Estimated Time of Restoration (ETR). The DAU Lead interfaces with other storm management organizations to monitor job status and ensure timely repairs. A detailed description of the DAU organization, workflow and responsibilities can be found in the regional plans.

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

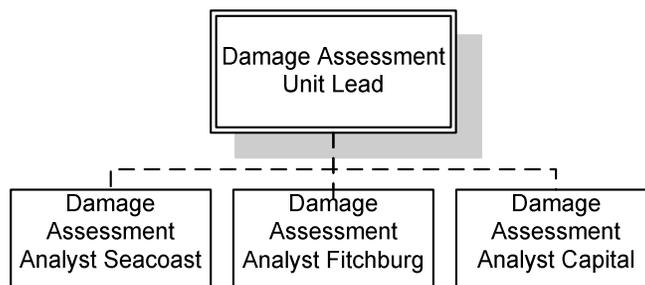
The primary purpose of Damage Assessment is to identify and provide detailed visual reports of damages to the distribution system.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-31
II – SYSTEM LEVEL - Planning Section		Date:	10/30/09
		Supersedes Date:	08/31/09

See Section V for a copy of the Storm Damage Assessment Procedure (Procedure No. EP-E-P02).

(b) Organization

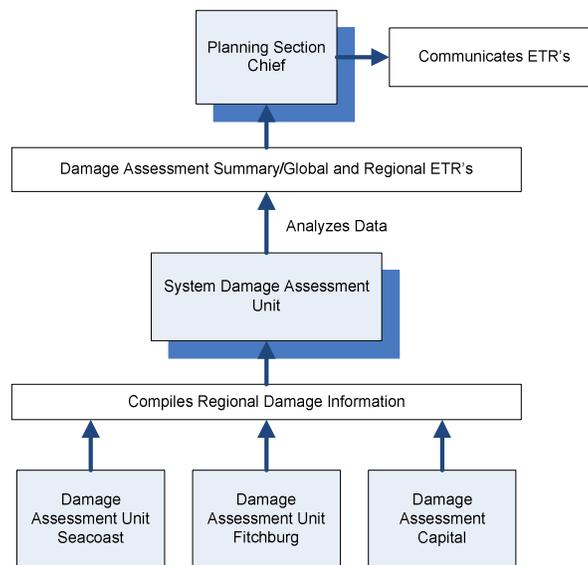
Figure II-B-7 depicts a typical Damage Assessment Unit organization in ICS:



**Figure II-B-7
Damage Assessment Organization**

(c) Workflow

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



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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-32
II – SYSTEM LEVEL – Logistics Section		Date:	10/30/09
		Supersedes Date:	08/31/09

C. Logistics Section

The Logistics Section provides the logistical and field support required to enable Operations personnel to concentrate on restoration of service. The Logistics Section is responsible for the coordination of logistical planning and logistical response activities. Under the ICS/NIMS structure, the Logistics Section is comprised of four major functional units; Staging Sites, Resource Acquisition (Internal, External, and Mutual Aid), Purchasing & Materials, and Lodging & Meals.

1. Logistics Section Chief

(a) Concept of Operation

The Logistics Section Chief is responsible for securing internal and external resource requirements throughout the emergency event (i.e. Line Crews, Crew Guides, Wires Down Guards, Damage Assessors, etc.). The corporate logistics organization will be established to augment local/regional organizations for Serious and Full Scale incidents/events to effectively support the restoration efforts. When the system level logistic team is activated it will work closely with regional logistics functions to ensure efficiency of operation.

During Serious and Full Scale incidents/events the Logistic staff is responsible for managing the overall logistical response effort and activities reporting directly to the Logistics Section Chief (LSC) at the S-EOC. During non-S-EOC incidents/events the LSC works out of the R-EOC and coordinates support requirements with the affected operating region.

The following are activities and functions managed and coordinated by logistics:

- Verify and maintain on-hand inventory and pre-defined storm kits, cable coils, poles and transformers
- Regional and central storerooms and garages are staffed as per appropriate storm matrix or per special request.
- Local Material Coordinators are assigned for category 3 and above incidents.
- Review inventory every 4 hours to schedule additional vendor and field deliveries
- Monitor Materials Management System (MMS) to order or re-order stock materials as required.
- Purchase of non-stock material and service requirements through an on-site buyer

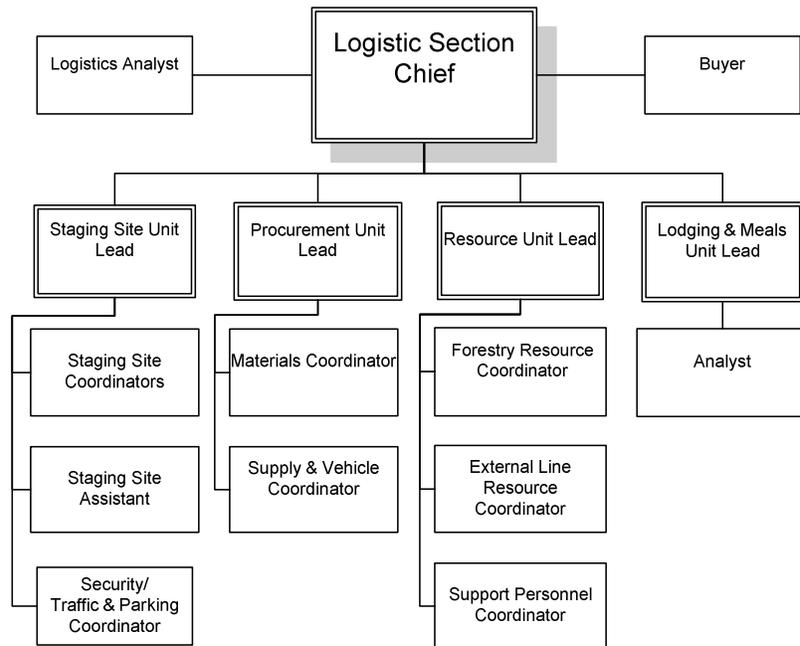
	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-33
II – SYSTEM LEVEL – Logistics Section		Date:	10/30/09
		Supersedes Date:	08/31/09

- Establish administration and mobilization of vendor contracts for recovery related supplies and services (examples include on site fueling for diesel trucks, bus rental, portable sanitary facilities, and janitorial services)
- Trucking operations to move materials, supplies and provide courier services
- Pre-loading, staging, and staffing Mobile Supply Units (MSU) at designated sites - units will contain required material for use by repair crews
- Develop and manage transportation requirements including the acquisition of additional vehicles.
- Coordination and deployment of mobile generators and other specialized equipment if needed
- Advance planning and preparation of critical resources and vendors
- Manage and supervise requests for all external resources which include but is not limited to contractors, other utilities, and special equipment needs.
- Acquire any outside resources, including linemen, forestry, transmission, damage assessment, support staffing and others as requested
- Oversee the establishment and operation of assembly and staging areas.
- Procure crew lodging, crew transportation, and vendor services for maintenance of dormitory style lodging facility that may be utilized
- Provide coordination of food/catering for crews when directed
- Obtain personal comfort items when directed. These items may include clothing, toiletries, etc.
- Updating logistics key contacts information

(b) Organization

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-34
II – SYSTEM LEVEL – Logistics Section		Date:	10/30/09
		Supersedes Date:	08/31/09



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

(c) Workflow

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

De-escalation/de-mobilization logistical planning will begin when all trouble tickets are complete and no additional customer response is required. Activities related to the de-mobilization are:

- De-escalation will begin as soon as possible

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-35
II – SYSTEM LEVEL – Logistics Section		Date:	10/30/09
		Supersedes Date:	08/31/09

- Return equipment/material that is no longer required to support the restoration effort
- All resources are accounted for and returned to their original location/organization (company or vendor),
- All logistics personnel are returned to their normal job assignments,
- Logistics has documented lessons learned and submitted same, as required per incident.

2. Staging Site Unit Lead

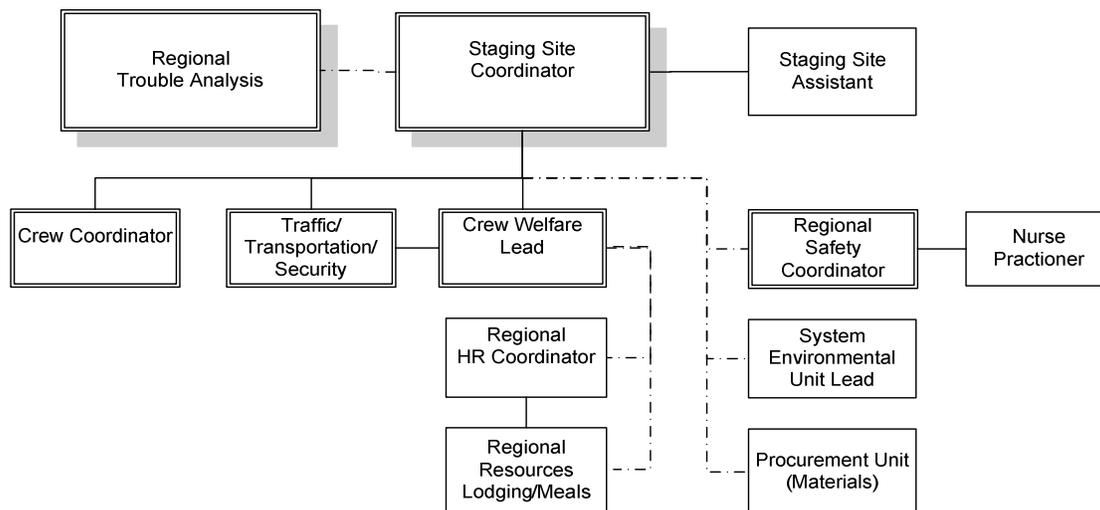
(a) Concept of Operation

In some cases during significant events it is necessary to establish locations to assemble large numbers of outside crews in areas other than those owned by Unitil. In support of this activity Unitil has previously identified locations throughout its service territory that can be used for this purpose and designate a Staging Site Unit Lead (SSUL) to coordinate these efforts. The locations are called staging sites and it is the staging site unit leads responsible for instituting the staging site in accordance with the Staging Site Mobilization, Management, and Demobilization Procedure found in Section V of this plan (Procedure No. Ep-E-P05). The concept is that a pre-determined teams will be dispatched to a location prior to the arrival of crews and establish this base location for operations. The staging site unit lead may also enlist the services of vendor support in establishing the staging in site. Typically a staging site is established for more than 50 crews and supporting activities.

(b) Organization

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-36
II – SYSTEM LEVEL – Logistics Section		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure II-C-2
Staging Site Unit Organization**

(c) Workflow

See for a copy of the Staging Site Mobilization, Management, and Demobilization Procedure (Procedure No. EP-E-P05), which details the workflow in Section 6.1 – Staging Site Process Flow.

3. Procurement Unit Lead

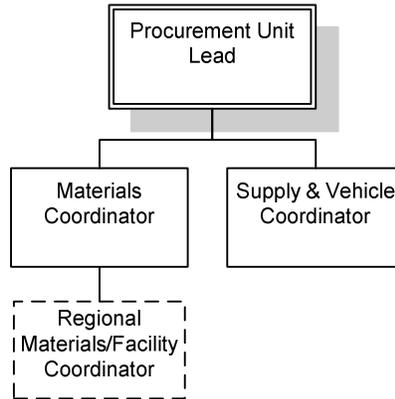
(a) Concept of Operation

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

(b) Organization

Figure II-C-3 on the following page depicts a typical Procurement Unit organization.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-37
II – SYSTEM LEVEL – Logistics Section		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure II-C-3
Procurement Unit Organization**

(c) Workflow

See Section V for a copy of the Logistics Procedure (Procedure No. EP-E-P04), which details the workflow in Section 6.3 – Logistics Organization Process Flow.

4. Resource Unit Lead

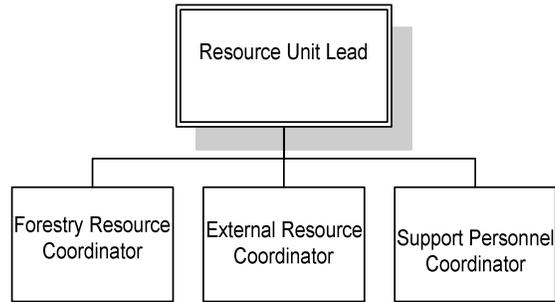
(a) Concept of Operation

The Resource Unit lead will acquire restoration resources prior to and during any emergency event. Resource will include but is not limited to: Mutual Aid; Line Contractors (transmission & distribution); Forestry; Damage Assessment; Support personnel. The Resource Unit Lead will immediately notify the Logistic Section Chief of any mismatches between requested and actual resources. The unit lead will provide documentation to the Logistic lead as to the estimated time of arrival for all resources. The Resource Unit works closely with Lodging and Meals unit lead to ensure accommodations are made that reflect the number of additional resources acquired.

(b) Organization

The Figure II-C-4 on the following page depicts a typical Resource Unit Organization.

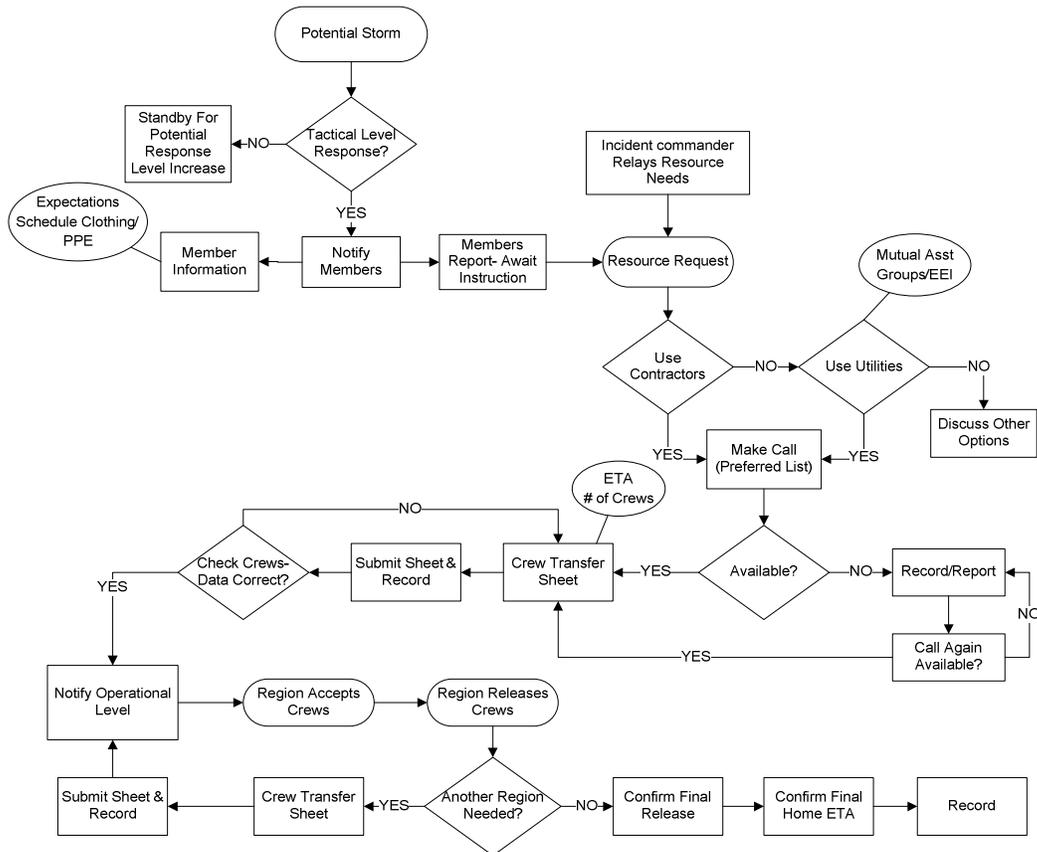
	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-38
II – SYSTEM LEVEL – Logistics Section		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure II-C-4
Resource Unit Organization**

(c) Workflow

Figure II-C-5 depicts a typical workflow for the Resource unit.



**Figure II-C-5
Resource Unit Workflow**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-39
II – SYSTEM LEVEL – Logistics Section		Date:	10/30/09
		Supersedes Date:	08/31/09

5. Lodging/Meals Unit Lead

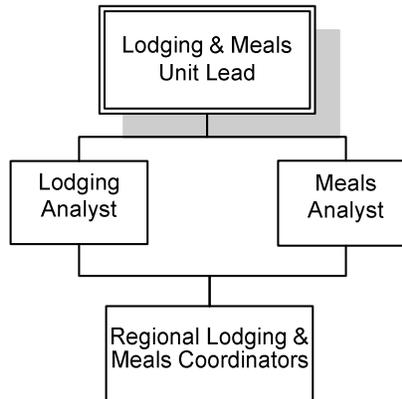
(a) Concept of Operation

The Lodging/Meals Unit is responsible for identifying the appropriate accommodations for all resources within the company based on the situation. Depending on time of year and lodging availability this unit will retain the necessary beds, whether hotels, shelters, tents or other means to lodge and feed all resources. The number and location will be directly related to the resources anticipated to be working in each region. The information will be disseminated to the local regional logistic coordinators who will in turn identify the specific resources that will be assigned to each lodging location.

Feeding all resources is also a priority and must be coordinated with the acquisition of accommodations. Often breakfast and dinner will be associated with lodging accommodations and when feasible box lunches to take the job site will also be issued from the same lodging location. See the Logistics Procedure, Section 4.5 (Procedure No. EP-E-P04) in Section V of this plan.

(b) Organization

Figure II-C-6 depicts a typical Lodging & Meals Unit in ICS.

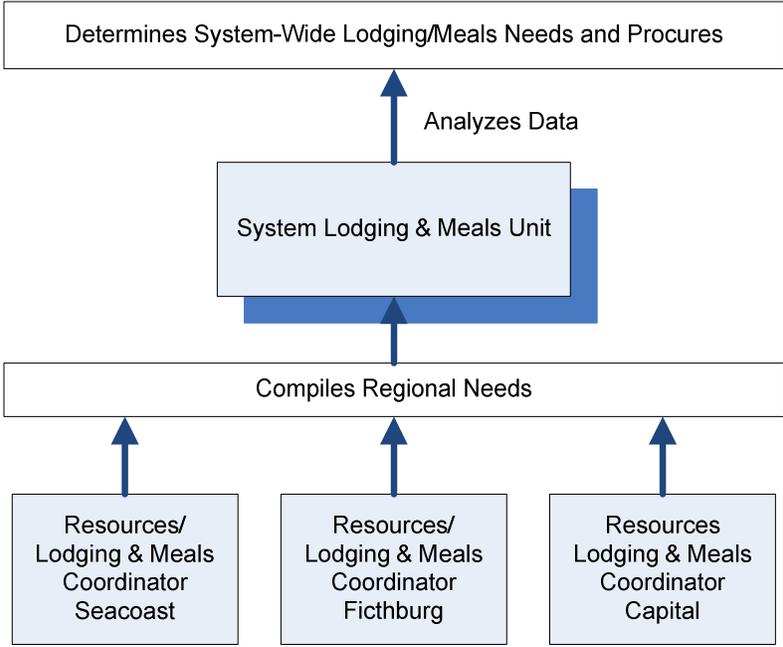


**Figure II-C-6
Lodging/Meals Unit Organization**

(c) Workflow

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-40
II – SYSTEM LEVEL – Logistics Section		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure II-C-7
Lodging/Meals Unit Workflow**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-41
II - SYSTEM LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

D. Administration/Finance Section

The Administration/Finance Section has overall responsibility for managing the financial and administrative functions associated with a defined incident. This Section is typically activated for Operating Levels 4 and 5 restoration efforts.

1. Admin/Finance Section Chief

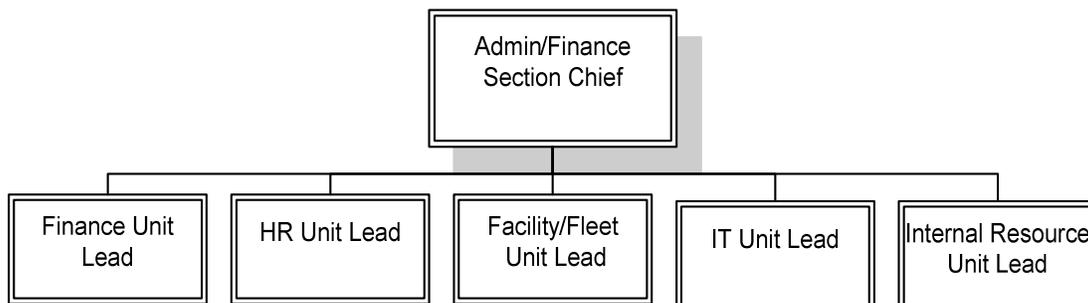
(a) Concept of Operation

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

- Processing financial, compensation, and claims-related matters associated with the Company's restoration effort, including any retained resources;
- Identifying and coordinating IT support at all R-EOCs and for affected critical applications;
- Providing Facility support at affected locations and ensuring critical infrastructure remains operational during the restoration effort;
- Assigning all available Storm Assignment List personnel to their storm roles and locations, as requested by the IC or R-OAC; and
- Providing human resource support to impacted employees and their families, as determined by the SRC and/or IC.

(b) Organization

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



**Figure II-D-1
Admin/Finance Section Organization**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-42
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

(c) Workflow

The Administration/Finance Section provides administrative support for the overall restoration effort. They will compile restoration costs and provide support to other sections and company personnel as needed during the restoration effort.

2. Finance Unit Lead

(a) Concept of Operation

The Finance Unit Lead will track the costs associated with the restoration effort and provide the appropriate accounting to each of the companies/regions based on existing regulatory accounting requirements. This Finance Unit will ensure all processes and procedures that account for resources and materials are established prior to the event and maintained throughout (e.g., capital vs. Operations & Maintenance or incremental costs). This Finance Unit is also responsible to ensure adequate petty cash funds and/or storm procurement cards are available, activated, and distributed, as requested by the IC or R-OACs. The Finance Unit is responsible for but not limited to:

- Issuing petty cash and adjusting upwards procurement card limits for applicable personnel, as instructed by the IC or SRC;
- Tracking and estimating the cost of the restoration event; and
- Ensuring cost controls are in place for subsequent payment of vendors and external resources (e.g., contractor lone crews).

The System and Regional Emergency Operation Centers should use the following guidelines to accumulate costs associated with storms/emergencies.

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-43
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

- All Distribution line crew labor and transportation should be charged to the work order number. When line crews are moved between regions they must charge the corresponding project/work and work unit on the order.
- All Service Company labor and transportation should be charged to the appropriate project/work order of the Region in which they are doing the work. For system events Service Company personnel will charge the system project and work order.
- All other labor, transportation, personal expense and outside vendor invoices should be charged to the storm project/work order. When other department personnel are working for Electric Operations they should charge the appropriate storm project/work order.
- All stock from the storm should be issued to the project/work order with the appropriate activity related to the work being performed. All units of plant issued to the storm project should use the project/work order and activity. All non units of plant issued to the project should be charged to expense.
- All invoices from external contractors providing line crews will be manually processed by the Logistics Section Chief with the appropriate Regional project/work request number, charge department and allocated based on how the outside companies were dispersed during the storm.
- All invoices from external contractors providing tree trimming will be manually processed by Logistics Section Chief with the appropriate Regional project/work order number, charge department and activity.
- All invoices from foreign utilities providing line and other resources will be manually processed by Logistics Section Chief with the appropriate request number, charge department and activity.
- At the conclusion of the storm, all information related to work orders will be sent to Engineering so an engineer can create a confirming work packet for each town that had units of plant installed/removed. Approved copies of the work should be forwarded to Accounting Services in Hampton. Engineering will assign an engineer at the end of the year to revise the project in the event that it exceeds the approved amount.
- Distribution Operations the actual capital costs for the storm based on actual material issued and the confirming work requests received from the field.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-44
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

- If the storm requires the S-EOC to be activated, all personnel working either in the EOC or other support services will charge the appropriate expense project/work order and activity as well as their own charge department. Finance will consolidate these charges once the total storm costs have been determined.
- Warehouse Personnel – During a storm, warehouse personnel will charge the same project/work order as other operating departments depending on the region they are working in.
- Storm Restoration Services to Other Utilities – Engineering will create a billable project as needed, for crews and support personnel that are sent to aid other utilities during a storm. Each utility that receives assistance will require a separate work order under the project. The work order should have the date of the storm and the name of the utility that received the assistance. If a purchase order is received for the services, a copy of the purchase order should be sent to Accounting with the correct project and work order numbers clearly listed. When the crews return from their restoration assignment the Operations will forward an e-mail to, supervisor of Accounting with the following:
 - Project and work order for each utility
 - “Attention to” name of contact person in the utility
 - Number of crews and support personnel sent to each utility
 - Time crews departed and returned
 - “Internal contact Name” of Unitil personnel involved with the Billing.

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

(b) Purchasing

Upon being notified by the Incident Commander or the S-LSC of an emergency that requires the activation of the Logistics Unit, the Director of Procurement or designee, will assume the role of System Level Procurement Unit Lead (S-PUL) and will initiate appropriate notifications by contacting the personnel assigned to the S-Logistics Unit or the R-Logistics Unit. Once Logistics Unit personnel are notified the S-PSC will notify the S-LSC or the R-LC as appropriate to confirm contacts are made and personnel are being released to report for emergency duty. The S-PUL will then notify Purchasing staff and inform them of the

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-45
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

emergency event and status. Once these notifications are completed the S-PSC will report to the S-LSC if directed to do so by the S-LSC. The S-PUL will direct the efforts of the Purchasing and Accounts Payable Departments in support of the event in accordance with these procedures and normal departmental emergency procedures.

The role of the S-PSC on the Logistics Unit will be to continuously assess the event for materials and services related needs, vendor management, supply sources, accounts payable issues and inbound logistics. The System Resource Unit will obtain and allocate resources as required to meet the demands of the event. The S-PC will report all issues of significance to the S-LSC and use the information gained at the System-Level to direct the efforts of the Purchasing and Accounts Payable Departments. Additionally the S-PSC will fill in for the S-LSC at the S-LSC's request and perform other duties as necessary to meet the emergency events' needs.

Upon being notified by the S-PSC of an emergency that requires the activation of the R-Logistics Unit, the Regional Materials/Facility Coordinator will report to the R-LC if directed by the S-PSC or the R-LC to do so, and will assist in setting up the facility.

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

Contact critical vendors to put them on notice of an impending action

Check on status of open orders of storm critical supplies

(c) **Material Equipment and Services**

Prior to proceeding to their assigned locations, all Purchasing personnel assigned to the buying effort in the R-Logistics Unit will ensure that Purchasing personnel assigned to support the effort are aware of the location of all required information.

Upon facility activation, the R-PC will review and identify the key areas/divisions where restoration efforts are centered. According to needs, the R-PC will mobilize Purchasing personnel assigned to the R-Logistics Unit and contact areas where material stocks are expected to be quickly depleted. The R-PC will also expedite the procurement process for materials, equipment and services to support field operations not covered by Inventory Management. These may include the Materials Management Warehouse, satellite storerooms, or mobile storerooms set up in heavily damaged areas. The R-PC will ensure the proper and rapid

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-46
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

acquisition of non-stock materials, equipment and services by coordinating with the Regional Materials/Facility Coordinator in the R-LC.

The materials/facility coordinators will maintain regular communications with the Buying Staff assigned to the R-Logistics Unit to ensure that requests for the purchase of materials, equipment, and services are expedited. The materials/facility coordinators will ensure that existing Blanket Purchase Agreements have sufficient funds available to cover the costs of emergency related materials, assist the Buying Staff, as necessary, to expedite purchase and delivery of materials, increase amount agreed, and maintain supplier contacts. The materials/facility coordinators will update the R-PC on a regular basis on the status of purchasing operations.

It is possible that during a corporate emergency (such as a gas or oil spill incident), a R-PC would need to report to an incident site. The R-PC assigned to field locations during emergencies will facilitate the material, equipment and services acquisition and delivery process by issuing purchase orders, preparing requisitions, and ensuring the proper authorizations are obtained for purchase requisitions prepared during the emergency in accordance with Purchasing procedures. The R-PC will coordinate with the Assistant Purchasing Coordinators for revisions required to existing contracts before dollars are expended, notifying suppliers before limits are reached, and where possible, obtaining required authorizations. The R-PC s will notify the materials/facility coordinators of all purchase requests and proceed with the procurement in accordance with Purchasing procedures. In a situation where the R-LC is activated and a Purchasing representative cannot be assigned to an incident, then a Logistics Unit Representative may be assigned to the incident site.

Depending upon the procurement-related requirements during the emergency, arrangements will be made to ensure a representative of Purchasing is available at the R-LC on a twenty-four hour basis by rotating personnel on two twelve-hour shifts.

3. HR Unit Lead

(a) Concept of Operation

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-47
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

- Ensuring assigned SAL personnel are directed to appropriate areas and information provided to receiving R-EOCs is accurate;
- Distributing employee updated information to Logistics;
- Issuing instructions on pay policy in a timely manner;
- Providing Facility support at each R-EOC; and
- Working with media relations/internal communications to issue information regarding employee support services.

In the event of a major catastrophic event Level 5 storm, additional staffing should be provided. Crew Accommodation Chiefs from nearby Regions and their organizations should be called upon to provide additional staffing, organization and support to the affected Region. During a catastrophic event where outside crews are expected, HR working along with the Lodging/Meals Unit will be responsible to:

- Consider advance booking of a block of motel rooms on a contingency basis as soon as requests for outside crews are made from the Emergency Restoration Center of any given District or Region during an emergency;
- Individuals assigned to arrange for crew accommodations should coordinate motel reservations with Purchasing. Motels having pre-established rates and terms should be selected whenever possible. Where rates and terms are not prearranged, Purchasing will negotiate to establish same. Individuals assigned to accommodations should become familiar with pre-established terms developed by Purchasing to help avoid over-committing the company;
- Prepare and update a list of all incoming crews - their normal work headquarters, travel route and expected time of arrival;
- Arrange for a guide to meet incoming crews, (if unfamiliar with the District or Region) at prearranged locations and lead crews to assigned work locations or headquarters. If practicable, the same guide should be assigned to the same crew each day. This may necessitate the lodging of the guide at the same motel as the crew;
- Register, on arrival and departure, all incoming and outgoing crews. It is extremely important that all foreign utility and contractor employees are tracked on a crew tracking form;
- Coordinate between employee and family in the event of a home emergency. Emergency home phone numbers of all workers

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-48
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

shall be provided to the crew accommodations personnel. Similarly, the emergency number, i.e., cell phone number, truck number, beeper, hotel room number should also be noted by crew accommodation personnel; and

- Maintain a list of where dormitory and barrack space is available in Region. This information shall be shown in the Regional Emergency Plan.

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

- There shall be no consumption of alcoholic beverages during regular working hours, overtime, emergency or at meals;
- Meals shall be obtained at a reasonable price;
- The unlawful use, possession, sale or purchase of “controlled substances” is prohibited;
- No person shall enter upon Unitil property while in possession of a firearm of any description, loaded or unloaded;
- Room accommodations will be treated respectfully and in accordance with “House Rules” ;
- Unitil will not pay for hotel charges for room service, movie charges, etc. One call to home number of a reasonable duration is allowed; and
- Personnel who are sick, injured, or otherwise unable to report to work shall inform their immediate supervisor who, when applicable, will report to their assigned Unitil representative.

4. Facility/Fleet Unit Lead

(a) Concept of Operation

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

Throughout the restoration effort, a Facility employee will be assigned to each of the impacted R-EOCs.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-49
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

(b) Facilities Operations and Maintenance

Upon notification of the activation of the R-EOC the R-F/FC will initiate notifications and call-outs as necessary. Depending upon the operations and maintenance requirements during the emergency, arrangements will be made to ensure facilities operations and maintenance services are available on a twenty-four hour basis by rotating personnel on two shifts. Facilities operations and maintenance functions can be requested by contacting the R-F/FC. These services include housekeeping, grounds keeping, snow removal, and emergency generator, sump pump/sand bag procurement, system and regional logistics centers. Duties also include rental of: Office trailers, storage trailers, chemical toilets, lighting units, traffic control equipment, and other incidentals needed by the restoration efforts.

(c) Office Furniture and Equipment

Arrangements for procurement and delivery of office furniture and equipment can be made by contacting the R-F/FC. If on-site equipment cannot be obtained, existing Facilities Management contracts may be used to supply the required equipment.

(d) Fleet

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-50
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

5. IT Unit Lead

(a) Concept of Operation

Upon being notified by the System Admin/Finance Section Chief (S-A/FSC) an emergency that requires the activation of the S-EOC, the VP of Information Systems or designee, will assume the role of System IT Unit Lead (S-ITUL) and will initiate notifications to personnel by contacting the personnel assigned to the System Admin/Finance Section or the Regional Administration Chief as indicted on “Logistics Notification Scheme.”

Depending upon the emergency, the S-ITUL will make arrangements to ensure availability of a Regional Support on a twenty-four hour basis. Once S-EOC personnel are notified the S-ITUL will notify the S-A/FSC to confirm contacts are made and personnel are being released to report for emergency duty. The S-ITUL will then notify Information Systems’ staff and inform them of the emergency event and status and they can report to their predefined locations.

Once these notifications are completed the S-ITUL will report to the S-A/FSC. The S-ITUL will direct the efforts of the Information Systems Department in support of the event in accordance with these procedures and normal departmental emergency procedures; if these procedures conflict, the IC will govern the actions during the emergency event.

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

During Operating Levels 4, 5, and possibly 3, Information Systems will dispatch one coordinator to each R-EOC. This Regional Information Technology Coordinator (R-ITC) will coordinate all regional emergency voice and data communications requirements. If logistics sites are employed the R-ITC will coordinate with the Logistics Site Coordinator to ensure smooth coordinated voice and data communications service for both the logistics sites and all other requirements.

Following notification of the emergency, the R-ITC will proceed to the R-EOC. While logistical support is generally a reactive process (fulfilling the needs as identified by the Planning or Operations Sections) best performance comes from proactively anticipating the needs based on experience, so as to be better positioned to respond. For example the S-ITUL may:

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-51
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

- Contact critical communications vendors to put them on notice of an impending action; and
- Check on company provided equipment.

The R-ITC will proceed to the R-EOC assist in facility activation and ensure the Center's computer and telecommunications systems are fully functional.

When the EOC's are activated, the R-ITC will obtain updated telephone availability. If on-scene Administration Unit Chiefs have been activated, they will be instructed to contact the R-ITC. The R-ITC maintains contact with the S-ITUL and will stay apprised of all special equipment requests. He/she will establish priorities based on the emergency, and the availability of supplies, and/or personnel, and coordinate the appropriate action with the S-EOC. A tracking system will be developed for collection of all items after the emergency has ended.

(b) Voice Communications

Upon being notified of the activation of the Administration/Finance Support Organization, the S-ITUL will notify the IT Technology Operations group of the emergency and what response will be required. During Restoration, the R-ITC will insure maintenance of telephone service to the substations. Upon activation of any Operations Center's Business Continuation Plan, emergency relocation sites will be provided with voice communications equipment as specified in the plan, or as requested. In the event a business continuation plan has not been developed for a facility experiencing business interruption, the R-ITC will respond to all requests for communication and computer equipment, as necessary. A tracking system will be developed for collection of all items after the emergency has ended.

(c) Data Communication

Upon being notified of the activation of the Administration/Finance Support Organization, the R-ITC will notify the Supervisor of IT Technology Operations group of the emergency and what response will be required. Upon activation of any Operations Center's Business Continuation Plan, emergency relocation sites will be provided with data support equipment as specified in the plan, or as requested. A tracking system will be developed for collection of all items after the emergency has ended.

The functions of the R-ITC are to:

- Ensure that all equipment within the center is operational. If repairs or maintenance is required, contact someone from the IT Technology Operations group to assist in repairs;

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-52
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

- Ensure all cell phones for distribution are available. Coordinate this with IT Technology Operations group; and
- Ensure faxes and printers are available for use.

6. Internal Resource Unit Lead

(a) Concept of Operation

The Internal Resource Unit will notify mobilized employees from the Storm Assignment List (SAL) (prior to the incident's impact, if possible) of their storm roles and track their response and report rates. This unit will also contact retirees and present a list of available personnel to the Planning Section Chief for storm role assignment.

The Company uses the Storm Assignment Listing (SAL) application to manage emergency/storm assignments and emergency/storm training information. This application, which is administered by Emergency Planning, assists in notifying and tracking employees serving as support personnel for the Division during emergencies. The SAL Program also contains information such as training received, storm assignment, and default locations for employees who have received emergency storm assignments.

Unitil realizes that the daily normal assignments of some employees may be of more importance to normal operations than a temporary emergency/storm assignment. Also, other employees may be required to remain in their function to support the storm emergency. As a result, the Company has established four levels of SAL availability.

Level 1: The daily normal assignments of these employees may be postponed temporarily, making them available for a SAL assignment. These people will be called upon first, as the need dictates.

Level 2: If delayed for short time-periods, the daily normal assignments of these employees may adversely impact the overall Company performance or other critical functions within the System. These employees would only be called upon to assist in a SAL assignment should the magnitude of the emergency/storm event demand resources beyond that available through Level 1.

Level 3: The daily normal assignments of these employees are critical to the overall function of the System. Postponement of these assignments, may negatively impact the System or critical Unitil processes. A number of these employees may also be required to remain in their function to support storm emergency work in their respective locations (e.g., a line supervisor). Typically, these employees will only be assigned storm for an extraordinary event. In accordance with the company's philosophy these employees will be trained for a storm assignment

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-53
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

Level 4: These employees have medical conditions or family care issues that prevent them from performing a SAL assignment.

Each Division SAL/Retiree Coordinator schedules a mandatory annual training, to familiarize employees with their emergency/storm assignments. Employees with emergency/storm assignments will be instructed to report to their default location. Additional sessions may be required for those employees not in attendance. If additional training is required to perform storm duties, Technical Learning in Millbury, Massachusetts shall be contacted.

(b) Retirees for Contractors

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

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

Emergency Planning will utilize Employee Services for assistance in contacting retirees and handling the administrative details of their employment arrangements, if their information is not already present in the SAL database.

(c) Positions and Training

Each employee assigned to Level 1 or Level 2 as described above shall be assigned one of the following storm assignment positions, with such assignments based upon management’s evaluation of each employee’s skills, background and competencies:

- Damage Assessor;
- Work Assignment Preparer;
- Field Guide;
- Service Restoration;
- Customer Service Representative; and
- Back Office Support.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-54
II – SYSTEM-LEVEL - Admin/Finance Section		Date:	10/30/09
		Supersedes Date:	08/31/09

Special storm assignment position descriptions shall be provided to assigned employees prior to training.

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

(d) Activation

The Chief Operating Officer or Incident Commander will determine the need for the activation of the Storm Staffing Program and those positions within the Division that require additional resources. Staffing coordinators within the Division will activate personnel for assignment. Personnel with primary assignments identified as Level 1 resources will be contacted first and asked to report to the alternate location. Personnel identified as Level 2 may only be activated if they have been released from their primary role.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-55
II – SYSTEM LEVEL - System EOC Layout		Date:	10/30/09
		Supersedes Date:	08/31/09

E. System EOC Layout

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

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

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

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

1. Alternate System EOC Layout

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



ELECTRIC EMERGENCY RESPONSE PLAN

Procedure No.	ERP.01
Revision No.	1
Section No.	II
Page No.	II-57
Date:	10/30/09
Supersedes Date:	08/31/09

II – SYSTEM LEVEL - System EOC Layout

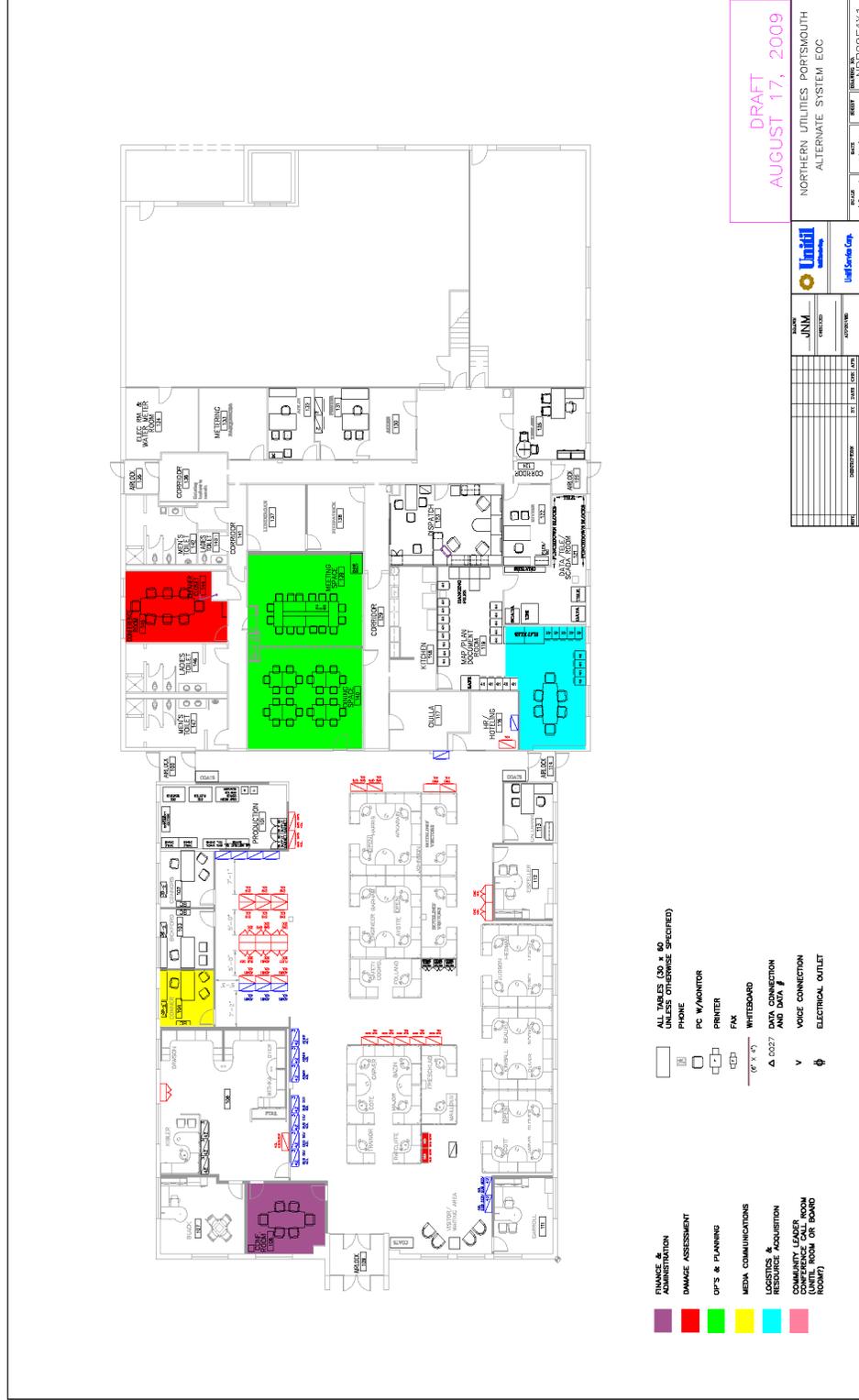


Figure II-E-2
Alternate System EOC Layout

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	II
		Page No.	II-58
II - ATTACHMENT 1- System Level Position Specific Checklists		Date:	10/30/09
		Supersedes Date:	08/31/09

ATTACHMENT 1

System-Level Position Specific Checklists

**Unitil
Emergency Response Plan
Incident Commander Checklist**

Incident Commander

The Incident Commander priorities are determined by the extent, size, duration, and complexity of the incident, as well as the availability of resources. The IC may determine that an emergency condition exists for the system or a region and invoke scaled response and recovery actions, as needed. The IC has control over the incident and communicates directly with the Strategic Response Committee (SRC).

Specific responsibilities include, but are not limited to:

- Estimate the magnitude of the incident and staff the System - Emergency Operations Center (S-EOC), as needed;
- Assess the incident utilizing a Summary Outage Assessment Report and establish an overall restoration strategy;
- Execute the restoration response utilizing data from detailed damage assessment and continually reassess the response to ensure incident escalation;
- Coordinate activities for additional resources, release of resources, and the demobilization of the incident;
- Establish accurate and timely reporting, which includes timekeeping for all labor-related activities;
- Establish a communication process and protocol, which is implemented to transfer restoration knowledge to customers, regulators, and employees in a timely manner;
- Oversee S-EOC activities, including the hosting of routine conference calls with the lead positions and Regional - Operations Area Chiefs (R-OACs);
- Coordinate staging area efforts with the R-OACs, when established;
- Identify and mitigate adverse customer, regulator, or other constituent sentiment and communicate resolution plans to the Strategic Response Committee (SRC).

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

Hampton, NH; S-EOC

Work Period:

12 hours on duty, 12 hours off duty with 'as required' overlap with relief System Logistics Section Chief.

Additional Responsibilities During Major Disasters:

Additional Equipment Requirements:

As required (through Facilities and outside resources)

Additional Staff Requirements:

As required. (Through SAL Program)

**Unitil
Emergency Response Plan
Incident Commander Checklist**

Initial actions to take by the person assuming the responsibilities of the S-IC																																
STEP	ACTION	✓																														
	Note: If you are coming in as a newly assigned or relief S-IC, skip directly to Step 6.																															
1	<p>Assess the situation and/or obtain a briefing from the individual currently in command of the situation. If being directed to activate an IC organization due to an ongoing or imminent event, obtain your briefing from the SRC Chair or designee. Focus on the following:</p> <ul style="list-style-type: none"> - What has happened and how bad is the situation? - What response actions are currently being taken? - Is the event stable or is the situation worsening? - What security issues exist? - What are the implications to the operations of the Company? 																															
2	<p>At the end of the briefing, decide on the need to activate a full or partial S-IC organization. Consider the following:</p> <p>Can the responding resources handle the incident? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Will the duration of the incident exceed resource endurance? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Are there potentially significant human resources, political, economic and/or environmental implications? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If the answer is "Yes" to any or all of the above, consider activating appropriate IC functions (see Step 3). If you answered "No" to <u>all</u> of the above, simply ensure proper completion of the incident.</p>																															
3	<p>If it is decided that there is a crisis requiring the activation of an S-IC organization, determine appropriate staffing needs. Discuss staffing needs with the SRC Chair or designee. Note: the size and type of incident will dictate how many people will be needed to effectively respond. Check off as applicable:</p> <table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: left;"><u>Group</u></th> <th style="text-align: center;"><u>Yes</u></th> <th style="text-align: center;"><u>No</u></th> </tr> </thead> <tbody> <tr> <td>Chief Information Officer</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Customer Operations Officer</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Liaison Officer</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Emergency Management</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Environmental Health & Safety Officer</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Operations Section Chief</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Planning Section Chief</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Logistics Section Chief</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> <tr> <td>Admin/Finance Section Chief</td> <td style="text-align: center;">_____</td> <td style="text-align: center;">_____</td> </tr> </tbody> </table>	<u>Group</u>	<u>Yes</u>	<u>No</u>	Chief Information Officer	_____	_____	Customer Operations Officer	_____	_____	Liaison Officer	_____	_____	Emergency Management	_____	_____	Environmental Health & Safety Officer	_____	_____	Operations Section Chief	_____	_____	Planning Section Chief	_____	_____	Logistics Section Chief	_____	_____	Admin/Finance Section Chief	_____	_____	
<u>Group</u>	<u>Yes</u>	<u>No</u>																														
Chief Information Officer	_____	_____																														
Customer Operations Officer	_____	_____																														
Liaison Officer	_____	_____																														
Emergency Management	_____	_____																														
Environmental Health & Safety Officer	_____	_____																														
Operations Section Chief	_____	_____																														
Planning Section Chief	_____	_____																														
Logistics Section Chief	_____	_____																														
Admin/Finance Section Chief	_____	_____																														
4	<p>If immediate guidance is needed in an ongoing situation (e.g., hostage circumstances), help is available 24x7 from Crisis Management International at: 1-800-274-7470</p>																															

**Unitil
Emergency Response Plan
Incident Commander Checklist**

5	<p>Determine a suitable location for the establishment of the S-EOC. Discuss this with the SRC Chair or designee, if applicable. If necessary, have Logistics obtain/set up workspace for this function. The following Unitil facilities meet the criteria for a workable EOC:</p> <ul style="list-style-type: none"> - Concord, NH - Hampton, NH - Fitchburg, MA 	
6	<p>Report to the location of the System-Level EOC.</p>	
7	<p>Complete the transfer of command and control to yourself once you have properly assessed the situation. Focus on the following:</p> <ul style="list-style-type: none"> - What has happened and how bad is the situation? - What response actions are currently being taken? - Is the event stable or is the situation worsening? - What security issues exist? - What are the implications to the operations of the Company? - What do on-site personnel need from us and vice-versa? <p>Once transfer of command and control has occurred, ensure that the S-IC and R-OAC organizations are aware that you are now the S-IC.</p>	
8	<p>Establish contact with the R-OACs Obtain:</p> <ul style="list-style-type: none"> - Regional incident status - List of agency representatives who have reported to the R-OACs - Regional governmental agency concerns - Provide information on which R-EOCs are open and the names of Unitil representatives at those locations - Information on logistical support for agency resources - Establish contact information and schedule of telephone conferences between you and the R-OACs <p>Share/provide:</p> <ul style="list-style-type: none"> System-Level Incident status Strategic plan for response from the SRC 	
9	<p>Establish your strategies and immediate priorities. Focus on the following:</p> <ul style="list-style-type: none"> - Impact of the event on Company personnel and on the public - Impact of the event on our business - Impact of the event of the Company's reputation - Impact of the event on the Company's finances 	

**Unitil
Emergency Response Plan
Incident Commander Checklist**

10	<p>Set up and conduct a briefing of your incident command staff personnel. At a minimum, discuss the following as an initial agenda:</p> <ul style="list-style-type: none"> - Size and complexity of the incident - Incident objectives - Your expectations and those of the SRC - Policy on outside information dissemination (media and outside agencies) - Agencies/organizations/stakeholders/business community - Incident activities/situation - Special concerns - Determine the length of the OPs - Do we have the necessary people for our response? 	
11	<p>Ensure that the SL-LO establishes communications with those higher level government agency representatives who have reported to the SL-IC and with agencies which have not sent a representative.</p>	

The following will assist in the ongoing response to and assessment of the situation		
STEP	ACTION	✓
1	Determine critical information needed from staff.	
2	If possible, personally observe the incident site(s).	
3	Review and approve the System-Level IAP for the OP	
4	Identify additional stakeholders – those individuals and groups that are potentially adversely affected by the incident.	

**Unitil
Emergency Response Plan
Incident Commander Checklist**

The following will assist in the ongoing response to and assessment of the situation		
STEP	ACTION	✓
5	<p>Assess personnel needs, funding, legal and best response implications:</p> <p>Personnel issues</p> <ul style="list-style-type: none"> Ops for workers Use of volunteers and auxiliary personnel Human resource issues Stress management concerns Family assistance needs <p>Funding issues</p> <ul style="list-style-type: none"> Consider source(s) and access to funds and ceiling limits Ensure tracking of Capital versus O&M expenditures <p>Legal issues</p> <ul style="list-style-type: none"> Documentation of response activities Investigation interaction <p>Best response drivers</p> <ul style="list-style-type: none"> - Human health and safety, for workers and public - Protection of Company assets - The economy within our service territory - Reputation/brand image of the Company - The environment - Public communication - Stakeholder support - Organization 	
6	Ensure your response objectives adequately address all items in No. 5.	
7	Identify operational situation changes that require augmenting/demobilizing resources.	

Flow of timely, accurate information to the press and to Company personnel is key to controlling the perceptions of the public/external stakeholders		
STEP	ACTION	✓
1	Prepare for holding press conferences by working with the CIO to compile the necessary briefing materials.	
2	Direct the CIO to the Joint Information Center (JIC), if one has been activated. Note that the release of information may be restricted if the JIC is operating.	
3	If this is a single regional IC organization, authorize the release of information to the news media and to Company personnel. If this is a multiregional event and/or if the SRC is activated, ensure that the CIO obtains approval from the Corporate CIO.	

**Unitil
Emergency Response Plan
Incident Commander Checklist**

Below is an input/output matrix to assist you with obtaining/providing information to/from other organizational positions		
STEP	ACTION	✓
1	Periodically meet with Stakeholders. Obtain: <ul style="list-style-type: none"> - Commitments for support - Special concerns Share/provide: <ul style="list-style-type: none"> - Briefing on current situation - Response strategies/priorities 	
2	Meet periodically with the CIO. Obtain: <ul style="list-style-type: none"> - Media considerations regarding the response/mitigation plan - Speaker preparation - Special media requests - Level of public interest - News releases, fact sheets, videos, photos and news clips - Interview, news briefing and town meeting schedules Share/provide: <ul style="list-style-type: none"> - SRC policy on outside information dissemination - Response objectives - Authorization of press releases to the press and to Company personnel 	
3	Meet periodically with the LNO Obtain: <ul style="list-style-type: none"> - Information on agencies and stakeholders from the system-level and regional level - Assisting agency capabilities - Available resources - Status of cooperating activities in support of the incident - Stakeholders' concerns/issues Share/Provide: <ul style="list-style-type: none"> - Current incident objectives/priorities 	
4	Meet periodically with the EH&SO. Obtain: <ul style="list-style-type: none"> - Safety concerns regarding the current response/ mitigation plan - Update on safety issues at the regional level, including injuries, accidents, etc. - Possible constraints on incident objectives due to safety issues Share/provide: <ul style="list-style-type: none"> - Incident situation status from the SRC perspective, especially in the initial stages of the event - Response objectives/priorities - Your safety expectations and concerns and those of the SRC 	

**Unitil
Emergency Response Plan
Incident Commander Checklist**

Below is an input/output matrix to assist you with obtaining/providing information to/from other organizational positions		
STEP	ACTION	✓
5	<p>Meet periodically with the R-OACs.</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Briefings on primary strategies, tactics and limitations - Updates on the progress of current response objectives - Resources needed - The location of operational facilities <p>Share/provide:</p> <ul style="list-style-type: none"> - Response objectives 	
6	<p>Meet periodically with the S-PSC.</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Briefings on overall current situation - Update on incident, including current/future projections on the impact of the incident - Briefings on resources available, including staffing, equipment and facilities <p>Share/provide:</p> <ul style="list-style-type: none"> - Objectives for response/mitigation plan - Your approval of the response/mitigation plan for next operational period - New objectives - Alternate strategies 	
7	<p>Meet periodically with the S-LSC.</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Briefings on logistical issues relating to communications, transportation, materials, facilities, and resources <p>Share/provide:</p> <ul style="list-style-type: none"> - Response objectives/priorities 	
8	<p>Meet periodically with the S-A/FSC.</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Financial report - Copies of communications prepared for employees - Update on the status of employees at the site of the incident - Status on notifications to of next-of-kin - Schedule of meetings with employees <p>Share/provide:</p> <ul style="list-style-type: none"> - Response objectives/priorities - Your policy on outside information dissemination - Command messages - Authorization of press releases to the press and to Company personnel 	

**Unitil
Emergency Response Plan
Incident Management Assistant Checklist**

Incident Management Assistant

The Incident Management Assistant (IMA) provides support to the Incident Commander during an event. The IMA will notify those needed to staff the SL-IC organization(s) and assist the SL-IC and other members of the IC organization in ensuring that the ERP and the federal/state and local regulations are being implemented.

Specific responsibilities include, but are not limited to aiding to:

- Estimate the magnitude of the incident and staff the System - Emergency Operations Center (S-EOC), as needed;
- Assess the incident utilizing a Summary Outage Assessment Report and establish an overall restoration strategy;
- Execute the restoration response utilizing data from detailed damage assessment and continually reassess the response to ensure incident escalation;
- Coordinate activities for additional resources, release of resources, and the demobilization of the incident;
- Establish accurate and timely reporting, which includes timekeeping for all labor-related activities;
- Establish a communication process and protocol, which is implemented to transfer restoration knowledge to customers, regulators, and employees in a timely manner;
- Oversee S-EOC activities, including the hosting of routine conference calls with the lead positions and Regional - Operations Area Chiefs (R-OACs);
- Coordinate staging area efforts with the R-OACs, when established;
- Identify and mitigate adverse customer, regulator, or other constituent sentiment and communicate resolution plans to the Strategic Response Committee (SRC).

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

Hampton, NH; S-EOC

Work Period:

12 hours on duty, 12 hours off duty with 'as required' overlap with relief System Incident Management Assistant.

Additional Responsibilities During Major Disasters:

Additional Equipment Requirements:

As required (through Facilities and outside resources)

Additional Staff Requirements:

As required. (Through SAL Program)

**Unitil
Emergency Response Plan
Incident Management Assistant Checklist**

Incident Management Assistant Notification Actions			
STEP	ACTION		✓
1	Upon notification of the event by the S-IC or designee, obtain the following: <ul style="list-style-type: none"> - Name of S-IC or designee - Brief synopsis of the event and current status - List of the positions that need to be manned in the S-EOC (see list below) - What location is serving as the S-EOC _____ - When is the team planning to meet? _____ - Name/phone # to call back _____ / _____ 		
2	Which positions need to be staffed in the S-IC organization?	YES	NO
	Chief Information Officer		
	Liaison Officer		
	Environmental Health & Safety Officer		
	Customer Operations Officer		
	Regional Operations Area Chief (regions(s)?)		
	<ul style="list-style-type: none"> - Seacoast - Capital - Fitchburg 		
	Planning Section Chief (what functional area(s)?) <ul style="list-style-type: none"> - Trouble Analysis Unit - IAP Analyst Unit - Switching/Transmission and Substation Unit - Damage Assessment 		
Logistics Section Chief (what functional area(s)?) <ul style="list-style-type: none"> - Resource Unit - Staging Sites Unit - Procurement Unit - Lodging/Meals Unit 			
Admin/Finance Section Chief (what functional area(s)?) <ul style="list-style-type: none"> - Finance Unit - HR Unit - IT Unit - Internal Resources Unit - Fleet/Facility Unit 			

**Unitil
Emergency Response Plan
Incident Management Assistant Checklist**

Incident Management Assistant Notification Actions		
STEP	ACTION	✓
2 (cont.)	Upon completion of the conversation with the S-IC or designee: <ul style="list-style-type: none"> - Contact as many personnel as may be needed to complete the call-out operations. - Provide each with a list of positions to fill. - Direct each to fill those positions using the names and numbers on their call-out lists. - Direct them to call you upon completion of their task. They are to inform you of any problems encountered in filling a position. 	
	Report to the designated S-EOC if directed.	

Callout Tracking Sheet			
1	Record the name of the EP Representative who has directed you to make notifications. _____ Date: ___/___/___ Time: _____ hours		
2	Check off the positions for which you will make calls		
3	Using your Emergency Contact List, make notifications in order to fill the positions assigned to you.		
4	Position:	Name of Person Contacted	N/A
			<input type="checkbox"/>
	Liaison Officer		<input type="checkbox"/>
	EH&S Officer		<input type="checkbox"/>
	Customer Operations Officer		<input type="checkbox"/>
	R-OAC (s)		N/A
	- Fitchburg		<input type="checkbox"/>
	- Capital		<input type="checkbox"/>
	- Seacoast		<input type="checkbox"/>
	Planning Section Chief		<input type="checkbox"/>
	Logistics Section Chief		<input type="checkbox"/>
	Admin/Finance Section Chief		<input type="checkbox"/>
5	Contact the Emergency Planning to confirm the contacts the have been made and provide him/her with any problems you encountered in filling a position.		

**Unitil
Emergency Response Plan
Incident Management Assistant Checklist**

STEP	ACTION	✓
1	Receive assignment as IMA	
2	Upon arrival at the EOC, check-in as appropriate.	
3	Receive a briefing from the IC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
4	Begin maintaining a detailed IMA Activity Log.	
5	Establish a work location. This location should be: <ul style="list-style-type: none"> - Accessible - Have adequate space - Be close to Planning - Have proper communications capabilities 	
6	Upon receiving notifications from the group, determine what positions have been filled and what problems, if any, were encountered in filling positions. Provide this information to the R-OACs. Discuss alternate names to fill any positions that the callers could not fill.	
7	Track incident expansion/contraction due to changes in conditions and the meeting of objectives.	
8	Obtain a complete understanding of incident operations. Tour the ICP and establish contact with the various leads. Ensure that they are: <ul style="list-style-type: none"> - Implementing their response in accordance with the Company's plans and procedures. For example: - Using correct forms - Maintaining the organizational charts - Keeping all logs and status boards up-to-date. - Meeting regulatory requirements, especially in regards to notifications. 	
9	At the direction of the S-IC, demobilize your team and ensure that all paperwork is forwarded to the IAP Analyst/Communication Lead under the Planning Section.	

**Unitil
Emergency Response Plan
Environmental Health & Safety Officer Checklist**

Environmental Health & Safety Officer

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

Specific responsibilities include, but are not limited to:

- Developing safety messages to be used system-wide during restoration;
- Assigning safety coordinators to locations requiring Company presence;
- Conducts site inspections of emergency work practices and the equipment assigned;
- Reports conditions to Incident Commander, as reported;
- Identifies hazardous situations associated with the incident;
- Exercises emergency authority to stop and prevent unsafe acts or correct unsafe conditions;
- Investigates accidents that have occurred within the incident area;
- Ensures safety briefings are conducted when outside crews report to a EOC;
- Distributes copies of "Tailboard Messages" and any other safety material for safety sessions held by crew supervisors;
- Coordinates safety related training to employees in non-traditional storm assignments;
- Participates in EOC meetings; and
- Establishes contact with local R -EOC Safety Coordinators, if assigned, for the event;
- Establishes and maintains communication with spill response personnel;
- Evaluates spill response resource needs and secure necessary resources to facilitate spill response;
- Reviews damage assessments to identify access concerns to help prioritize and schedule an efficient response.

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

Hampton, NH; S-EOC

Work Period:

12 hours on duty, 12 hours off duty with 'as required' overlap with relief System Environmental Health and Safety Officer.

Additional Responsibilities During Major Disasters:

Additional Equipment Requirements:

As required (through Facilities and outside resources)

Unit
Emergency Response Plan
Environmental Health & Safety Officer Checklist

Additional Staff Requirements:

As required. (Through SAL Program)

**Unitil
Emergency Response Plan
Environmental Health & Safety Officer Checklist**

STEP	ACTION	✓
1	Receive assignment as the EH&SO.	
2	Communicate with the Regional Environmental and Safety Coordinators to obtain the following information: <ul style="list-style-type: none"> - Status of the situation - Actions taken or being taken to mitigate the incident - Number of injuries (personnel & public) - Seriousness of injuries - Extent of any additional personnel or public exposure or impact as a result of the incident. - Any other information necessary for the S-IC to be fully informed of safety impacts and concerns during the incident management. - Outside emergency response agencies responding to the incident and any additional resources required or requested. - Support needed from internal organizations to protect the safety of employees, the public or our facilities. - Instructions or additional information that may need to be communicated with employees or the public relating to safety. 	
3	Report to the S-EOC and check-in.	
4	Begin maintaining a detailed EH&SO Activity Log documenting all activities and communications.	
5	Receive a briefing from the IC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the IC - Incident objectives - Agencies/organizations/stakeholders involved - Incident activities and current situation - Number of employees, contractors and outside agencies involved in the operation. - Special concerns - Employee or public injuries/safety concerns - Present status of the incident 	
6	Establish contact with the Regional Safety Coordinators (R-SC). Obtain: <ul style="list-style-type: none"> - Strategic plan for safety - Determine identity of the other regional Safety Coordinators - Establish contact information and schedule of telephone conferences between the you and the regional Safety Coordinators Share/provide: <ul style="list-style-type: none"> - System-Level incident status 	
7	Coordinate with the local safety coordinators to establish a line of communication and assure a consistent approach to safety of the public, our employees and facilities	

**Unitil
Emergency Response Plan
Environmental Health & Safety Officer Checklist**

STEP	ACTION	✓
8	In coordination with the S-PSC, develop the Safety Plan portion of the IAP.	
9	Review for approval any regional safety-related communications to employees or the public to assure that the communications conform to the strategic safety plan	
10	Coordinate with security to secure any hazardous areas following the incident and to protect the integrity of any evidence.	
11	Assign responsibilities for incident/accident/fire investigation if required.	
12	Assure a smooth demobilization of safety functions as events warrant	
13	At the direction of the S-IC, demobilize your team and ensure that all paperwork is forwarded to the IAP Analyst/Communication Lead under the Planning Section.	

**Unitil
Emergency Response Plan
Chief Information Officer Checklist**

Chief Information Officer

To address the concerns of customers, government agencies, local authorities, employees, and others, Unitil has established the role of Chief Information Officer (CIO). Information relative to the customer interruptions, resource acquisitions, damage in incident area, and restoration progress will be managed by the communication protocols established under ICS and fashioned by the team headed by the CIO. Detailed in Section II-Chief Information Officer are the Corporate Communications protocols, which outline the procedure for preparing and distributing appropriate press releases and/or public service announcements (PSAs) for radio, television, print, and Internet media, and also for the Company's employees. The CIO will coordinate all messaging with the IC and the CIO's team has overall responsibility for crafting restoration information to be disseminated to external and internal stakeholders.

Specific responsibilities include, but are not limited to:

- Preparing information to disseminate information to external and internal stakeholders (media, employees, business services, customer services, regulatory, state emergency agencies,
- Preparing press releases and public service announcements (PSAs)
- Initiating and structuring the notifications to local government officials and community organizations and provides them with updates on a regular basis;

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

Hampton, NH; S-EOC

Work Period:

12 hours on duty, 12 hours off duty with 'as required' overlap with relief System Chief Information Officer.

Additional Responsibilities During Major Disasters:

Additional Equipment Requirements:

As required (through Facilities and outside resources)

Additional Staff Requirements:

As required. (Through SAL Program)

**Unitil
Emergency Response Plan
Chief Information Officer Checklist**

STEP	ACTION	✓
1	Receive assignment as the CIO.	
2	Upon arrival at the S-EOC, check-in.	
3	Receive a briefing from the S-IC: <ul style="list-style-type: none"> - Size and complexity of the incident - S-IC's expectations relative to media response and communications with customers, employees, etc. - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns NOTE: Ensure that you understand the policy on outside information dissemination (media and outside agencies).	
4	Begin and maintain a S-CIO activity log.	
5	Establish contact with the R-DCCs. Obtain: <ul style="list-style-type: none"> - Regional plan for media response and internal/external communications - Information on the regional JICs, if existing - Establish contact information and schedule of telephone conferences between the CIO and the R-CCs Share/provide: <ul style="list-style-type: none"> - System-Level incident status Strategic and system-level policy on media response and employee communications	
6	Ensure that accommodations are made for 24-hour media coverage and establish a dedicated phone line(s) for inquiries from the press.	
7	Begin to gather basic facts about the crisis – who, what, where and when and use this information to answer inquiries.	
8	In coordination with the S-IC, develop corporate level messages to be disseminated to media, government and community leaders, and employees. Involve Legal/Regulatory and Customer Relations in the discussions.	
9	Obtain S-IC approval on all information to be released. If necessary, obtain approval on any potential press releases from the R-DCC (if applicable).	
10	Determine the need for a 24-hour System-Level Joint Information Center (JIC), if existing. Establish the JIC in a suitable location, and, if necessary, have Logistics obtain/setup this workspace. If this is not a Unitil event but one where the Company is one of many responders, then the lead organization will establish a JIC. At the direction of the IC or CIO, report to the JIC and serve as the Unitil spokesperson.	
11	Maintain current information summaries and/or displays on the incident, and provide information on the status of the incident to assigned personnel.	

**Unitil
Emergency Response Plan
Chief Information Officer Checklist**

STEP	ACTION	✓
12	Disseminate messages to constituent groups in Concord, Fitchburg, Hampton, Portland, and Portsmouth via e-mail, and via paper copies to pre-established communications coordinators. If necessary record an employee voice mail message for mass internal distribution. Access field workers through dispatch systems.	
13	Provide information messages to Unitil officers through executive briefings or through the R-CCs, and to the Customer Service Representatives by direct posting to the rep screens.	
14	As required, activate the Emergency 800# Hotline. Record an employee hotline-message for each of the Unitil areas (see attachment 3 for activation instructions). Ensure that the message is updated every six hours, at a minimum, or as information becomes available.	
15	If there is a Unitil-sponsored JIC, conduct media briefing In coordination with the ICs and the CIOs from any responding agencies.	
16	Arrange for tours, interviews, and other briefings that may be required.	
17	Obtain media information that may be useful for planning.	
18	Periodically meet with the S-IC. Obtain: <ul style="list-style-type: none"> - Command messages - News release authority - Changes in corporate media strategy Share/provide: <ul style="list-style-type: none"> - Level of public interest - Public information strategy - Speaker preparation - News releases, fact sheets, videos, photos and news clips - Interview, news briefing and town meeting schedules 	
19	Periodically meet with the R-OACs. Obtain: <ul style="list-style-type: none"> - Incident situation data Share/provide: <ul style="list-style-type: none"> - News releases, fact sheets, videos, photos and news clips - Names of those needing transportation 	
20	Periodically meet with the S-PSC. Obtain: <ul style="list-style-type: none"> - Incident situation data - Daily meeting schedule - Copies of the S-IAP Share/provide: <ul style="list-style-type: none"> - Interview, news briefing and public meeting schedules 	

**Unitil
Emergency Response Plan
Chief Information Officer Checklist**

STEP	ACTION	✓
21	Periodically meet with the LNO. Obtain: <ul style="list-style-type: none"> - Names and numbers of additional agencies, organizations and stakeholders to be added to the dissemination list Share/provide <ul style="list-style-type: none"> - News releases, fact sheets, videos, photos and news clips - Assistance with distinguished visitor escorts - Names of additional organizations and stakeholders for incorporations into incident response 	
22	Periodically meet with the S-LSC. Obtain: <ul style="list-style-type: none"> - Workspace, supplies and equipment - Contract assistance for newspaper, television and radio clipping service - Procurement, film processing, video dubbing service and audio visual support Share/provide: <ul style="list-style-type: none"> - New releases, fact sheets, videos, photos and news clips 	
23	Periodically meet with S-A/FSC Obtain: <ul style="list-style-type: none"> - Travel order numbers and accounting data Share/provide: <ul style="list-style-type: none"> - News releases, fact sheets, videos, photos and news clips 	
24	Periodically meet with SL-Fleet/Facilities Lead. Obtain: <ul style="list-style-type: none"> - Security status at the scene - Any planned augmentation of security at other sites - Status of Security and external agency investigations Share/provide: <ul style="list-style-type: none"> - News releases, fact sheets, videos, photos and news clips 	
25	At the direction of the S-IC, demobilize your team and ensure that all paperwork is forwarded to the IAP Analyst/Communication Lead under the Planning Section.	

**Unitil
Emergency Response Plan
Liaison Officer Checklist**

Liaison Officer

The Liaison Officer (LNO) is responsible to initiate and provide outreach activities with municipal contacts, state emergency management agencies, state regulatory agencies, and critical facilities, as warranted. The Liaison Officer will coordinate with the CIO on information provided to the officials to ensure unity of messaging. During an Operating Level 3 or greater incident, the Liaison Officer mobilizes the Municipal Field Liaison Group and contacts municipal officials.

Specific responsibilities include, but are not limited to:

- Notifying the Municipal Field Liaison Group Supervisor and CIO that the organization has been established to provide services throughout the restoration effort,
- Suggesting to the IC the dispatch priority of the Company's resources to incidents and communicate with those internal and external groups affected directly
- Dispatching the Municipal Field Liaison Group to the impacted Region EOC

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

Hampton, NH; S-EOC

Work Period:

12 hours on duty, 12 hours off duty with 'as required' overlap with relief System Liaison Officer.

Additional Responsibilities During Major Disasters:

Additional Equipment Requirements:

As required (through Facilities and outside resources)

Additional Staff Requirements:

As required. (Through SAL Program)

**Unitil
Emergency Response Plan
Liaison Officer Checklist**

STEP	ACTION	✓
1	Receive assignment as LNO.	
2	Upon arrival at the ICP or other pre-determined location, check-in.	
3	Receive a briefing from the IC: <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the SRC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns NOTE: Ensure that you understand the SRC's policy on outside information dissemination (media and outside agencies).	
4	Review current/past IAP.	
5	Begin maintaining a detailed LNO Unit Log.	
6	Establish a work location. This location should be: <ul style="list-style-type: none"> - Accessible - Have adequate space - Be close to Planning Section - Have proper communications capabilities 	
7	Establish contact with the R-Muni Rooms Obtain: <ul style="list-style-type: none"> - Regional incident status - List of agency representatives who have reported to the regional ICPs - Regional governmental agency concerns - Provide information on which R-EOCs are open and the names of Unitil representatives at those locations - Information on logistical support for agency resources - Establish contact information and schedule of telephone conferences between the LNO and Muni Rooms Share/provide: <ul style="list-style-type: none"> - Strategic plan for governmental response 	
8	Begin maintaining a list of assisting and cooperating agencies/ representatives. Monitor check-in sheets daily to ensure that all agency representatives are identified.	

**Unitil
Emergency Response Plan
Liaison Officer Checklist**

STEP	ACTION	✓
9	<p>Discuss functions with the CIO. Ensure that:</p> <ul style="list-style-type: none"> - There is no duplication of effort - Responsibilities are clear between you and the CIO. In most instances: CIO – responsible for public and town meetings, for stakeholder group meetings/forums, and for providing escort for VIPs as directed by the S-IC. LNO – responsible for city, town, county, and state agencies engaged in the management and mitigation of the incident. This is especially true of contributing agencies and stakeholders who are contributing equipment, people and funds to the response, or can assist in contributing influence to obtain the best response. 	
10	<p>Stay aware of incident expansion/contraction due to changes in conditions and the meeting of objectives.</p>	
11	<p>Keep agencies supporting the incident aware of the incident status. Prior to meeting with Agency Representatives and Stakeholders:</p> <ul style="list-style-type: none"> - Review IAP for objectives. - Obtain IC expectations for the meeting. - Prepare your agenda which should include: <ul style="list-style-type: none"> - Discussion of IAP - S-IC expectations - Discussion of agencies and stakeholders to support the IAP - Support services available for agency equipment - Information on various resources available to the agencies/stakeholders - Identification of a contact person/supervisor for each agency/stakeholder - Agency resource assignment - Establish meeting time and location prior to planning meeting, and advise agency representatives of it. - Assign a scribe/recorder for the meeting. - Compile a list of attendees. - Facilitate the meeting. 	
12	<p>Periodically meet with the S-IC. Obtain: Current incident objectives Share/provide:</p> <ul style="list-style-type: none"> - Information on agencies and stakeholders - Updates on the strategic level government response - Assisting agency capabilities - Available resources - Status of cooperating agency activities in support of the incident - Stakeholders' concerns/issues 	

**Unitil
Emergency Response Plan
Liaison Officer Checklist**

STEP	ACTION	✓
13	Periodically meet with the R-Muni Rooms. Obtain: <ul style="list-style-type: none"> - Regional incident status - List of agency representatives who have reported to the EOC - Governmental Agency concerns - Provide information on which R-EOCs are open and the names of Unitil representatives at those locations - Information on logistical support for agency resources Share/Provide <ul style="list-style-type: none"> - Update on the strategic governmental response 	
14	Periodically meet with the S-PSC. Obtain: <ul style="list-style-type: none"> - Incident situation data - Daily meeting schedule - Copies of the IAP - Projections on incident - Names of additional agencies or organizations that should be incorporated into the response effort Share/provide: <ul style="list-style-type: none"> - Assisting agency capabilities - Available resources - Status of cooperating agency activities in support of the incident - Stakeholders' concerns/issues 	
15	Periodically meet with the CIO. Obtain: <ul style="list-style-type: none"> - Copies of news releases, fact sheets, videos, photos, and news clips - Names of additional agencies or organizations that should be incorporated into the response effort Share/provide: <ul style="list-style-type: none"> - Information on agency/organization participation and scheduled stakeholder meetings - Need for "town hall" meetings - Information/analysis on stakeholder sentiment - Escort of dignitaries under CIO responsibility for protocol 	
16	Periodically meet with the R-OACs. Obtain: <ul style="list-style-type: none"> - Incident situation status, especially in the initial stages of the event. Provide: <ul style="list-style-type: none"> - Special concerns of agency resources for response and for demobilization. 	

**Unitil
Emergency Response Plan
Liaison Officer Checklist**

STEP	ACTION	✓
17	Periodically contact or meet with the Agency Representatives and stakeholders. Obtain: <ul style="list-style-type: none"> - Information on available resources - Information on agency needs or requirements - Information on cooperating agency activities in support of the incident response Share/provide: <ul style="list-style-type: none"> - Incident status updates - Continuing need for representation at R-EOCs - Information on logistical support for agency resources - Information on assignment of agency resources - Information on demobilization procedures - Facilitation at the stakeholder/agency representative meetings 	
18	At the direction of the S-IC, demobilize your team and ensure that all paperwork is forwarded to the IAP Analyst/Communication Lead under the Planning Section.	

Unit
Emergency Response Plan
Customer Operations Officer Checklist

Customer Operations Officer

The Customer Operations Officer (COO) has overall responsibility for the Customer Service Center during an event. The Customer Service Center receives and responds to customers calls. During an incident, the center receives outage calls and provides available information on the restoration effort. The group will alert life-sustaining equipment (LSE) and medical hardship customers, hospitals, and nursing homes prior to a serious incident.

Specific responsibilities include, but are not limited to:

- Working with the CIO to disseminate necessary restoration information to customers.
- Alerting priority customers (LSE, Critical Care Customers, hospitals, etc.) before a serious event to ensure generators may be used.
- Implement the strategic plan relative to providing accurate, timely information to customers, and to employees and their families.
- Implementation of the strategic plan relative to providing accurate, timely information to customers, and to employees and their families

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

Hampton, NH; S-EOC

Work Period:

12 hours on duty, 12 hours off duty with 'as required' overlap with relief System Customer Operations Officer.

Additional Responsibilities During Major Disasters:

Additional Equipment Requirements:

As required (through Facilities and outside resources)

Additional Staff Requirements:

As required. (Through SAL Program)

**Unitil
Emergency Response Plan
Customer Operations Officer Checklist**

STEP	ACTION	✓
1	Receive assignment as COO.	
2	Upon arrival at the S-EOC, check-in as appropriate, and report to the CIO.	
3	Receive a briefing from the S-IC: <ul style="list-style-type: none"> - Size and complexity of the incident - S-IC's expectations relative to media response and communications with customers, employees, etc. - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns NOTE: Ensure that you understand the policy on outside information dissemination (media and outside agencies).	
4	Begin and maintain an S-COO Activity Log.	
5	If necessary, set up an adequate workspace and obtain needed materials. Obtain help from S-LSC.	
6	Establish contact with the R-CCs. Obtain: <ul style="list-style-type: none"> - Regional plan for customer response - Regional incident status relative to response to the customer - Status on the staffing at the regional Municipal Rooms - Decision on the activation of regional Municipal Rooms - Establish contact information and schedule of telephone conferences between the you and the R-CCs Share/provide: <ul style="list-style-type: none"> - System-Level incident status - Strategic and system-level policy on customer relations 	
7	Meet with the S-IC and other Incident Command Staff personnel. Brief them on the impact of the incident on the customer. Discuss with them the information you have obtained from the R-DCCs.	
8	Periodically meet with the S-IC, the CIO and the S-A/FSC and assist in the development of core messages to be used when communicating with customers, and employees and their families through the Municipal Rooms.	
9	Ensure that communications links between the regional Municipal Rooms, R-EOC's, and the S-EOC are operational.	
10	Periodically communicate with the R-CCs, primarily to determine the status of communications with the customers. Ensure that you brief the S-IC and CIO on your findings.	
11	At the direction of the S-IC, demobilize your team and ensure that all paperwork is forwarded to the IAP Analyst/Communication Lead under the Planning Section.	

**Unitil
Emergency Response Plan
Planning Section Chief Checklist**

Planning Section Chief

The Planning Section Chief (S-PSC) reports directly to the IC. This section is responsible for managing and administering the overall effort of collecting, processing, and reporting emergency restoration information. The Planning Section Chief is responsible for monitoring and reporting on major weather alerts. When a region identifies a potential incident they will notify Planning Section Chief who will initiate an inter-regional conference call and notify the IC of the situation. Positions reporting to the Planning Section Chief include: Damage Assessment Unit Lead, Transmission & Substation Unit Lead, Trouble Analysis Unit Lead, and the IAP Analyst/Communications Unit Lead.

Specific responsibilities to oversee include, but are not limited to :

- Preparation and approval of the Incident Action Plan (IAP)
- Compile, analyze, and evaluate damage assessment and all other available trouble data to project the number of crews available and needed, the type of skills and equipment required, and ETRs;
- Estimate all crew (line/service/trimming/off road etc.), material, and other resource needs and request additional resources through the Logistic Section Chief to support tactical operations, as needed;
- Provide restoration priority recommendations to the R-OACs;
- Request any general support personnel needs including damage assessors, wires down personnel and clerical and technical support for each R-OACs;
- Working with the R-OACs, establish an accurate and timely reporting communication process;
- Working with the Transmission and Substation Unit Leader develop an accurate view of trouble, number of crews available and needed, and estimated restoration times for the high voltage system;
- Work with each of the R-OAC to present a comprehensive assessment of the extent of trouble and the estimated restoration completion times for specific trouble areas;
- Review the weather forecast and provide updates;
- The Planning Section is responsible for ensuring global ETRs are developed for large scale events and communicated to the appropriate personnel; and
- The Planning Section meets to formulate and document the Incident Action Plan (IAP). The IAP will be distributed to the Incident Command Staff. The Plan will be updated and distributed as the situation warrants.

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

Hampton, NH; S-EOC

Work Period:

12 hours on duty, 12 hours off duty with 'as required' overlap with relief System Planning Section Chief.

Additional Responsibilities During Major Disasters:

Additional Equipment Requirements:

As required (through Facilities and outside resources)

Unit
Emergency Response Plan
Planning Section Chief Checklist

Additional Staff Requirements:

As required. (Through SAL Program)

**Unitil
Emergency Response Plan
Planning Section Chief Checklist**

STEP	ACTION	✓
1	Receive assignment as the S-PSC	
2	Upon arrival at the ICP, check-in as appropriate.	
3	Receive a briefing from the S-IC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the S-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
4	Collect and process critical information about the incident. Determine: <ul style="list-style-type: none"> - Geographic scope of the incident and layout of the System and Regional Level organizations - Resource locations - Facilities Then consider: <ul style="list-style-type: none"> - The need for changes to the geographic layout of the organization Determine: <ul style="list-style-type: none"> - Actions taken to date Then consider: <ul style="list-style-type: none"> - Any additional actions needed Determine: <ul style="list-style-type: none"> - Current organization Then consider: <ul style="list-style-type: none"> - Adequacy of current organization to meet incident needs Determine: <ul style="list-style-type: none"> - Resources on-scene and ordered in - Resource location/status Then consider: <ul style="list-style-type: none"> - Need for resources in addition to those on scene or ordered 	
5	Begin/maintain a S-PSC Activity Log.	
6	Ensure the setup of an adequate workspace for your group and acquire work materials. If necessary, have the S-LSC obtain/setup this workspace.	
7	Provide input to the S-IC and the R-OACs on the preparation of the IAP.	

**Unitil
Emergency Response Plan
Planning Section Chief Checklist**

STEP	ACTION	✓
8	Supervise the preparation of the IAP for the next operational period. <ul style="list-style-type: none"> - At conclusion of the Incident Planning Meeting, ensure assignments and expectations are clear. - Instruct those responsible for completion of portions of the response or mitigation plan(s) to provide advance notice if deadlines will not be met. - Ensure duplication services are available and adequate. - If written plans are required, obtain the assembled portions of the IAP. - Proofread the IAP(s), ensuring completion. - Present to the IC for approval. - Duplicate and route the IAP, as needed. Ensure that the R-PCs are copied. 	
9	Serve as the facilitator for key meetings during each operational cycle. <ul style="list-style-type: none"> - Instruct the unit to prepare a daily meeting schedule. - Ensure that the meeting schedule is prominently posted. - Send reminders to meeting attendees 15 – 30 minutes prior to the start of a meeting to ensure prompt attendance. - Facilitate each meeting in order to maintain schedule, cover all required topics, and produce expected deliverables. 	
10	Determine/develop alternate strategies for each primary strategy proposed by the R-EOCs <ul style="list-style-type: none"> - Determine if alternate plans are precluded by any policy, regulation, or other incident specific constraint. - For each alternative strategy, determine resources needed, resource availability, and cost. - Be prepared to discuss the pros and cons of the alternate strategies at planning meetings. 	
11	Keep the IC and the Incident Command Staff informed about incident status changes and ensure that incident status information is prominently displayed	
12	Provide incident specific information to requestors.	
13	Be alert for excess resources that can be reassigned or demobilized.	
14	When appropriate, oversee the preparation and implementation of the demobilization plan.	

**Unitil
Emergency Response Plan
Planning Section Chief Checklist**

STEP	ACTION	✓
15	Periodically meet with the IC. Obtain: <ul style="list-style-type: none"> - Current briefing on incident status - Operational periods - Deadline for IAP submission - Changing S-IC objectives - IAP(s) approval Share/provide: <ul style="list-style-type: none"> - Feedback on initial response activity/organization - Feedback on operational period decision and response or mitigation plan(s) deadline - Feedback on objectives - Proposed IAP(s) - Updates on situation, resource status, weather, etc. - Response or mitigation plan(s) for approval 	
16	Periodically meet with the LNO. Obtain: <ul style="list-style-type: none"> - Concern regarding liaison issues Share/provide <ul style="list-style-type: none"> - Proposed response or mitigation plan(s) - Briefing on situation, critical/sensitive areas, resource status/availability, weather 	
17	Periodically meet with the CIO. Obtain: <ul style="list-style-type: none"> - Estimated times of press briefings - Media concerns and considerations - CIOs needs for audio visual materials, etc. for press briefings Share/Provide: <ul style="list-style-type: none"> - Proposed response or mitigation plan(s) - Briefing on situation, critical/sensitive areas, resource status/availability, weather 	
18	Periodically meet with the S-EH&SO. Obtain: <ul style="list-style-type: none"> - Concerns regarding safety issues in the response or mitigation plan(s) - Safety messages Share/provide <ul style="list-style-type: none"> - Proposed response or mitigation plan(s) - Briefing on situation, critical/sensitive areas, resource status/availability, weather 	

**Unitil
Emergency Response Plan
Planning Section Chief Checklist**

STEP	ACTION	✓
19	Periodically meet with the R-OACs. Obtain: <ul style="list-style-type: none"> - Primary and alternate strategies/tactics - Resource needs - Resource/facility needs Share/provide <ul style="list-style-type: none"> - Input on alternate strategies - Proposed response or mitigation plan(s) - Briefing on situation, critical/sensitive areas, resource status/availability, weather - Feedback on response or mitigation plan submissions 	
20	Periodically meet with the S-LSC. Obtain: <ul style="list-style-type: none"> - Confirmation of staffing orders - Feedback on resource availability - Facility details - Support plan input Share/provide: <ul style="list-style-type: none"> - Resource order forms - Proposed response or mitigation plan(s) - Briefing on situation, critical/sensitive areas, resource status/availability, weather - Feedback on response or mitigation plan submissions 	
21	Periodically meet with the S-A/FSC. Obtain: <ul style="list-style-type: none"> - Update on finance concerns - Financial reports Share/provide: <ul style="list-style-type: none"> - Proposed response or mitigation plan(s) - Briefing on situation, critical/sensitive areas, resource status/availability, weather - Review of IC objectives 	
22	Upon direction from the S-IC, demobilize the SL Planning Section Unit. Complete all paperwork and turn in to the IAP Analyst/Communications Lead under the Planning Unit.	

**Unitil
Emergency Response Plan
Logistics Section Chief Checklist**

Logistics Section Chief

The Logistics Section Chief (S-LSC) is responsible for securing internal and external resource requirements throughout the emergency event (i.e. Line Crews, Crew Guides, Wires Down Guards, Damage Assessors, etc.). The corporate logistics organization will be established to augment local/regional organizations for Serious and Full Scale incidents/events to effectively support the restoration efforts. The Logistics Section is responsible for the coordination of logistical planning and logistical response activities. Positions reporting to the Logistics Section Chief include: Staging Site Unit Lead, Resource Unit Lead (Internal, External, and Mutual Aid), Procurement Unit Lead, and Lodging & Meals Unit Lead.

Specific responsibilities to oversee include, but are not limited to :

- Acquire any outside resources, including linemen, forestry, transmission, damage assessment, support staffing and others as requested
- Crew lodging, crew transportation, and vendor services for maintenance of dormitory style lodging facility that may be utilized
- Oversee the establishment and operation of assembly and staging areas Verify and maintain on-hand inventory and pre-defined storm kits, cable coils, poles and transformers
- Regional and central storerooms and garages are staffed as per appropriate storm matrix or per special request.
- Monitor Materials Management System (MMS) to order or re-order stock materials as required.
- Establish administration and mobilization of vendor contracts for recovery related supplies and services (examples include on site fueling for diesel trucks, bus rental, portable sanitary facilities, and janitorial services)
- Trucking operations to move materials, supplies and provide courier services.
- Pre-loading, staging, and staffing Mobile Supply Units (MSU) at designated sites - units will contain required material for use by repair crews.
- Develop and manage transportation requirements including the acquisition of additional vehicles.
- Coordination and deployment of mobile generators and other specialized equipment if needed.
- Advance planning and preparation of critical resources and vendors.
- Manage and supervise requests for all external resources needs.

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

Hampton, NH; S-EOC

Work Period:

12 hours on duty, 12 hours off duty with 'as required' overlap with relief System Logistics Section Chief.

Additional Responsibilities During Major Disasters:

**Unitil
Emergency Response Plan
Logistics Section Chief Checklist**

Additional Equipment Requirements:

As required (through Facilities and outside resources)

Additional Staff Requirements:

As required. (Through SAL Program)

**Unitil
Emergency Response Plan
Logistics Section Chief Checklist**

STEP	ACTION	✓
1	Receive assignment as the S-LSC.	
2	Upon arrival at the EOC, check-in	
3	Receive a briefing from the S-IC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the S-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
4	Begin/maintain a S-LSC Activity Log.	
5	Ensure the setup of an adequate workspace for your group and acquire work materials.	
6	Establish contact with and organize the response of the R-LCs. <ul style="list-style-type: none"> - Provide an overview of the incident from the corporate/ strategic perspective - Provide an overview of Logistics responsibilities: 	
7	If necessary, establish an “umbrella” incident ordering process, and ensure that the regional groups are aware of the process.	
8	Track incident expansion/contraction due to changes in conditions.	
9	Complete any forms and reports required and send material to the proper agency/unit.	
10	Review proposed tactics for the next operational period or periods at planning meetings.	
11	Periodically meet with the S-PSC to determine the status of resources.	
12	Periodically meet with all group leaders. <ul style="list-style-type: none"> - Determine additional resources needed by these groups to support the IAP - Update them on the progress made to obtain resources ordered/needed by the groups. 	
13	Periodically meet with the S-IAP Analyst and others to discuss long range plans/projections for the incident and identify potential or future requirements.	
14	Prepare and review applicable portions of the response or mitigation plan(s).	
15	Conduct frequent staff meetings to keep personnel aware of proposed response or mitigation plan(s), and identify any changes that may be necessary based on resource availability.	
16	Update the IC on current logistics problems and/or accomplishments.	
17	Ensure that personnel and equipment time records are complete and submitted to the Time Unit Leader at the end of each operational period.	

**Unitil
Emergency Response Plan
Logistics Section Chief Checklist**

STEP	ACTION	✓
18	When appropriate, ensure an orderly, fiscally responsible demobilization of the incident. <ul style="list-style-type: none">- Consider demobilization early enough during the incident so that an adequate plan is in place prior to the actual need to release resources.- Work with sections to identify excess resources.- Review list of resources proposed for demobilization daily to ensure accuracy and timely release from incident.- Assist in the development of the demobilization plan.	
19	Upon direction from the S-IC, demobilize the Logistics Section Unit. Complete all paperwork and turn in to the IAP Analyst/Communications Lead under the Planning Unit.	

Unitil
Emergency Response Plan
Admin/Finance Section Chief Checklist

Admin/Finance Section Chief

The Administration/Finance Section Chief (S-A/FSC) has overall responsibility for managing the financial and administrative functions associated with a defined incident. This Section is activated for Operating Levels 4 and 5 restoration efforts. These responsibilities include tracking costs, resources and IT needs during an event. Positions reporting to the Admin/Finance Section Chief include: Finance Unit Lead, HR Unit Lead, Facility and Fleet Unit Lead, IT Unit Lead, and Internal Resource Unit Lead.

Specific responsibilities to oversee include, but are not limited to:

- Processing financial, compensation, and claims-related matters associated with the Company's restoration effort, including any retained resources;
- Identifying and coordinating IT support at all R-EOCs and for affected critical applications;
- Providing Facility support at affected locations and ensuring critical infrastructure remains operational during the restoration effort;
- Assigning all available Storm Assignment List personnel to their storm roles and locations, as requested by the IC or R-OAC; and
- Providing human resource support to impacted employees and their families, as determined by the SRC and/or IC.

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

Hampton, NH; S-EOC

Work Period:

12 hours on duty, 12 hours off duty with 'as required' overlap with relief System Admin/Finance Section Chief.

Additional Responsibilities During Major Disasters:

Additional Equipment Requirements:

As required (through Facilities and outside resources)

Additional Staff Requirements:

As required. (Through SAL Program)

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

STEP	ACTION	✓
1	Receive assignment as the S-A/FSC	
2	Upon arrival at the EOC, check-in as appropriate.	
3	Receive a briefing from the IC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns - Gain a complete understanding of the facts, especially as they relate to any victims of the incident 	
4	Begin and maintain a S-A/FSC Activity Log	
5	If an ad hoc space is required, ensure the setup of an adequate workspace for your group. This workplace should, if possible, be: <ul style="list-style-type: none"> - Provide adequate space - Be in close contact with Logistics - Have adequate communications capability 	
6	Determine the resources needed for your group. Submit requests for resources to the S-LSC.	
7	Establish contact with and brief the R-OACs. <ul style="list-style-type: none"> - Determine the following from the regions: Continuing danger potential, transported victims, security needs, known family victim issues, and escalation potential - Provide an overview of the incident. - Provide an overview of Section responsibilities: - Establish a schedule for telephone meetings during each OP. 	
8	Determine funding sources for the incident response and set up a system that will track and report all costs incurred during the incident response.	
9	Track incident expansion/contraction due to changes in conditions. Keep the regions informed of changes	
10	Complete all forms and reports as required and send material to the proper agency/unit.	
11	Work with the CIO and COO to assure that prompt and accurate communications is sent to all employees. Emphasize the assistance programs that will be made available to employees and their families. Ensure that the regions are made aware of these corporate level messages.	
12	Collect cost data from the R-OACs and develop an "Operational Period Cost Summary Report" and ensure its timely distribution to the IC, the Incident Command Staff, the Documentation Unit, and the R-OACs.	

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

STEP	ACTION	✓
13	Meet with assisting and cooperating agency representatives. Maintain daily contact with the Finance personnel of these agencies to discuss financial matters.	
14	<p>Ensure that all time personnel and equipment time records are accurately completed. Ensure that regions are implementing a structured response checklist (Following this checklist) with the points of emphasis on:</p> <ul style="list-style-type: none"> - Accounting for all employees ensuring death and injury notifications have been given to families of victims - Identifying “at risk” individuals- people who might need near-term emotional or psychological assistance - Determine whether any of the recommended protocols should not be followed (e.g. mandatory attendance). If so, assure that this is contained in the message to supervisors 	
15	<p>Update the IC on current financial projections. Submit cost saving recommendations as appropriate.</p> <p>Participate in daily briefings and planned meetings to provide appropriate human resource/finance information</p>	
16	Assure that the regions have briefed local union’s leadership on the incident and provide a point of contact for incident personnel to discuss human resource issues.	
17	<p>Upon direction from the S-IC, demobilize the Admin/Finance Section Unit. .Provide information to the Demobilization Plan.</p> <ul style="list-style-type: none"> • Lead times • High cost resources • Equipment release considerations <p>Ensure that all obligation documents initiated at the incident are properly prepared and completed.</p>	
18	Conduct a group debriefing session and compile “lessons learned”. Submit all completed paperwork to the IAP Analyst/Communications Lead under the Planning Unit	

**Unitil
Emergency Response Plan
Structured Response Checklist**

STRUCTURED RESPONSE CHECKLIST IMMEDIATELY FOLLOWING AN INCIDENT		
Action	Considerations	Conducted By
Immediate care for the victims	Assure ambulances and EMT personnel dispatched to site.	<ul style="list-style-type: none"> • Site management • Safety Coordinator
Notification of next-of-kin of any fatality victims	<ul style="list-style-type: none"> • Contact in person at the home, by a senior management person, if at all possible • Express condolences, assess needs, provide assistance in any way practical • Anticipate denial or anger response • Offer ongoing support by Company assets, family assistance, and pastors/ministers/rabbis 	<ul style="list-style-type: none"> • IC or R-OAC • Manager or Supervisor • Employee Assistance Program
Notification of next-of-kin of any injury victims	<ul style="list-style-type: none"> • Contact in person at the hospital or home, by a senior management person, if at all possible • Express concern, assess needs, provide assistance in any way practical • Anticipate denial or anger response • Offer ongoing support by Company assets, family assistance, and pastors/ministers/rabbis 	<ul style="list-style-type: none"> • IC or R-OAC • Manager or Supervisor • Employee Assistance Program
Administer “psychological first aid” for other personnel at the incident site	<ul style="list-style-type: none"> • Expect personnel to be shocked, dazed, confused • Get personnel to a safe place, shielded from outsiders, police, media, and victims • Tell personnel “it’s safe, it’s over”, touch them on the shoulder to reassure • Assure co-workers stay with those personnel obviously distressed • Assure personnel remain onsite until “de-escalation” meetings are conducted 	<ul style="list-style-type: none"> • Site management • Safety Coordinator
BEFORE THE END OF THE FIRST DAY		

**Unitil
Emergency Response Plan
Structured Response Checklist**

STRUCTURED RESPONSE CHECKLIST IMMEDIATELY FOLLOWING AN INCIDENT		
Action	Considerations	Conducted By
<p>Establish Company-wide need to conduct “de-escalation” meetings at all Company facilities, including the incident site. In addition, establish need to conduct early-AM “update” meetings early the following day, with “group stress debriefing” meetings toward the end of the day.</p>	<ul style="list-style-type: none"> • Contact management leaders at the incident site, and other company locations, to brief them on conducting de-escalation and update meetings (see considerations below) • Attendance at de-escalation, update, and stress relief meetings is mandatory for all employees who were working at the incident site. De-escalation meetings should be considered for all other company sites. 	<ul style="list-style-type: none"> • Human Resources • Employee Assistance Program
<p>Conduct “de-escalation” meetings at the incident site (if possible) and at other Company locations, as needed. Meetings are mandatory for personnel from the incident site, and should be considered for other company locations.</p>	<ul style="list-style-type: none"> • Conduct in groups – 25-30 personnel per group, 15-20 minutes per meeting • Attendance is mandatory • Acknowledge their shock and disbelief • Discuss “what we know” • Reassure the employees’ security • Discuss “what to expect” • Assess immediate reactions, and fear of returning to work the following day • Discuss what employees can do to help • Note that the Crisis Management Plan has been activated • Tell them all to come to work the next day, that an update of status will be provided first thing 	<ul style="list-style-type: none"> • Site management • Safety Coordinator • Employee Assistance Program
EARLY THE SECOND DAY		
<p>Provide updated information to management leaders at each site</p>	<p>Provide as much information as is available, including status of those injured, if appropriate.</p>	<ul style="list-style-type: none"> • Human Resources • Employee Assistance Program

**Unitil
Emergency Response Plan
Structured Response Checklist**

STRUCTURED RESPONSE CHECKLIST IMMEDIATELY FOLLOWING AN INCIDENT		
Action	Considerations	Conducted By
Conduct update information meetings. Meetings are mandatory for personnel from the incident site, strongly recommended for other company locations.	<ul style="list-style-type: none"> • Conduct meeting in groups sized appropriately for the site • Attendance is mandatory • Describe the present situation as completely as possible, and what the Regional Incident Command Organization has done • Discuss what employees should expect during the day • Solicit questions and rumors (“ask and be quiet” approach) • Share feelings with the group, assess needs as they arise 	<ul style="list-style-type: none"> • Site management • Safety Coordinator • Employee Assistance Program
Throughout the second day:		
Observe employees closely, without being intrusive	<ul style="list-style-type: none"> • Seek out those who are clearly stressed, and obtain assistance for them 	<ul style="list-style-type: none"> • Site management • Safety Coordinator • Employee Assistance Program
Conduct group stress debriefing meetings. Mandatory for the incident site, strongly recommended for other company locations. Stress debriefings (cont.)	<ul style="list-style-type: none"> • Conduct in groups – 15-20 personnel per group, 25-30 minutes per meeting • Attendance is mandatory • Seek out typical post-traumatic stress disorder (PTSD) symptoms: <ul style="list-style-type: none"> - sleep disturbance - mental, physical fatigue - anxiety, depression - intrusive thoughts - “what if” or “if only” reactions - flashback reactions - feelings of guilt/helplessness - Refer personnel to appropriate employee assistance programs 	<ul style="list-style-type: none"> • Employee Assistance Program
THIRD DAY AND BEYOND		
Remain alert to employee PTSD symptoms	<ul style="list-style-type: none"> • Seek out those are clearly stressed, and obtain assistance for them 	<ul style="list-style-type: none"> • Site management • Safety Coordinator • Employee Assistance Program

**Unitil
Emergency Response Plan
Structured Response Checklist**

STRUCTURED RESPONSE CHECKLIST IMMEDIATELY FOLLOWING AN INCIDENT		
Action	Considerations	Conducted By
Observe employees closely, without being intrusive	Seek out those who are clearly stressed, and obtain assistance for them	Site management Safety Coordinator Employee Assistance Program
Conduct group stress debriefing meetings. Mandatory for the incident site, strongly recommended for other company locations. Stress debriefings (cont.)	Conduct in groups – 15-20 personnel per group, 25-30 minutes per meeting Attendance is mandatory Seek out typical post-traumatic stress disorder (PTSD) symptoms: sleep disturbance mental, physical fatigue anxiety, depression intrusive thoughts “what if” or “if only” reactions flashback reactions feelings of guilt/helplessness Refer personnel to appropriate employee assistance programs	Employee Assistance Program
Remain alert to employee PTSD symptoms	Seek out those are clearly stressed, and obtain assistance for them	Site management Safety Coordinator Employee Assistance Program

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-1
III – REGIONAL LEVEL - Incident Command System		Date:	10/30/09
		Supersedes Date:	08/31/09

III. REGIONAL LEVEL INCIDENT COMMAND SYSTEM

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

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

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

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

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

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

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

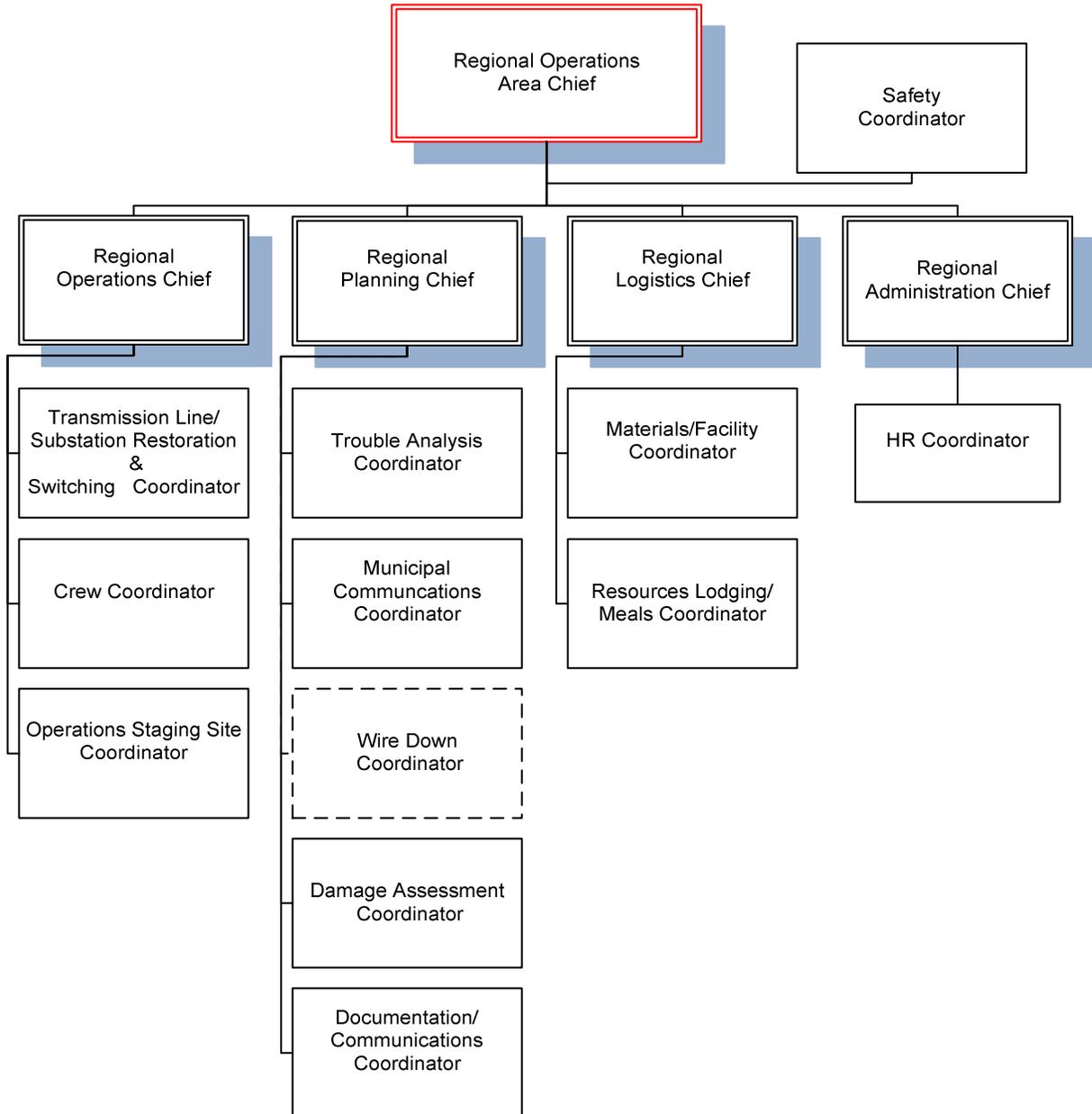
	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-2
III – REGIONAL LEVEL - Incident Command System		Date:	10/30/09
		Supersedes Date:	08/31/09

Table III-1				
R-EOC	Address	Primary Phone	Alternate Phone	Fax
Capital	1 McGuire Street Concord, NH 03301			
Fitchburg	285 John Fitch Highway Fitchburg, MA 01420			
Seacoast	6 Liberty Lane West Hampton, NH 03842			

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-3
III – REGIONAL LEVEL - Incident Command System		Date:	10/30/09
		Supersedes Date:	08/31/09

A. Regional-Level Command Structure

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



**Figure III-A-1
Regional Level Command Structure**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-4
III – REGIONAL LEVEL - Operations Area Chief		Date:	10/30/09
		Supersedes Date:	08/31/09

1. Regional Operations Area Chief

(a) Concept of Operation

The R-OAC is responsible for the management and implementation of the regional electric emergency procedures within their respective service territory. They also establish the overall restoration objectives for their command team. Priorities are determined by the extent, size, duration, and complexity of the outage or emergency and the availability of resources.

The command team will acquire and coordinate resources and implement the appropriate response and recovery actions as outlined within the regional electric emergency procedures. Following a large-scale storm's impact (e.g., a tropical system), Managers and Business Service Representatives from the other Docks and service territories may be mobilized and assigned to support the restoration effort within an impacted area.

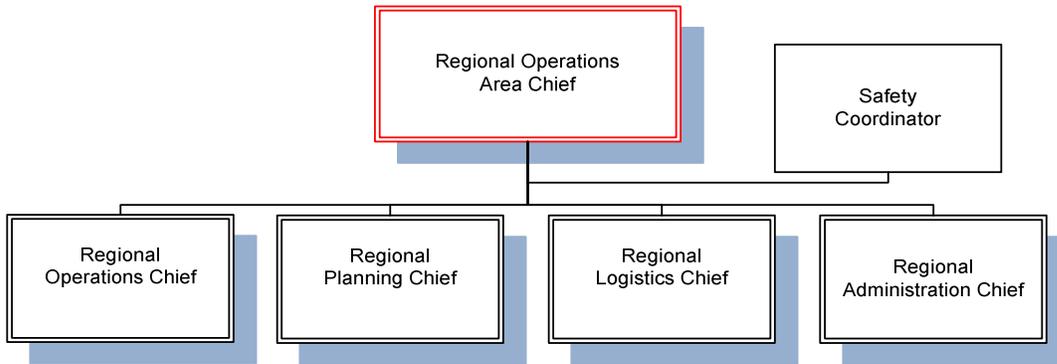
The R-OAC serves as the liaison for the S-EOC and provides frequent status updates to the System - Incident Commander. The R-OAC responsibilities include, but are not limited to:

- Managing the regional restoration effort;
- Staffing and supervising the R-EOC, as needed;
- Assessing the situation and determining restoration objectives and developing response strategy;
- Determining the extent of trouble and estimating resource and material requirements;
- Establishing immediate priorities;
- Utilizing data from detailed damage assessment to refine restoration objectives;
- Reassessing response objectives, ensuring that they addresses possible escalation;
- Coordinating material and transportation needs with appropriate functional groups;
- Coordinating staging area efforts (if any) within the region;
- Ensuring communication protocols are established and maintained; and
- Planning for and implementing demobilization efforts.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-5
III – REGIONAL LEVEL - Operations Area Chief		Date:	10/30/09
		Supersedes Date:	08/31/09

(b) Organization

Figure III-A-2 depicts the Command Staff reporting to the R-OAC.



**Figure III-A-2
Regional Operations Area Chief Organization**

2. Regional Safety Coordinator

(a) Concept of Operation

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

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

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

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

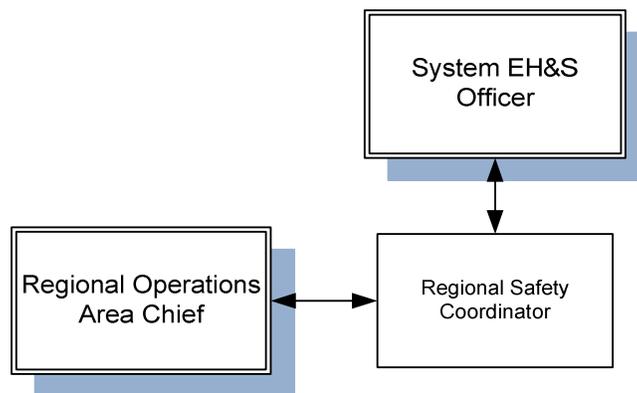
	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-6
III – REGIONAL LEVEL - Operations Area Chief		Date:	10/30/09
		Supersedes Date:	08/31/09

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

- Supporting the R-OAC in developing safe restoration objectives and plan implementation;
- Acting as a liaison between supervisors and external resources for safety-related issues;
- Training employees, as needed, in their respective storm assignments from a health and safety perspective;
- Providing direction and interpretation for implementing existing safety guidelines;
- Providing safety briefs to employees and external resources;
- Preparing incident reports, as needed;
- Inspecting field restoration resources for health and safety compliance;
- Issuing daily safety updates to the R-OAC and System EH&S Officer, regarding observed trends (if any); and
- Accommodating OSHA during incidents or observation tours.

(b) Organization

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



**Figure III-A-3
Regional Safety Organization**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	III
		Page No.	III-7
III - REGIONAL LEVEL - Operations Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

B. Operations Unit

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

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

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

1. Regional Operations Chief
 - (a) Concept of Operations

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

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

- Radio dispatcher;
- Tree crews;
- Contract line crews;
- Crew guides;
- Service restoration crews;
- Staging Site Work Coordinator; and
- Transmission and substation crews.

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

The R-OC will work closely with the Regional Planning Chief (R-PC) to ensure resources are assigned to the next highest priority job. The R-OC utilizes all necessary resources to restore reliable services as

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	III
		Page No.	III-8
III - REGIONAL LEVEL - Operations Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

necessary. The R-OC manages field operations required to rectify problems arising from a storm impact or emergency incident.

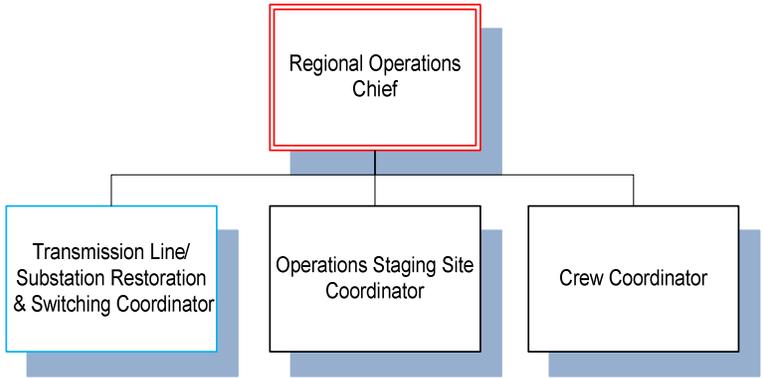
This includes, but is not limited to:

- Dispatching work to crews;
- Distributing tools and equipment;
- Coordinating of pole sets;
- Developing daily safety briefs, in conjunction with the Regional Safety Coordinator;
- Clearing obstructions;
- Overseeing switching operations;
- Overseeing primary, secondary, and service splices;
- Overseeing the installation/removal of protective grounds;
- Coordinating work distribution at staging sites, if opened;
- Directing and managing tree crews;
- Directing and managing wire down activities;
- Creating achievable restoration objectives;
- Ensuring outages are restored within the projected global ETR and communicated, as required;
- Assisting in developing an Incident Action Plan;
- Coordinating with the Regional Planning Chief for adequate resource monitoring;
- Tracking trouble crew assignments and locations;
- Ensuring Planning and Logistics Chiefs are aware of meals; and lodging needs.

(b) Organization

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

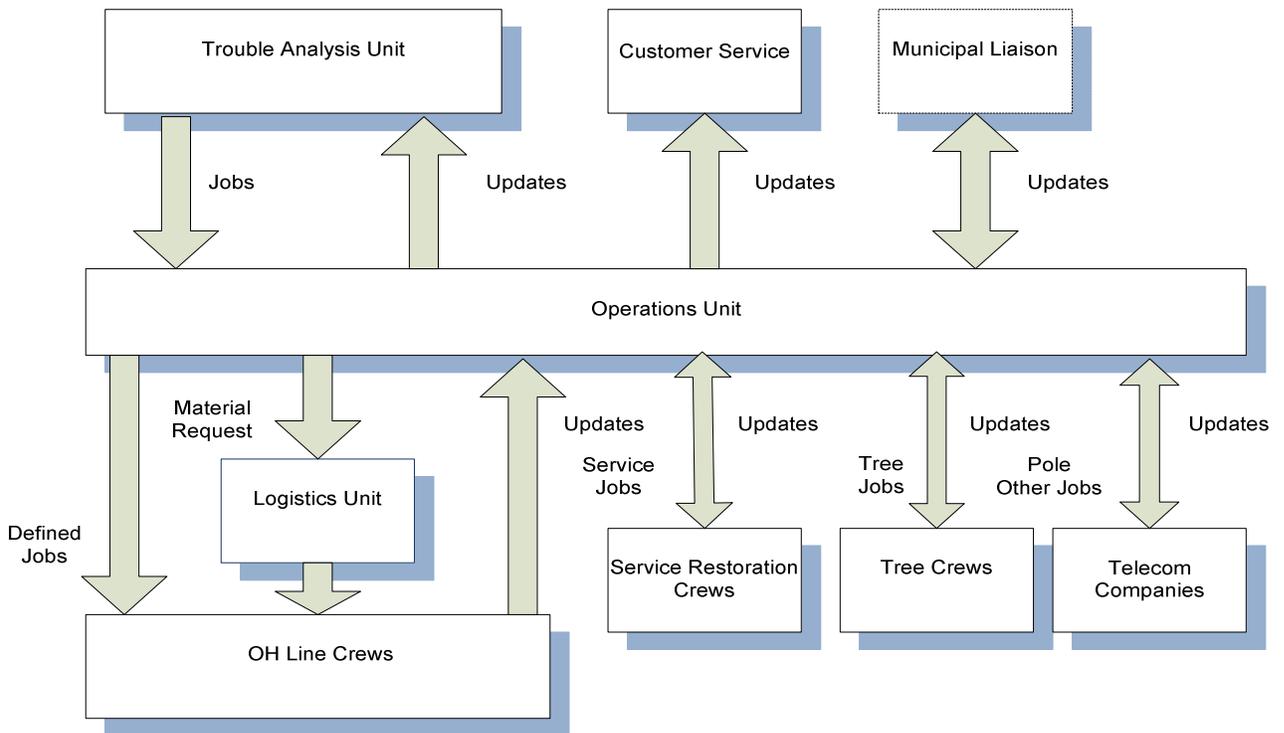
	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	III
		Page No.	III-9
III - REGIONAL LEVEL - Operations Unit		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure III-B-1
Regional Operations Unit**

(c) Workflow

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



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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	III
		Page No.	III-10
III - REGIONAL LEVEL - Operations Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

2. Switching/Transmission and Substation Coordinator

(a) Concept of Operation

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

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

- Pre-planning and pre-staging of resources;
- Ensuring sufficient material staging and re-supply;
- Defining damage assessment for the high voltage system;
- Documenting restoration activities;
- Providing helicopter assessment information;
- Managing field crews; and
- Providing global and specific ETRs, as required or requested.

(b) Organization

Figure III-B-3 details the Switching/Transmission and Substation Coordinator's reporting structure:

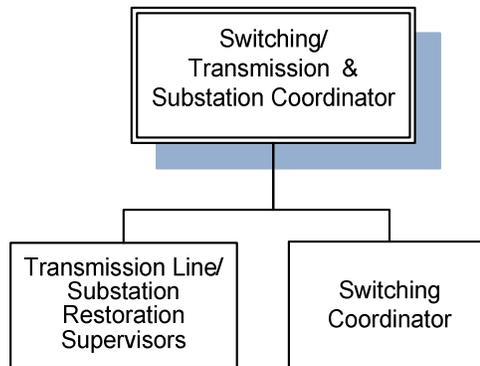


Figure III-B-3
Switching/Transmission Line and Substation Organization

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	III
		Page No.	III-11
III - REGIONAL LEVEL - Operations Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

3. Crew Coordinator

(a) Concept of Operation

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

The roles and responsibilities of the Crew Coordinator are similar to the R-OC and adjusted at the direction of the R-OC.

4. Operations Staging Site Coordinator

(a) Concept of Operation

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

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

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

- Identifying the number of resources at the staging site;
- Recording pertinent information on personnel and resources assigned to the staging site;
- Ensuring efficient and productive daily resource deployment;
- Providing work to the crews in a timely manner;
- Tracking the progress of work and identifying outstanding work for re-assignment, if needed;
- Managing the expectations of customers and public officials within the staging sites assigned territory;
- Supporting media-related activities at the staging site; and

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	III
		Page No.	III-12
III - REGIONAL LEVEL - Operations Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

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

(b) Organization

Figure III-B-4 depicts the Operations Staging Site Coordinator reporting structure:

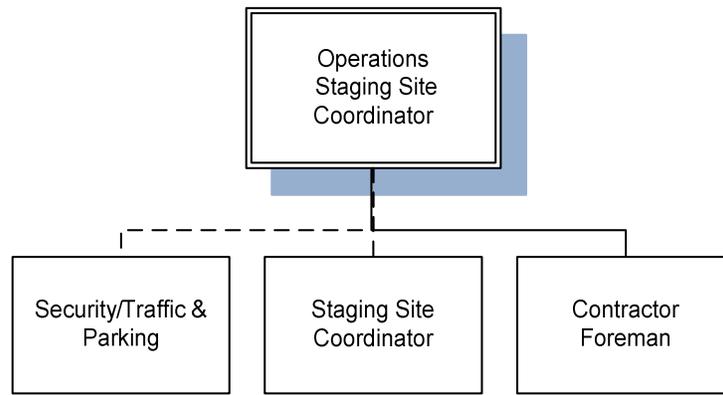


Figure III-B-4
Operations Staging Site Coordinator Organization

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-13
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

C. Planning Unit

The Planning Unit includes the following positions:

- Trouble Analysis Coordinator;
- Documentation and Communication Coordinator;
- Wire Down Coordinator; and
- Damage Assessment Coordinator.

When a regional event occurs, the Municipal Room will also be included in the Planning Unit.

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

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

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

The Planning Unit is responsible for the following activities:

- Analyzing problems and coordinates solutions with the R-OAC, which are communicated to other units and the System, as warranted;
- Requesting Damage Assessment to obtain visual inspection of specified and impacted areas;
- Coordinating with Regional Operators to restore distribution feeders ;
- Providing predictive analysis of contingencies and solutions to the Operations Unit if a contingency occurs;
- Providing status updates of customer interruptions and distribution feeder restorations;
- Providing documented visual assessments of impacted areas;
- Working with Regional Planning Chief to establish restoration targets and priorities;
- Coordinating transmission circuit and substation restoration with the S/T&SC; and

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-14
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

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

1. Regional Planning Chief

(a) Concept of Operation

The Regional Planning Chief (R-PC) reports to the R-OAC. The R-PC is responsible for managing the effort of collecting, processing, and reporting restoration-related information. The Damage Assessment Coordinator, Trouble Analysis Coordinator, Documentation/Communication Coordinator, and the Wire Down Coordinator report directly to the Planning Chief. Additionally, coordination and oversight with the Municipal Room is managed by the R-PC.

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

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

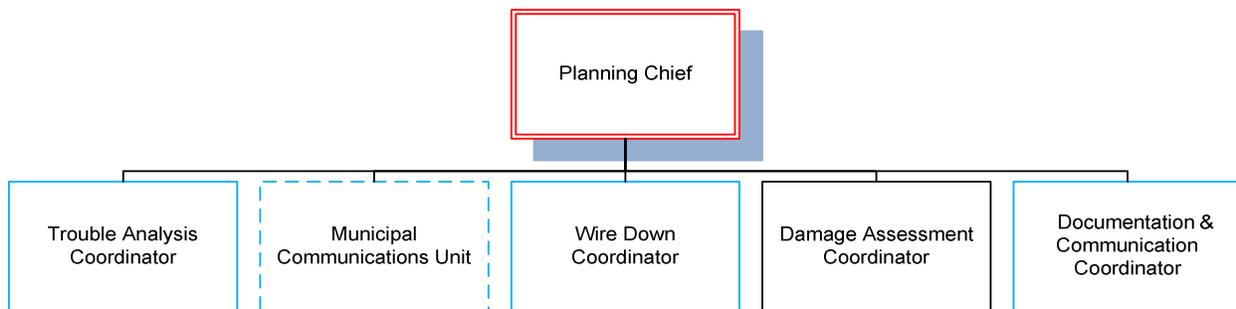
- Assessing, evaluating, and packaging work, along with other available trouble data, to anticipate resource and material needs for distribution, transmission, and substation restoration activities;
- Requesting additional resources and/or materials, as determined, through the Logistics Chief;
- Requesting storm support personnel, as needed, to include damage assessors, wire down appraisers and standby personnel, and clerical/technical support for the R-OAC;
- Providing restoration priorities to the R-OC;
- Developing, implementing, and maintaining the IAP;
- Establishing the communication process, in conjunction with the R-OAC;
- Ensuring accurate ETRs based upon valid data and coordination with the OC;
- Reviewing the forecast and providing weather updates, as needed;

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-15
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

- Determining the time frame for scheduling a pre-storm conference call; and
- Coordinating with the Wire Down Coordinator and Municipal Communications Room in prioritizing restoration targets and responding to municipal needs.

(b) Organization

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



**Figure III-C-1
Regional Planning Chief Organization**

2. Trouble Analysis Coordinator

(a) Concept of Operation

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

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-16
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

trouble reported will prompt the TA function to act in support of Regional needs.

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

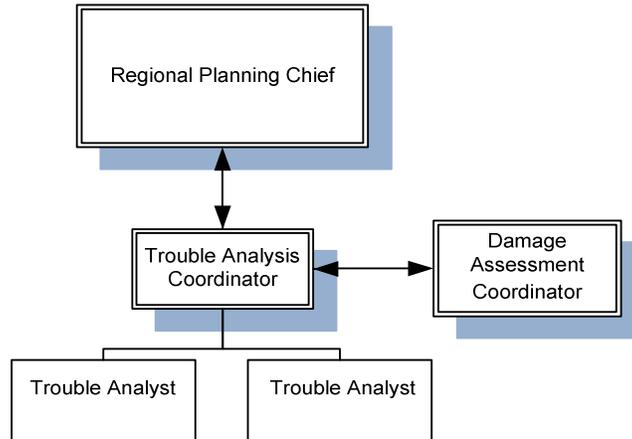
The scope of restoration effort is determined by several factors, among these are: the number of damaged poles, downed primary and secondary wire sections, tripped reclosers, and damaged transformers. The Trouble Analysis function will identify and document conditions while trouble tickets continue to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

- Monitor trouble tickets, filtering outages from and non-outages, and prioritizing medical emergencies, downed wires, environmental issues, and other high priority conditions;
- Assign outage numbers and create work packages;
- Close trouble tickets as the respective trouble is cleared in PORCHE;
- Monitor continuously incoming trouble tickets;
- Provide continuous outage status updates to the PC; and
- Gather information from a variety of sources including:
 - Customer information via PORCHE;
 - Damage Assessors;
 - Municipal/Liaison Group;
 - Distribution System Telemetry (SCADA); and
 - Other field Operations groups.

(b) Organization

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-17
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09



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

(c) Workflow

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

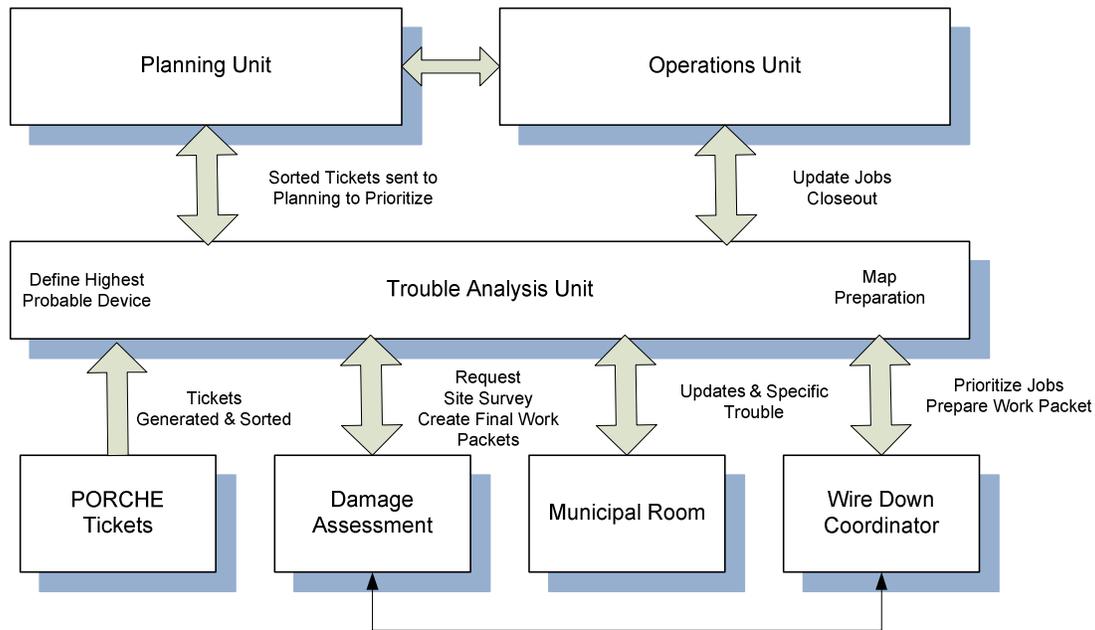
The Trouble Analysis function will provide the following services:

- Associates related tickets into work packages (or jobs) or un-associates un-related tickets that have been auto-grouped by PORCHE;
- Verifies the probable cause of each outage;
- Issues a request for and receives back information from Damage Assessment;
- Issues an appropriate work package to the field restoration organizations - a "cut or clear" job (public safety) or a permanent restoration job;
- Monitors distribution feeders, transmission networks, and load areas (via substations);
- Analyzes feeder overloads and potential customer impacts;
- Prepares and disseminates "next, worst case" analysis reports; and

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-18
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

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

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



**Figure III-C-3
Trouble Analysis Process Flow**

3. Municipal Communications Coordinator

(a) Concept of Operation

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-19
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

Where applicable and if resources permit, Business Services should visit with local emergency planning committees/centers in an effort to ease communications between the Company and the municipality during the restoration effort. The Company has experienced that supporting municipalities severely affected by emergency events not only directly benefits the local area affected, but also aides in prioritizing the restoration of electric service and may improve access to Company facilities by obtaining municipal support services.

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

- Establish Municipal Room in each R-EOC's
- Establish communication protocol with local emergency planning committees and agencies;
- Establish communication protocol with Regional Communications Coordinator
- Establish communication protocol with the Regional ERPs;
- Establish Community Leader Conference Call for restorations lasting 48 hours or more;
- Visit and/or staff local, county, or state emergency operations centers as required or requested;
- Raise issues to the appropriate levels of storm management;
- Work with the Communication Coordinator and Media to ensure consistency of messages;
- Inform Customer Service when customer issues are raised by local emergency response officials; and
- Communicate locations and timing of established shelters or the need for special considerations related to critical infrastructure and/or life support customers.

(b) **Special Telephone Numbers**

A dedicated telephone number has been reserved for each DOC for responding to municipal inquiries. The monitoring of these numbers is the responsibility of the representatives charged with activating the R-EOC. The telephone numbers are detailed in the Regional – ERPs and given out to elected officials for their official use only.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-20
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

The R-EOC shall prepare and maintain a list of counties, cities, towns, key political centers including office numbers, cellular phones, and fax numbers. This listing shall be included in the R-ERP.

Emergency Planning is responsible for liaising with local emergency planning commission/centers at the state and Federal levels. Whether and when a news release is to be distributed to the external media, it will be at the discretion of the appropriate Regional Business Services lead and Media representative.

(c) Major Event – Community Leader Conference Call

During Operating Condition Levels 3 through 5, where restoration will not be completed within 48 hours of the storm’s passage, the Community Leader Conference Call shall be utilized daily to update elected officials until the completion of the restoration effort.

Additionally, in extraordinary events such as load shed scenarios where information on restoration needs to be communicated to community leaders; the Community Leader Conference Call shall be utilized. The designated Regional Business Service lead or department Director, using their Connex Plus conference call number is responsible to coordinate the conference call and notify the affected communities of the call number, date, and time that the Community Leader Conference Call will be held.

(d) Connex Plus

The System - EOC Connex Plus teleconference number is 877 (877) 298-8255. Follow Steps 1 through 5 below to connect:

1. Give the call attendees the date and time of the call, your Connex Number, and your Conference ID Number.
2. At the specified time, dial your Connex Number
3. When prompted, enter your Conference ID Number followed by # key.
4. When prompted, press * to identify yourself as the Call Leader, then enter your Leader PIN followed by #.

Press 1 to begin your conference or press 2 to access your default conference options.

Your attendees will join the call by following Steps 2 and 3 above.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-21
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

(e) Elements – Community Leader Conference Call

Notifications to elected officials and state emergency management personnel can be by telephone, e-mail, or fax; however, it should be emphasized that this is a **CONFIDENTIAL** number and should only be distributed to local government officials and state emergency management personnel.

Internal participants on the Community Leader Conference Call should include:

- R-OAC;
- Appropriate Regional Supervisors and Mangers;
- Scribe (draft meeting minutes);
- Communication Coordinator or Media Representative (if present); and
- Business Service personnel.

All information shared in the conference call shall be discussed with the System - Incident Commander (If applicable) prior to the call. When appropriate, Media should review and approve the conference call talking points prior to each conference call held.

The call will begin with the setting of call ground rules. Ground rules to be shared with meeting participants include:

- The call should last approximately 30 minutes;
- Questions from the participants will be taken at the end of the call;
- Questions should be general in nature; requests for information concerning specific locations should be discussed separately after the conclusion of the call; and
- All attendees should mute their phones (if possible) and not place the call on hold.

The Business Services lead shall then introduce the R-OAC, who will provide the following reviews and information for the restoration event:

- Number of customers affected by peak of event;
- Number of customers restored to date;
- Number of customers interruptions remaining;

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-22
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

- Anticipated estimated times of restoration;
- Number of crews assigned, including mutual assistance, contractor, service restoration, assessors, etc...;
- Areas where crews are working currently;
- Areas where crews are scheduled to work (and when);
- Type and extent of damage found, pole down, wire down, significantly-impacted locations (characterize the event, its impact, and the restoration process);
- Weather update and impact of weather on restoration; and
- Known open shelter locations.

Every Community Leader Conference Call shall include a Question and Answer (Q&A) session to allow call attendees an opportunity to voice questions and concerns. At the completion of the R-OAC comments, the Business Services lead will accept questions. When the Q&A session is completed, the date, time, and telephone number for the next scheduled call will be announced by the Business Service lead.

Community Leader Conference Calls will continue to be held until the Business Service lead, R-OAC, and Media (IC and CIO if applicable) agree that the calls are no longer needed at the end of the event.

A scribe will be appointed by the Business Service lead to document call attendees and the discussions taking place in each call, including questions posed from the participants. This documentation will become part of the permanent documentation associated with the storm restoration.

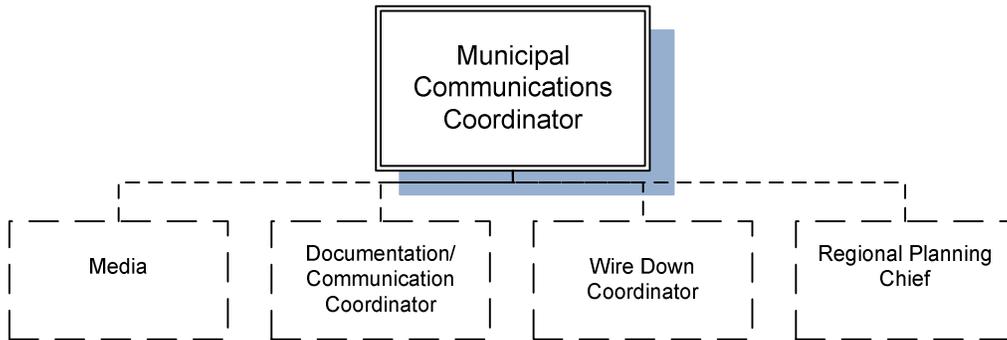
In the event that phone lines are incapacitated, the requirement to conduct this call is waived; however, Internet-based information will be posted concerning customer interruptions and associated ETRs. Additionally, community leaders will obtain restoration-related information through state emergency management as expected under the Incident Command System for government agencies.

Emergency Planning shall provide Business Services personnel training annually on Community Conference Calls to ensure those conducting the call are proficient in its requirements. It is expected that at least 75% of the management staffing in Business Services receive this training to ensure proper and consistent call performance.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-23
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

(f) Organization

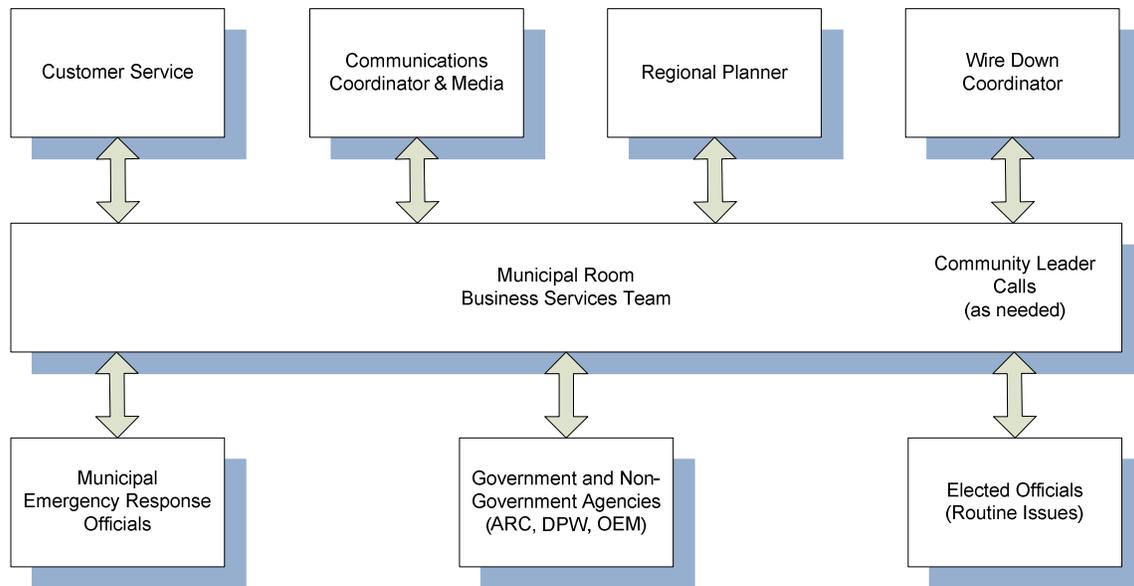
Figure III-C-4 depicts the organization reporting to the Municipal (Business Services) Lead for local storm response tracking and reporting.



**Figure III-C-4
Municipal Communications Organization**

(g) Workflow

Figure III-C-5 depicts the typical flow of work for the Municipal Room.



**Figure III-C-5
Municipal Room Workflow**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-24
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

4. Wire Down Coordinator

(a) Concept of Operation

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

The wire down function and coordination will be performed for all storm/emergency levels on a regional basis. The tickets or jobs generated by Porsche will be sorted and prioritized by the Trouble Analysis Unit and delivered to the Wire Down Coordinator. Wire down personnel will work closely with the Operations Unit during the public safety phase (immediately post-storm) of the restoration to ensure energized conductors are made safe in a timely manner.

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

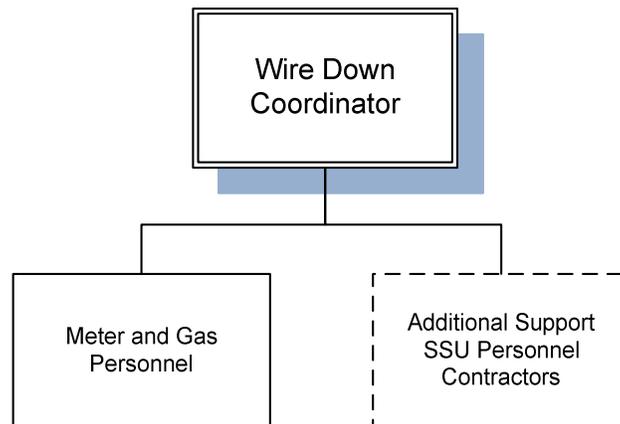
The Wire Down Coordinator responsibilities include, but are not limited to:

- Prepare for events based on the anticipated storm level;
- Evaluate the situation and adjust resources, as needed;
- Prioritize downed wire locations based on public safety concerns;
- Work with the Municipal Room and public safety officials to ensure a coordinated response that is reactive to local needs;
- Assign resources to perform feeder sweeps, as needed, to provide assurance to public safety and government officials of the public safety concerns; and
- Document and close completed tickets.

(b) Organization

Figure III-C-6 on the following page depicts the organization reporting for the Wire Down Coordinator.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-25
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure III-C-6
Wire Down Organization**

5. Damage Assessment Coordinator

(a) Concept of Operation

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

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-26
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

Section V of this plan (see Storm Response Unit Procedure – Procedure No. EP-E-P03).

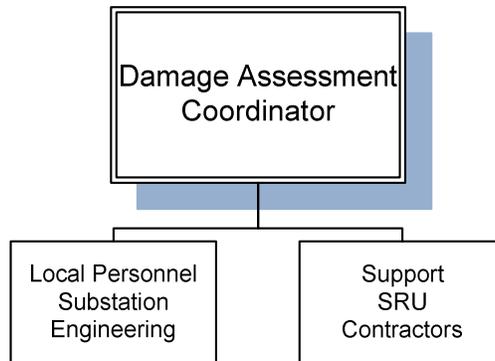
Immediately post-storm impact, the Damage Assessment Team will focus initially on assessing the damage to the system mainlines. The intent of this focus is determine and communicate a global ETR between 12 but no later than 24 hours after the storm’s passage. The global ETR shall be communicated with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

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

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

(b) Organization

Figure III-C-7 depicts the Damage Assessment organization



**Figure III-C-7
Damage Assessment Organization**

(c) Workflow

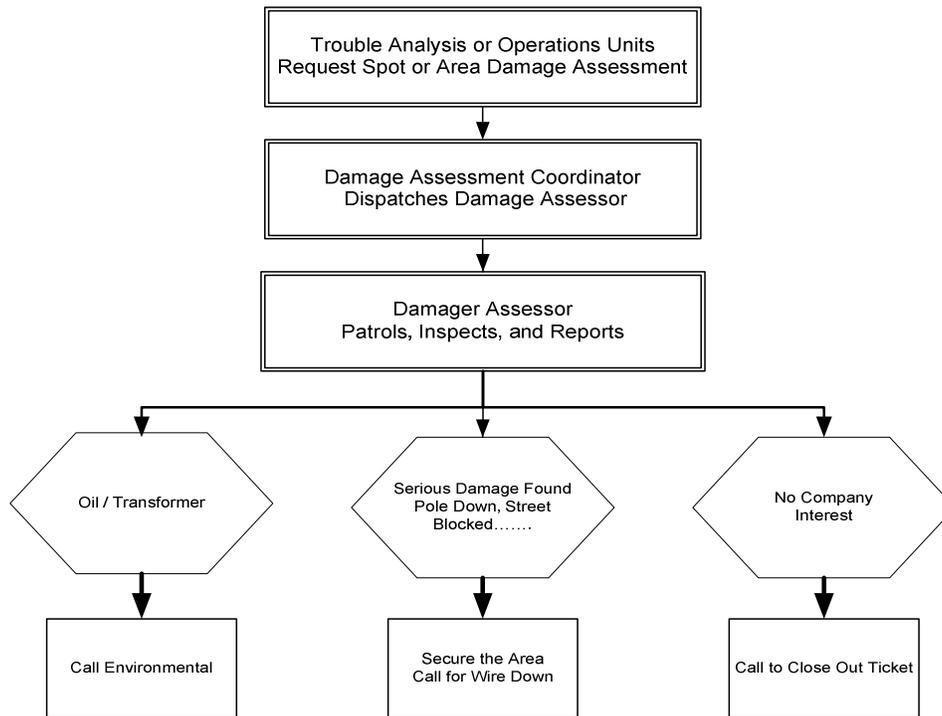
The Damage Assessment Team responds to jobs requested by the Trouble Analysis Unit to assess reported damage locations; the team then reports on the assessment via ticket updates. Throughout this process, the Damage Assessment Coordinator maintains

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-27
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

communications with the damage assessors dispatched to the reported locations and/or assigned feeders. This communications includes the assignment of other damage locations; collect, report, and compile field-verified information; and capture this information in Porsche.

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

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



**Figure III-C-8
Damage Assessment Unit Workflow**

6. Documentation/Communication Coordinator
 - (a) Concept of Operation

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-28
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

updates for the organization and internal regulatory personnel (for Regional events only).

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

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

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

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

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

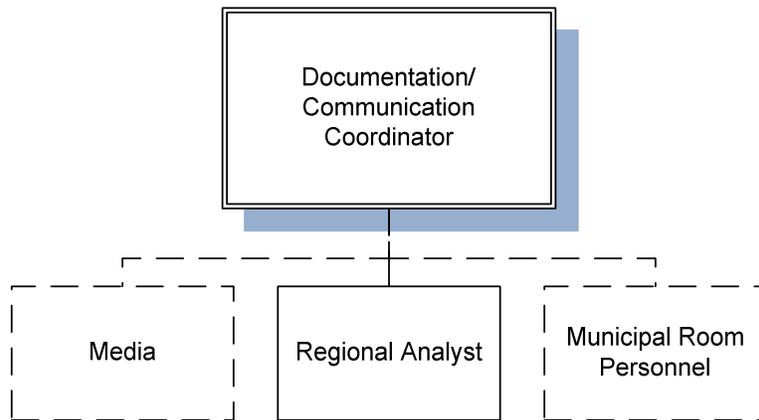
- Working with the Regional Planning Chief to develop the incident Action Plan;
- Documenting activities related to:
 - customer interruptions
 - Resource counts;
 - Estimated Times of restoration;

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-29
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

- Summarizing the restoration effort's progress and include key internal and external communications;
- Developing and issuing corporate update every four hours;
- Updating the internal hot line on restoration progress every four hours ;
- Providing regulatory staff updates via e-mail every four hours ;
- Working closely with Media to ensure information flow is consistent and accurate;
- Accommodating media needs for photo opportunities; and
- Establishing a notification process when R-EOC's are established.

(b) Organization

Figure III-A-18 details the temporary organization reporting to the Documentation/Communication Coordinator.

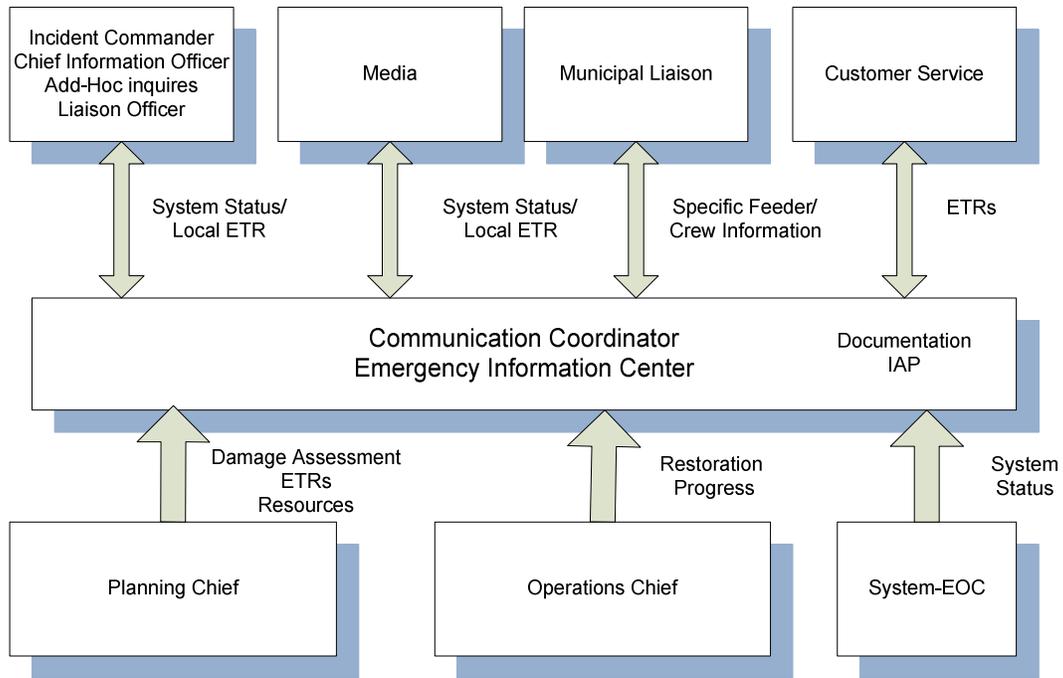


**Figure III-C-9
Documentation/Communication Organization**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-30
III – REGIONAL LEVEL - Planning Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

(c) Workflow

Figure III-C-10 depicts the typical flow of work for the Emergency Information Center.



**Figure III-C-10
Emergency Information Center Workflow**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-31
III – REGIONAL LEVEL - Logistics Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

D. Logistics Unit

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

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

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

1. Regional Logistics Chief

(a) Concept of Operation

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

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

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

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-32
III – REGIONAL LEVEL - Logistics Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

For Storm/Emergency Response Levels 4 through 5 and possibly 3, facility-related concerns will be coordinated through the System - Logistics Chief.

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

- Train assigned personnel in logistical response requirements and expectations;
- Plan and prepare critical resources and vendors for an event;
- Update Regional logistics personnel contact information;
- Active participation in reviews, drills, and pre-event meetings;
- Verify and maintain inventory of pre-defined storm kits, cable coils, poles and transformers;
- Establish and maintain crew requirements for lodging, meals, vehicle management, and material re-supply;
- Maintain company facilities during a regional event;
- Coordinate the operation of Company cafeterias (or equivalents) during a restoration effort;
- Provide security of Company facilities and assets with barriers, fences, guards, check points, etc...
- Staff System and Regional storerooms and garages as referenced by the appropriate Storm/Emergency Response Level;
- Assign Regional Material Coordinators for Storm/Emergency Response Level 2 and above events;
- Review inventory every eight (8) hours to schedule additional vendor and/or field deliveries;
- Monitor Materials Management System (MMS) to order or re-order supply, as needed;
- Establish administration and mobilization of vendor contracts for recovery-related supplies and services (e.g., staging site overnight refueling, bus rental and operation, portable sanitary and hygiene units, and janitorial services);

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-33
III – REGIONAL LEVEL - Logistics Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

- Define layout, resources, and equipment requirements for mobilizing and operating a staging site;
- Oversee the mobilizing and operating of assembly or material laydown areas;
- Establish and maintain resource lodging, meals, and transportation, via established or required vendor arrangements;
- Provide coordination of meals for internal and external resources, as directed;
- Obtain personal comfort items or services (e.g., toiletries, clothing, laundry services, etc...) for restoration resources.

De-mobilization will begin typically at the time when customer interruptions are restored and storm-related trouble tickets have been addressed. De-mobilization is overseen by the Logistics Chief at the direction of the System – IC.

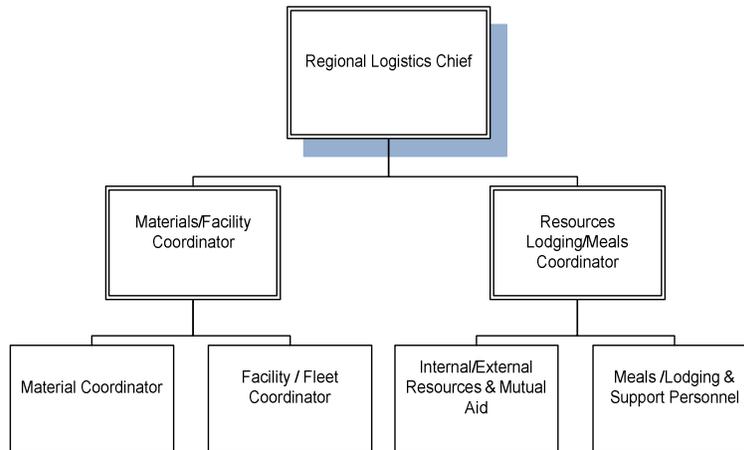
Logistics-related activities and locations may be de-mobilized when:

- All resources are accounted for and released from local operations or have returned to their home location;
- All assigned logistics personnel have returned to their normal job assignments; and
- The Logistics Chief has reported their lessons learned after a restoration to the System - IC, as required by the same.

(b) Organization

Figure III-D-1 on the following page details the positions reporting to the Logistics Chief.

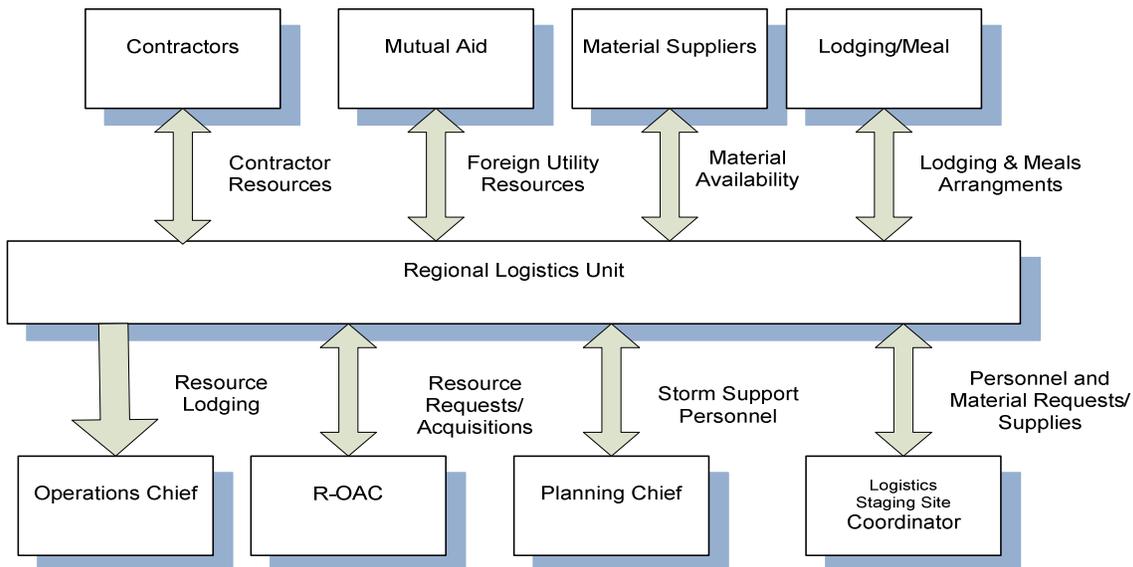
	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-34
III – REGIONAL LEVEL - Logistics Unit		Date:	10/30/09
		Supersedes Date:	08/31/09



**Figure III-D-1
Regional Logistics Chief Organization**

(c) Workflow

Figure III-D-2 below depicts the differing inputs and outputs associated with the Logistics Unit workflow.



**Figure III-D-2
Regional Logistics Unit Workflow**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-35
III – REGIONAL LEVEL - Logistics Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

2. Materials/Facility Coordinator

(a) Concept of Operation

The Materials/Facility Coordinator is responsible for monitoring the material needs of the R-EOC, including the assembly and distribution of storm kits. Additionally this function will acquire, based on pre-established vendor arrangements, vehicles, and special equipment as requested by the Operations Unit. This team will monitor the inventory system and direct stores operation.

When a staging site is mobilized, the Material/Facility Coordinator will assign personnel to the staging site to ensure a timely resupply of material. The concept includes the fielding of a pre-determined team will be dispatched to a location prior to the arrival of crews and establish a staging site for the support of resources assigned to the Operations Unit. The Staging Site Coordinator may also retain vendor support in establishing the staging in site.

Typically, a staging site is established for 50 or more line, tree, or other types of crews and/or resources. The Materials/Facility Coordinator is responsible for the continued operation and support of the R-EOC and will take the necessary steps to ensure it 24/7 schedule, including any standby or emergency generation requirements. The Materials/Facility Coordinator will check with the Planning Chief to ensure vehicle availability aligns with the resources commitment and establish refueling operations for both internal and external resources.

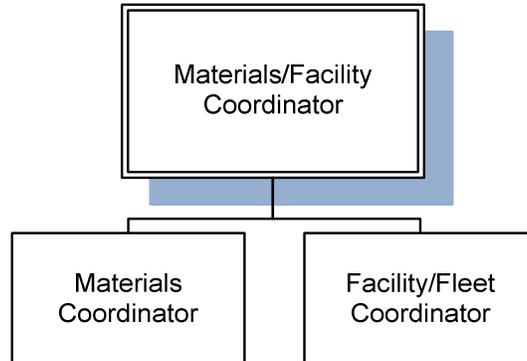
The responsibilities of the Materials/Facility Coordinator include, but are not limited to:

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

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-36
III – REGIONAL LEVEL - Logistics Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

(b) Organization

Figure III-D-3 depicts the Materials/Facility organization.



**Figure III-D-3
Materials/Facility Organization**

3. Resources Lodging/Meals Coordinator

(a) Concept of Operation

The Resources and Lodging/Meals Coordinator will acquire restoration resources proactively and reactively with respect to the storm's impact. Resources will include, but are not limited to: internal personnel, mutual aid from foreign utilities, contractors, and other support personnel. The Resources and Lodging/Meals Coordinator will immediately notify the Logistic Chief of any mismatches between requested and reporting resources. The Resources and Lodging/Meals Coordinator will provide documentation to the Logistic Chief as to the estimated time of arrival for all retained resources.

The Resources Unit works with personnel assigned to lodging and meals to identify the appropriate accommodations for all assigned resources. For system-wide events, the team will work closely with their counterparts at the System-EOC to ensure alignment of resources at the retaining lodging and meals locations. Depending on time of year and lodging availability, the Resources Unit will retain the necessary beds, whether hotels, shelters, tents, or other means to lodge and feed all resources. Alternative housing (e.g., gymnasiums and armories) may be utilized to accomplish these activities.

The Regional Logistic Chiefs will identify the specific resources that will be assigned to each lodging location. Feeding all resources will be coordinated with the acquisition of accommodations. Often, breakfast and dinner will be provided at lodging accommodations and (when

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-37
III – REGIONAL LEVEL - Logistics Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

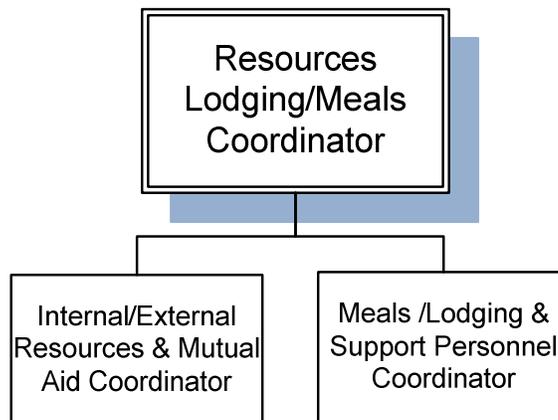
feasible) box lunches from the same lodging location will be issued at breakfast to the resources.

The responsibilities for the Resources and Lodging/Meals Coordinator include, but are not limited to:

- Sustain and support resources requirements for lodging, meals, vehicle management, and material resupply;
- Provide support personnel such as wire down, damage assessment, and other regional support, as directed;
- Establish and maintain resource lodging, meals, and transportation, via established or required vendor arrangements;
- Provide coordination of meals for internal and external resources, as directed;
- Obtain personal comfort items or services (e.g., toiletries, clothing, laundry services, etc...) for restoration resources;
- Provide security of Company facilities and assets with barriers, fences, guards, check points, etc...; and
- Resource lodging, transportation, and vendor services for maintenance of dormitory-style lodging facility that may be utilized.

(b) Organization

Figure III-D-4 depicts the Resources and Lodging/Meals organization.



**Figure III-D-4
Resources and Lodging/Meals Organization**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-38
III – REGIONAL LEVEL - Administration Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

E. Administration Unit

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

1. Regional Administration Chief

(a) Concept of Operation

The Administration Chief (AC) will manage all administrative functions associated with the restoration effort. Typically, this position is established for Storm/Emergency Response Level 4 and 5 and aligns closely with the System – Administration/Finance Chief. The AC will ensure all internal personnel are deployed to their storm assignments, as assigned or as needed.

The AC will also accommodate the Human Resources needs of employees and contractors (e.g., contracts with home repair companies, medical emergencies, and stress management support). The AC will work closely with the Logistics Chief to ensure each R-EOC has the appropriate level of administrative support to complete its assigned activities. This Administration Unit will ensure also that each facility has the appropriate level of Information Technology (IT) support during events.

The Administration Chief is responsible for compiling and reporting all costs related to a storm/emergency event. The AC also provides assistance to other organizations in such areas as mutual aid and petty cash disbursements.

The AC responsibilities include, but are not limited to:

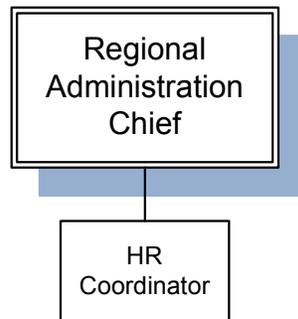
- Tracks costs associated with an incident;
- Distributes procurement cards and petty cash if necessary;
- Arranges for the procurement of non-stock material and outside services as needed;
- Investigates and processes claims associated with an incident;
- Coordinates and supports Mutual Assistance Crews HR needs;
- Coordinate HR support activities including employee family assistance;
- Coordinates and manages company facility cafeterias as required to support the incident;

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-39
III – REGIONAL LEVEL - Administration Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

- Provide security of company facilities and assets with barriers, fences, guards, check points, etc...;
- Coordination and deployment of mobile generators and other specialized equipment;
- Coordinates with IT to ensure resources are available to support primary systems and EOCs; and
- Distributes updated roster information to Logistics.

(b) Organization

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



**Figure III-E-1
Regional Administration Chief Organization**

2. HR Coordinator

(a) Concept of Operation

The HR Coordinator will assist the Administrative Chief with all administrative functions during the restoration efforts HR Coordinator responsibilities include but are not limited to:

- Ensuring assigned SAL personnel are directed to appropriate areas and information provided to receiving R-EOCs is accurate;
- Distributing employee updated information to Logistics
- Issuing petty cash and adjusts upwards procurement card limits for applicable personnel, as instructed by the IC or SRC;
- Issuing instructions on pay policy in a timely manner;

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	III
		Page No.	III-40
III – REGIONAL LEVEL - Administration Unit		Date:	10/30/09
		Supersedes Date:	08/31/09

- Tracking and estimating the cost of the restoration event;
- Ensuring cost controls are in place for subsequent payment of vendors and external resources (e.g., contractor line crews);
- Providing Facility support at each R-EOC;
- Working with Media (internal communications) to issue information regarding employee support services (home repairs, family assistance, stress management, spiritual support); and
- Ensuring IT protocols are proactive and incorporate critical applications and processes.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	III
		Page No.	III-41
III – REGIONAL LEVEL - EOC Layouts		Date:	10/30/09
		Supersedes Date:	08/31/09

F. Regional Emergency Operations Center

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

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

The Regional Emergency Operations Center also provides contact with town agencies, and serves as a focal point for developing restoration information for dissemination to other external audiences.

The following Figures depict the Regional-EOC layouts located at the Concord, NH (Capital Region) facility, Kensington, NH (Seacoast Region) facility, and Fitchburg, MA (Fitchburg Region) facility.



ELECTRIC EMERGENCY RESPONSE PLAN

Procedure No.	ERP.01
Revision No.	1
Section No.	III
Page No.	III-43
Date:	10/30/09
Supersedes Date:	08/31/09

III – REGIONAL LEVEL – R-EOC Layouts

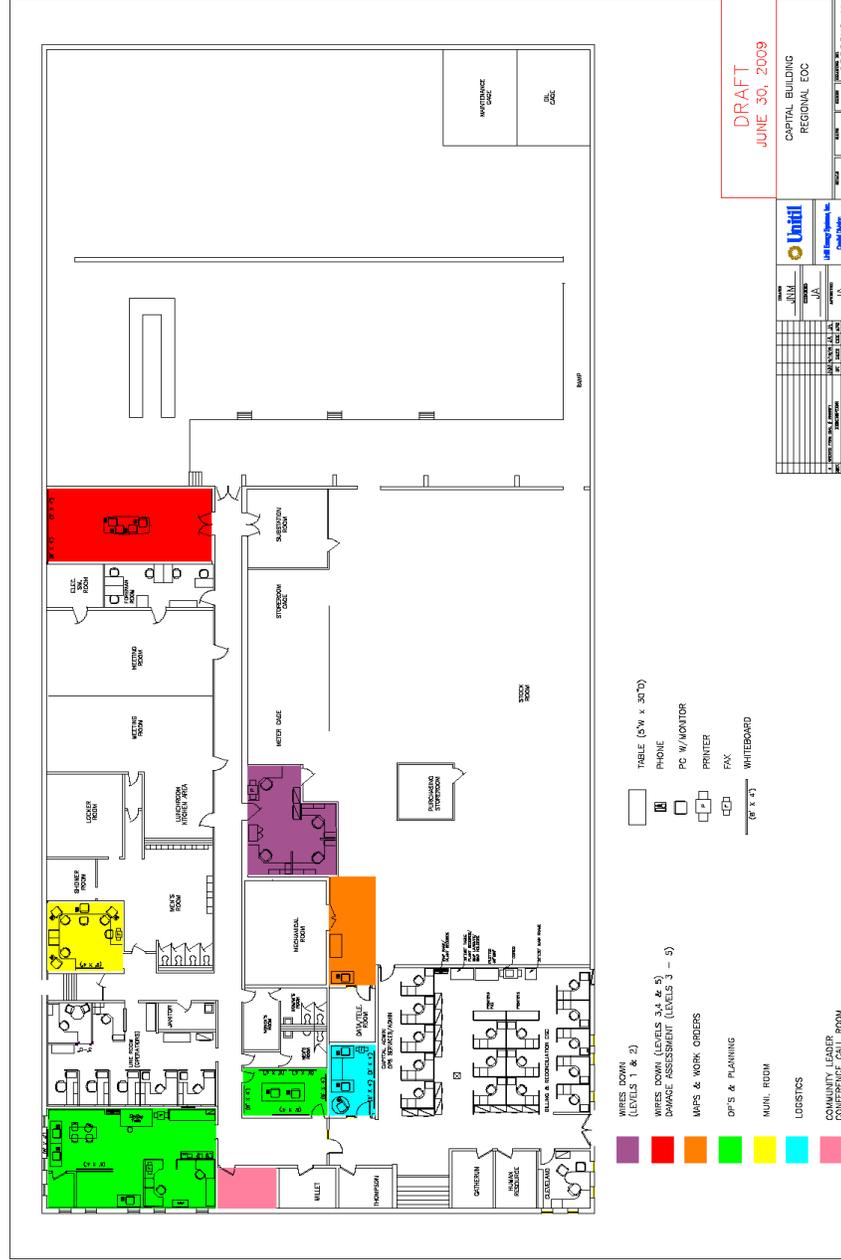


Figure III-F-2
Capital R-EOC Layout

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	III
		Page No.	III-45
III - ATTACHMENT 2 - Regional Level Position Specific Checklists		Date:	10/30/09
		Supersedes Date:	08/31/09

ATTACHMENT 2

Regional Level - Position Specific Checklists

**Unitil
Emergency Response Plan
Regional Level Operations Area Chief Checklist**

Regional Operations Area Chief

The Regional Operations Area Chief (R-OAC) is responsible for the management and implementation of the Regional-Emergency Response Plan (R-ERP) within the boundaries of the Division's service territory. The R-OAC will establish the overall response objectives for his/her team. Priorities are determined by the extent, size, duration, and complexity of the outage or emergency. The R-OAC is responsible for establishing the scale and scope of the response and defining the number of resources under ICS guidelines. The Operations Area Chief will work with the Logistics, Planning, Operation, and Administration Chiefs and the Safety Coordinator to strategize plans to repair incident related damage to the overhead distribution system.

Specific responsibilities include, but are not limited to:

- Plan and prepare for anticipated adverse conditions
- Manage the Regional restoration effort
- Staff, Supervise the R-EOC for the incident as needed
- Assess the situation and determine restoration objectives and develop response strategy
- Determine the extent of trouble and estimate personnel, material, and transportation requirements
- Validate ETRs prior to dissemination
- Establish immediate priorities and align them to corporate restoration objectives
- Utilize data from detailed damage assessment to refine restoration objectives
- Consistently reassess the plan to ensure it addresses event escalation issues
- Ensure availability of material, vehicles and equipment in conjunction with Warehouse and Fleet
- Coordinate any staging area efforts (if any) within the Region
- Ensure communication protocols are established and maintained
- Plan for and implement demobilization efforts

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Operations Area Chief (R-OAC)

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Unit
Emergency Response Plan
Regional Level Operations Area Chief Checklist

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Operations Area Chief Checklist**

Initial actions to take by the person assuming the responsibilities of the R-OAC		
STEP	ACTION	✓
	Note: If you are coming in as a newly assigned or relief R-OAC, skip directly to Step 6	
1	<p>Assess the situation and/or obtain briefing from the individual currently in command of the situation. If being directed to activate an IC organization due to an ongoing or imminent event, obtain your briefing from the SRC Chair or designees. Focus on the following:</p> <ul style="list-style-type: none"> - What has happened and how bad is the situation? - What response actions are currently being taken? - Is the event stable or is the situation worsening? - What security issues exist? - What are the implications to the operations of the Company? 	
2	<p>At the end of the briefing, decide on the need to activate a full or partial IC organization. Consider the following:</p> <p>Can the responding resources handle the incident?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p>Will the duration of the incident exceed resource endurance?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p>Are there potentially significant human resources, political, economic and/or environmental implications?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p>If the answer is "Yes" to any or all of the above, consider activating appropriate IC functions (Step 3).</p> <p>If the answer is "No" to all of the above, simply ensure proper completion of the incident.</p>	

**Unitil
Emergency Response Plan
Regional Level Operations Area Chief Checklist**

Initial actions to take by the person assuming the responsibilities of the R-OAC																																																														
STEP	ACTION	✓																																																												
3	<p>If it is decided that there is a crisis requiring the activation of an IC organization, determine appropriate staffing needs. Discuss staffing needs with the SRC Chair or designee. Note: The size and type of the incident will dictate how many people will be needed to effectively respond. Check off as applicable:</p> <table border="0"> <tr> <td><u>Position</u></td> <td><u>Yes</u></td> <td><u>No</u></td> </tr> <tr> <td>Safety Coordinator</td> <td>___</td> <td>___</td> </tr> <tr> <td>Regional Operations Chief</td> <td>___</td> <td>___</td> </tr> <tr> <td> If "yes" which functional group(s)?</td> <td></td> <td></td> </tr> <tr> <td>-Trans Line/Substation & Switching</td> <td>___</td> <td>___</td> </tr> <tr> <td>-Staging Site Work Coordinator</td> <td>___</td> <td>___</td> </tr> <tr> <td>-Crew Coordinator</td> <td></td> <td></td> </tr> <tr> <td>Regional Planning Chief</td> <td>___</td> <td>___</td> </tr> <tr> <td> If "yes" which functional group(s)?</td> <td></td> <td></td> </tr> <tr> <td>-Trouble analysis</td> <td>___</td> <td>___</td> </tr> <tr> <td>-Documentation/Communications</td> <td>___</td> <td>___</td> </tr> <tr> <td>-Municipal Room Team</td> <td>___</td> <td>___</td> </tr> <tr> <td>-Wires Down Coordinator</td> <td>___</td> <td>___</td> </tr> <tr> <td>-Damage Assessment Coordinator</td> <td>___</td> <td>___</td> </tr> <tr> <td>Regional Logistics Chief</td> <td>___</td> <td>___</td> </tr> <tr> <td> If "yes" which functional group(s)?</td> <td></td> <td></td> </tr> <tr> <td>-Materials Coordinator</td> <td>___</td> <td>___</td> </tr> <tr> <td>-Resources/Lodging & Meals</td> <td>___</td> <td>___</td> </tr> <tr> <td>Regional Administration Chief</td> <td>___</td> <td>___</td> </tr> <tr> <td>-HR Coordinator</td> <td>___</td> <td>___</td> </tr> </table>	<u>Position</u>	<u>Yes</u>	<u>No</u>	Safety Coordinator	___	___	Regional Operations Chief	___	___	If "yes" which functional group(s)?			-Trans Line/Substation & Switching	___	___	-Staging Site Work Coordinator	___	___	-Crew Coordinator			Regional Planning Chief	___	___	If "yes" which functional group(s)?			-Trouble analysis	___	___	-Documentation/Communications	___	___	-Municipal Room Team	___	___	-Wires Down Coordinator	___	___	-Damage Assessment Coordinator	___	___	Regional Logistics Chief	___	___	If "yes" which functional group(s)?			-Materials Coordinator	___	___	-Resources/Lodging & Meals	___	___	Regional Administration Chief	___	___	-HR Coordinator	___	___	
<u>Position</u>	<u>Yes</u>	<u>No</u>																																																												
Safety Coordinator	___	___																																																												
Regional Operations Chief	___	___																																																												
If "yes" which functional group(s)?																																																														
-Trans Line/Substation & Switching	___	___																																																												
-Staging Site Work Coordinator	___	___																																																												
-Crew Coordinator																																																														
Regional Planning Chief	___	___																																																												
If "yes" which functional group(s)?																																																														
-Trouble analysis	___	___																																																												
-Documentation/Communications	___	___																																																												
-Municipal Room Team	___	___																																																												
-Wires Down Coordinator	___	___																																																												
-Damage Assessment Coordinator	___	___																																																												
Regional Logistics Chief	___	___																																																												
If "yes" which functional group(s)?																																																														
-Materials Coordinator	___	___																																																												
-Resources/Lodging & Meals	___	___																																																												
Regional Administration Chief	___	___																																																												
-HR Coordinator	___	___																																																												
4	If immediate guidance is needed in an ongoing situations (e.g., hostage crisis), help is available 24/7 from crisis response at xxx-xxx-xxxx																																																													
5	<p>Report to the location of the R-EOC The following Unitil Service Corp facilities meet the criteria for a workable R-EOC:</p> <ul style="list-style-type: none"> - Kensington, NH - Concord, NH - Fitchburg, MA 																																																													
6	<p>Complete the transfer of command and control to yourself once you have properly assessed the situation. Focus on the following:</p> <ul style="list-style-type: none"> - What has happened and how bad is the situation? - What response actions are currently being taken? - Is the event stable or is the situation worsening? - What security issues exist? - What are the implications to the operations of the Company? - What do on-site personnel need from us and vice-versa? <p>Once transfer of command and control has occurred, ensure that all response personnel are aware that you are now the R-OAC.</p>																																																													

**Unitil
Emergency Response Plan
Regional Level Operations Area Chief Checklist**

Initial actions to take by the person assuming the responsibilities of the R-OAC		
STEP	ACTION	✓
7	<p>Establish your strategies and immediate priorities. Focus on the following:</p> <ul style="list-style-type: none"> - Impact of the event on Company personnel and on the public - Impact of the event on our business - Impact of the event on the Company's reputation - Impact of the event on the Company's finances 	
8	<p>Establish contact with the SL-IC (if applicable) Obtain:</p> <ul style="list-style-type: none"> - Strategic plan for response - Establish contact information and schedule of telephone conferences between the regional IC's and others <p>Share and provide:</p> <ul style="list-style-type: none"> - Regional incident status - List of agency representatives who have reported to the R-EOC - Governmental Agency concerns - Provide information on which R-EOC's are open and the names of Unitil representatives at those locations - Information on logistical support for agency resources 	
9	<p>If the situation warrants, determine the need for establishment of a Unified Command with appropriate stakeholders. Discuss the need to do this with the SRC Chair or designee, if appropriate. Note: Emergency Planning can help you in this determination.</p>	
10	<p>Set up and conduct a briefing of your own command general staff personnel. At a minimum, discuss the following as an initial agenda:</p> <ul style="list-style-type: none"> - Size and complexity of the incident - Incident objectives - Your expectations - Policy on outside information dissemination (media & outside agencies) - Agencies/organizations/stakeholders/business community - Incident activities/situation - Special concerns - Determine the length of Operational Periods <p>Do we have the necessary people for our response?</p>	
11	<p>Consider posting a Company-wide or area-wide message to all employees regarding the facts of the incident. Work with the Information Officer (IO) and/or employee communications representative to develop and disseminate this message. Provide periodic updates. Note: This responsibility will fall to the SRC if it is activated.</p>	
12	<p>Ensure that the Liaison Officer (LNO) establishes communications with those agency representatives who have reported to the IC and with agencies which have not sent a representative.</p>	
13	<p>If applicable, ensure liaison with LIPA is established</p>	

**Unitil
Emergency Response Plan
Regional Level Operations Area Chief Checklist**

The following will assist in the ongoing response to and assessment of the situation		
STEP	ACTION	✓
1	Determine critical information needed from staff	
2	If possible, personally observe the incident site(s)	
3	Review and approve the Regional Incident Action Plan (IAP) for the next Operational Period (OP).	
4	Identify additional stakeholders-those individuals and groups that are potentially adversely affected by the incident.	
5	<p>Assess personnel needs, funding, legal, and best response implications:</p> <p>Personnel Issues:</p> <ul style="list-style-type: none"> - Operational work periods for workers - Use of volunteers and auxiliary personnel - Human resources issues - Stress management concerns - Family assistance needs <p>Funding Issues:</p> <ul style="list-style-type: none"> - Consider source(s) and access to funds - Consider limits/ceilings <p>Legal Issues</p> <ul style="list-style-type: none"> - Documentation of response activities - Investigation interaction <p>Best response drivers</p> <ul style="list-style-type: none"> - Human health and safety, for both our employees and members of the public - Protection of company assets - The economy within our service territory - Reputation/brand image of the company - The environment - Public communication - Stakeholder support - Organization 	
6	Ensure your response objectives adequately address all items in No. 5	
7	Identify operational situation changes that require augmenting/demobilizing resources.	

Flow of timely, accurate information to the press and to Company personnel is key to controlling the perception of the public/external stakeholders		
STEP	ACTION	✓
1	Prepare for holding press conferences by working with the CIO to compile the necessary briefing materials.	
2	Direct the CIO to the Joint Information Center (JIC) if one has been activated. Note that the release of information may be restricted if a JIC is running	

**Unitil
Emergency Response Plan
Regional Level Operations Area Chief Checklist**

3	If this is a single regional IC organization, authorize the release of information to the news media and to Company personnel. If this is a multiregional event and/or if the SRC is activated, ensure that the CIO obtains approval from corporate	
---	---	--

Below is an input/output matrix to assist you with obtaining/providing information to/from other organizational positions

STEP	ACTION	
1	<p>If appropriate, periodically meet with the other UC representatives.</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Consensus on decisions <p>Share/provide</p> <ul style="list-style-type: none"> - Leadership 	
2	<p>Periodically meet with Stakeholders.</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Commitments for support - Special concerns <p>Share/provide:</p> <ul style="list-style-type: none"> - Briefing on current situation - Response strategies/priorities 	
3	<p>Meet periodically with the R-Documentation/Communication Coordinator</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Media considerations regarding the response/mitigation plan - Speaker preparation - Special media requests - Level of public interest - News releases, fact sheets, videos, photos, and news clips - Interview, news briefing and town meeting schedules <p>Share/provide:</p> <ul style="list-style-type: none"> - Your policy on outside information dissemination - Response objectives - Command messages - Authorization of press releases to the press and to Company personnel 	
4	<p>Meet periodically with the R-Municipal Communications Coordinator</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Information on agencies and stakeholders - Assisting agency capabilities - Available resources - Status of cooperating activities in support of the incident - Stakeholders' concerns/issues <p>Share/provide</p> <ul style="list-style-type: none"> - Current incident objectives/priorities 	

**Unitil
Emergency Response Plan
Regional Level Operations Area Chief Checklist**

Below is an input/output matrix to assist you with obtaining/providing information to/from other organizational positions		
STEP	ACTION	✓
5	<p>Meet periodically with the Regional Safety Coordinator (R-SC).</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Safety concerns regarding the current response/mitigation plan - Update on safety issues at the incident site, including injuries, accidents, etc. - Possible constraints on incident objectives due to safety issues <p>Share/provide:</p> <ul style="list-style-type: none"> - Incident situation status, especially in the initial stages of the event - Response objectives/priorities - Your expectations and concerns 	
6	<p>Meet periodically with the Regional Operations Chief (R-OC)</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Briefings on primary strategies, tactics, and limitations - Updates on the progress of current response objectives - Resources needed - The location of operational facilities <p>Share/provide:</p> <ul style="list-style-type: none"> - Response objectives 	
7	<p>Meet periodically with the Regional Planning Chief (R-PC)</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Briefings on overall current situation - Update on incident, including current/future projections on the impact of the incident - Briefings on resources available, including staffing, equipment and facilities <p>Share/provide</p> <ul style="list-style-type: none"> - Objectives for response/mitigation plan - Your approval of the response/mitigation plan for next operational period - New objectives - Alternate strategies 	
8	<p>Meet periodically with the Regional Logistics Chief (R-LC)</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Briefings on logistical issues relating to communications, transportation, medical needs, facilities, and resources <p>Share/provide:</p> <ul style="list-style-type: none"> - Response objectives/priorities 	

**Unitil
Emergency Response Plan
Regional Level Safety Coordinator Checklist**

Regional Safety Coordinator

The Regional Safety Coordinator's (R-SC) primary concern is to ensure the safety of the public, employees and supporting personnel after a storm has damaged the distribution system. The Safety coordinator will act as the primary safety contact for the region and is responsible for proper documentation of all safety activities and reporting. The Coordinator will maintain a safety presence in the field throughout the event to monitor conditions and work practices and to maximize the safety of all personnel. The R-SC will work closely with the Environmental Health and Safety Officer (EH&S) to comply and maintain Corporate Safety and Environmental Procedures.

Specific responsibilities include, but are not limited to:

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

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Safety Coordinator (R-SC)

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Safety Coordinator Checklist**

STEP	ACTION	✓
1	Receive assignment as the R-SC.	
2	Communicate with operating personnel at the incident location to obtain the following information: <ul style="list-style-type: none"> - Status of the situation - Actions taken or being taken to mitigate the incident - Number and seriousness of injuries (personnel & public) - Extent of any additional personnel or public exposure or impact as a result of the incident - Any other information necessary for the R-OAC to be fully informed of safety impacts and concerns during the incident management - Outside emergency response agencies responding to the incident and any additional resources required or requested - Support needed from internal organizations to protect the safety of employees, the public, or our facilities - Instructions or additional information that may need to be communicated with employees or the public relating to safety 	
3	Report to the designated R-EOC. Check-in and report to the R-OAC.	
4	Being maintaining a detailed R-SC activity log documenting all activities and communications.	
5	Receive a briefing from the R-OAC to obtain: <ul style="list-style-type: none"> - Size and complexity of the incident - Expectation of the R-OAC - Incident objectives - Number of employees, contractors, and outside agencies involved - Special concerns - Employee or public injuries/safety concerns - Present status of the incident 	
6	Communicate with the R-OACs' expectations, incident objectives and policy on information dissemination as well as any other pertinent information to Safety field personnel involved.	
7	Establish contact with the System Level-EH&S Officer (if applicable) Obtain: <ul style="list-style-type: none"> - Strategic plan for safety - Determine identity of other regional SCs - Establish contact information and schedule of telephone conferences between the System-Level Safety officers and the Regional Safety officers Share/provide: <ul style="list-style-type: none"> - Regional incident status 	

**Unitil
Emergency Response Plan
Regional Level Safety Coordinator Checklist**

STEP	ACTION	
8	Coordinate with the Risk Management Services and security to establish a line of communication and assure a consistent approach to safety of the public, our employees and facilities.	
9	Obtain copies of any relevant exposure data such as MSDSs and safety procedural guidelines. Ensure field safety personnel get this information.	
10	In coordination with the R-PC, develop a Safety Plan portion of the R-IAP	
11	Assess the need for the outside safety and industrial hygiene resources, and make appropriate arrangements after obtaining approval from the R-OAC. Make your request through the R-PC/R-LC.	
12	Assess the need for safety and fire protections supplies, and make arrangements to acquire needed supplies if so approved by the R-OAC. Make your request through the R-PC/R-LC.	
13	Assess the need for outside safety training services to support training and for qualifying additional personnel or outside resources to perform required tasks.	
14	If not already done, assign Safety personnel to the incident location. These individuals will be responsible for ensuring that the Safety Plan for the current OP is being implemented.	
15	Ensure that accountability for personnel has been completed prior to the release of personnel from affected locations.	
16	Review for approval any regional safety-related communications to employees of the public to assure that the communications conform to the strategic safety plan.	
17	Coordinate with security to secure any hazardous areas following the incident and to protect the integrity of any evidence.	
18	Assure Safety Incident Reports are filed post-event.	
19	Assure a smooth demobilization of safety functions as event warrants.	
20	Complete all paperwork and turn it into the Documentation Unit at the termination of the incident.	

Regional Operations Chief

The Regional Operations Chief (R-OC) is responsible for devising the appropriate plan to maximize available repose crews. The R-OC will restore power considering pre-established priorities as determined by the R-OAC and will also direct forestry crews to the appropriate locations in support of line restoration crews or to support public safety requirements. The R-EOC positions reporting to the R-OC are; Switching/Transmission and Substation crews, Radio Dispatcher, Tree Trimming Crews, Contract Line Crews, Crew Coordinator, Service Crews, and Operations Staging Site Coordinator.

Specific responsibilities include, but are not limited to:

- Dispatch work to crews
- Distribute tools and equipment
- Coordinate of pole sets
- Develop daily safety briefs with the Regional Safety Coordinator
- Clear obstructions
- Oversee switching operations
- Oversee primary, secondary, and service splices
- Oversee the installation/removal of protective grounds
- Coordinate work distribution at staging sites (if open)
- Direct and manage tree crews
- Direct and manage wires down activities
- Create achievable restoration objectives
- Ensure outages are restored within the projected global ETR and communicated
- Assist in developing an Incident Action Plan
- Coordinate with Planning Chief for adequate resource monitoring
- Track trouble crew assignments and locations
- Ensure Planning and Logistics Chiefs are aware of meals and lodging needs

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Operations Chief (R-OC)

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

**Unitil
Emergency Response Plan
Regional Level Operations Chief**

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Operations Chief**

STEP	ACTION	✓
1	Receive assignment as the R-OC.	
2	Upon arrival at the R-EOC, check in as appropriate.	
3	Receive a briefing from the R-OAC to obtain: <ul style="list-style-type: none"> - Size and complexity of the incident - Expectation of the R-OAC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
4	Begin/maintain an R-OC Activity Log.	
5	Acquire work materials and set up a workstation	
6	Identify resources <ul style="list-style-type: none"> - Consult with the R-LC - Consult with your manager at the site(s) 	
7	Identify any technical specialists that are needed to meet objectives. Direct the R-PC of the need to obtain the services of these individuals.	
8	Identify and assign resources to specific functions.	
9	Establish communications with the field. Set up a schedule for communications. Information needed includes: <ul style="list-style-type: none"> - Daily activities - Resources assigned - Resource needs - Weather conditions at the site - Safety constraints - Accomplishments for inclusion into the R-OC briefing - Revisions to tactics - Assignment recommendations 	
10	Working with the R-SC, ensure that the establishment of security and accountability for operational resources.	
11	Develop the Operational portions of the ICP for the next operational period. Develop strategies, tactics, and assignments based on the incident type and IC's priorities/objectives.	
12	Establish tactics for the next operational period.	
13	Address personnel safety issues. Coordinate this work with the R-SC.	

**Unitil
Emergency Response Plan
Regional Level Operations Chief**

STEP	ACTION	✓
14	Periodically meet with the R-OAC. Obtain: <ul style="list-style-type: none"> - IC's expectations - Response objectives (prioritized list) Share/provide: <ul style="list-style-type: none"> - Feedback on status of objectives - Recommend strategy and tactics to meet objectives 	
15	Periodically meet with the R-PC. Obtain: <ul style="list-style-type: none"> - Alternative strategies and tactics - Proposed ICP - Briefing on situation, critical/sensitive areas, resources status and availability, and weather Share/provide: <ul style="list-style-type: none"> - Proposed strategies and tactics for the next operational period - Input into the demobilization plans - Future resource needs - Functions of various operational groups 	
16	Periodically meet with the R-LC. Obtain: <ul style="list-style-type: none"> - Transportation updates - Prognosis for resource availability Share/provide: <ul style="list-style-type: none"> - Transportation needs - Resource needs 	

Unit
Emergency Response Plan
Regional Level Switching/Transmission and Substation Coordinator

Switching/Transmission & Substation Coordinator

The Regional Switching/Transmission and Substation Coordinator (R-S/TSC) is typically activated for regional events and is responsible for the coordination of repairs to the transmission lines and substation infrastructure. The S/T&SC will determine the amount and type of resources required based on a damage assessment and ensure that restoration of the high voltage grid complements the work performed at the distribution level. Reporting to the S/T&SC is the Switching/Transmission & Substation unit leads and the TS&C will also work closely with the dispatch function to ensure the safe operation of the grid.

Specific responsibilities include, but are not limited to:

- Pre-planning and pre-staging of resources;
- Ensuring sufficient material staging and re-supply;
- Defining damage assessment for the high voltage system;
- Documenting restoration activities;
- Providing helicopter assessment information;
- Managing field crews; and
- Providing global and specific ETRs, as required or requested

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Regional Switching/Transmission & Substation Coordinator (R-S/TSC)

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Switching/Transmission and Substation Coordinator**

STEP	ACTION	✓
1	Upon notification from the Operations Chief of an emergency receive assignment as the Switching/Transmission & Substation Coordinator. Upon arrival check-in with the R-OC	
2	Receive a briefing from the R-OAC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
3	Discuss with the Regional Operations Chief: <ul style="list-style-type: none"> - Damage assessment - Projected ETRs - Projected number of restoration crew members/tree trimmers/contractors/resources required based on damage assessment 	
4	Begin/maintain a Switching/Trans & Sub Activity Log.	
5	Obtain information about abnormal system conditions from: <ul style="list-style-type: none"> - Damage Assessment Coordinator - Trouble Analysis - Customer information - Troubleshooters in the field 	
6	Identify and assign resources to specific functions.	
7	Establish communications with the field and set up a schedule for communications. Organize, assign, and brief your subordinates <ul style="list-style-type: none"> - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-OAC - Daily activities - Resources assigned and resource needs - Weather conditions at the site 	
9	Periodically meet with the R-OAC and provide status reports	
10	Under decision of the R-OAC, ensure an orderly demobilization of the incident	

**Unitil
Emergency Response Plan
Regional Level Crew Coordinator**

Crew Coordinator

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

Specific responsibilities include, but are not limited to:

- Dispatch work to crews
- Distribute tools and equipment
- Coordinate of pole sets
- Clear obstructions
- Oversee switching operations
- Oversee primary, secondary, and service splices
- Oversee the installation/removal of protective grounds
- Coordinate work distribution at staging sites (if open)
- Direct and manage tree crews
- Direct and manage wires down activities
- Ensure outages are restored within the projected global ETR and communicated
- Track trouble crew assignments and locations
- Ensure Planning and Logistics Chiefs are aware of meals and lodging needs

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Regional Crew Coordinator.

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Crew Coordinator**

STEP	ACTION	✓
1	Upon notification from the Operations Chief of an emergency, receive assignment as the Crew Coordinator.	
2	Receive a briefing from the R-OC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
3	Discuss with the Operations Chief: <ul style="list-style-type: none"> - The location for the Staging Site in accordance with ... - Reporting time at the Staging Site - Projected number of restoration crew members/tree trimmers/contractors to be located at the site 	
4	Begin/maintain a Staging Site Activity Log.	
5	Identify and maintain all personnel assigned to the Staging site.	
6	Identify and assign resources to specific functions and activate Staging site.	
7	Establish communications with the field and set up a schedule for communications. Organize, assign, and brief your subordinates <ul style="list-style-type: none"> - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-OC - Daily activities - Resources assigned and resource needs - Weather conditions at the site 	
8	Working with the security, ensure that all perimeters and site security plans are in place.	
9	Periodically meet with the R-OC and provide status reports	
10	Under decision of the R-OC, ensure an orderly demobilization of the incident	

Operations Staging Site Coordinator

The Operations Staging Site Coordinator (OSSC) is responsible for managing the resources assigned to a staging site. The OSSC will work closely with the R-OC in prioritizing the work. Following a large-scale storm impact (Storm/Emergency Levels 4 and 5), it may be necessary to establish staging sites for the assembly of significant numbers of external resources (50 or more tree and line crews) in locations not owned or operated by the Company. To accomplish this need, the Company has identified locations throughout its service territory that may be used as assembly, material, or resource staging sites.

Specific responsibilities include, but are not limited to:

- Identifying the number of resources at the staging site;
- Recording pertinent information on personnel and resources assigned to the staging site;
- Ensuring efficient and productive daily resource deployment;
- Providing work to the crews in a timely manner;
- Tracking the progress of work and identifying outstanding work for re-assignment, if needed;
- Managing the expectations of customers and public officials within the staging sites assigned territory;
- Supporting media-related activities at the staging site; and
- Overseeing health- and safety-related issues associated with the assigned resources

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Operations Staging Site Coordinator (OSSC)

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Operations Staging Site Coordinator**

STEP	ACTION	✓
1	Upon notification from the Regional Operations Chief of an emergency requiring the activation of a Staging Area, receive assignment as the Staging Site Work Coordinator.	
2	Receive a briefing from the R-OC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
3	Discuss with the R-OC: <ul style="list-style-type: none"> - The location for the Staging Site in accordance with ... - Reporting time at the Staging Site - Projected number of restoration crew members/tree trimmers/contractors to be located at the site 	
4	Begin/maintain a Staging Site Activity Log.	
5	Identify and maintain all personnel assigned to the Staging site.	
6	Identify and assign resources to specific functions and activate Staging site.	
7	Establish communications with the field and set up a schedule for communications. Organize, assign, and brief your subordinates <ul style="list-style-type: none"> - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-OC - Daily activities - Resources assigned and resource needs - Weather conditions at the site 	
8	Working with the security, ensure that all perimeters and site security plans are in place.	
9	Periodically meet with the R-OC and provide status reports	
10	Under decision of the R-OC, ensure an orderly demobilization of the incident	

Regional Planning Chief

The Regional Planning Chief (R-PC) is responsible for managing and administering the overall effort of collecting, processing and reporting emergency restoration information. The Trouble Analysis, Municipal Communications Team, Documentation & Communication, Wires Down, and Damage Assessment Coordinator all report to the Planning Chief. The Planning Chief is also responsible for monitoring and reporting major weather alerts and mobilizing and demobilizing the R-EOC.

Specific responsibilities include, but are not limited to:

- Assess, evaluate, and package work, along with other available trouble data, to anticipate resource and material needs for distribution, transmission, and substation restoration activities;
- Request additional resources and/or materials, as determined, through the Logistics Chief;
- Request storm support personnel, as needed, to include damage assessors, wire down appraisers and standby personnel, and clerical/technical support for the R-OAC;
- Provide restoration priorities to the OC;
- Develop, implement, and maintain the IAP;
- Establish the communication process, in conjunction with the R-OAC;
- Ensure accurate ETRs based upon valid data and coordination with the OC;
- Review the forecast and provide weather updates, as needed;
- Determine the time frame for scheduling a pre-storm conference call; and
- Coordinate with the Wire Down Coordinator and Municipal Room in prioritizing restoration targets and responding to municipal needs.

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Regional Planning Chief (R-PC)

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Planning Chief**

STEP	ACTION	✓
1	Receive assignment as the R-PC.	
2	Upon arrival at the R-EOC, check in as appropriate.	
3	Receive a briefing from the R-OAC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
4	Collect and process critical information about the incident. Determine: <ul style="list-style-type: none"> - Geographical scope of the incident and layout of the organization - Resource locations - Facilities Then consider: <ul style="list-style-type: none"> - The need for changes to the geographical layout of the organization Determine: <ul style="list-style-type: none"> - Actions taken to date Then consider: <ul style="list-style-type: none"> - Any additional actions needed Determine: <ul style="list-style-type: none"> - Current organization Then consider: <ul style="list-style-type: none"> - Adequacy of current organization to meet incident needs Determine: <ul style="list-style-type: none"> - Resources on-scene and ordered in - Resource location/status Then consider: <ul style="list-style-type: none"> - Need for resources in addition to those on-scene or ordered 	
5	Begin/maintain an R-PC Activity Log.	
6	Acquire work materials.	
7	Ensure the setup of an adequate workspace for your group. If necessary, have logistics obtain/setup this workspace.	
8	Provide input to the IC and the R-OC in the preparations of the R-IAP.	

**Unitil
Emergency Response Plan
Regional Level Planning Chief**

STEP	ACTION	✓
9	<p>Supervise the preparation of the R-IAP for the next operational period.</p> <ul style="list-style-type: none"> - At the conclusion of the Incident Planning Meeting, ensure assignments and expectations are clear - Instruct those responsible for completion of portions of the response or mitigation plan(s) to provide advance notice if the deadlines will not be met - Ensure duplication services are available and adequate - If written plans are required, obtain the assembled portions of the R-IAP from the DCC - Proofread the R-IAP, ensuring completion - Duplicate and route, as needed 	
10	<p>Serve as the facilitator for key meetings during each operational cycle.</p> <ul style="list-style-type: none"> - Instruct the Documentation/Communication Coordinator to prepare a daily meeting schedule - Ensure that the meeting schedule is prominently posted - Send reminders to meeting attendees 15-30 minutes prior to the start of a meeting to ensure prompt attendance - Facilitate each meeting in order to maintain schedule, cover all required topics, and produce expected deliverables 	
11	<p>Determine/develop alternate strategies for each primary strategy proposed by the R-OC:</p> <ul style="list-style-type: none"> - Determine if alternate plans are precluded by any policy, regulation, or other incident specific constraint - For each alternative strategy, determine resources needed, resource availability, and cost - Be prepared to discuss the pros and cons of the alternative strategies at planning meetings 	
12	Keep the R-OC and command staff informed about incident status changes.	
13	Provide incident specific information to requestors.	
14	Be alert for excess resources that can be reassigned or demobilized.	
15	Ensure that incident status information is prominently displayed.	
16	<p>Periodically meet with the R-OAC.</p> <p>Obtain:</p> <ul style="list-style-type: none"> - Initial briefing on incident status - Operational periods - Deadline for response or mitigation plan(s) submission - R-IC objectives - R-IAP(s) approval <p>Share/provide</p> <ul style="list-style-type: none"> - Feedback on initial response activity/organization - Feedback on operational period decision and response or mitigation plan(s) deadline - Feedback on objectives - Proposed R-IAP(s) 	

**Unitil
Emergency Response Plan
Regional Level Planning Chief**

STEP	ACTION	✓
	<ul style="list-style-type: none"> - Updates on situation, resource status, weather, etc. - Response or mitigation plan(s) for approval 	
17	Periodically meet with the R-SC. Obtain: <ul style="list-style-type: none"> - Concerns regarding safety issues in the response or mitigation plan(s) - Safety messages Share/provide: <ul style="list-style-type: none"> - Proposed response or mitigation plan(s) - Briefing on situation, critical/sensitive areas, resource status/availability, weather 	
18	Periodically meet with the R-OC. Obtain: <ul style="list-style-type: none"> - Primary and alternate strategies/tactics - Resource needs - Resource/facility needs Share/provide: <ul style="list-style-type: none"> - Input on alternative strategies - Proposed response or mitigation plan(s) - Briefing on situation, critical/sensitive areas, resource status/availability, weather - Feedback on response or mitigation plan submissions 	
19	Periodically meet with the R-LC Obtain: <ul style="list-style-type: none"> - Transportation updates - Prognosis for resource availability Share/provide: <ul style="list-style-type: none"> - Transportation needs - Resource needs 	
20	When appropriate, oversee the preparation and implementation of the demobilization plan.	

Unit
Emergency Response Plan
Regional Level Trouble Analysis Coordinator

Trouble Analysis Coordinator

The Trouble Analysis Unit determines the impact of the event on the distribution system and issues jobs to Operations and the Control Center. The TAU analyzes trouble and may produce “next worst case” scenario reports for the Incident Commander and Staff. The TAU interfaces with all other storm recovery organizations to monitor job status and to enhance timely repairs. The TA will work closely with Damage Assessment and is responsible for gathering trouble information on the regional level for the System Trouble Analysis Unit to analyze on a System level.

Specific responsibilities include, but are not limited to:

- Monitor trouble tickets, filtering outages from and non-outages, and prioritizing medical emergencies, downed wires, environmental issues, and other high priority conditions;
- Assign outage numbers and create work packages;
- Close trouble tickets as the respective trouble is cleared in PORCHE;
- Monitor continuously incoming trouble tickets;
- Provide continuous outage status updates to the PC; and
- Gather information from a variety of sources including:
 - Customer information via PORCHE
 - Damage Assessors
 - Municipal/Liaison Group
 - Distribution System Telemetry (SCADA)
 - Other field Operations groups

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Regional Trouble Analysis Coordinator (TAC)

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Trouble Analysis Coordinator**

STEP	ACTION	✓
1	Upon notification from the Planning Chief, receive assignment as Trouble Analysis. Upon arrival check-in with the R-PC	
2	Receive a briefing from the R-PC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
3	Discuss with the Planning Chief: <ul style="list-style-type: none"> - The location for the Staging Site - Reporting time at the Staging Site - Projected number of restoration crew members/tree trimmers/contractors to be located at the site 	
4	Begin/maintain a Trouble Analysis Activity Log.	
6	Identify and assign resources to specific functions.	
7	Gather information from a variety of sources including: <ul style="list-style-type: none"> - Damage Assessors - Customer Information via Porche - Municipal/Liaison group - Distribution System Telemetry (SCADA) 	
8	Continuously monitor all trouble tickets and identify outage and non-outages, making note of medical emergencies, downed wires, environmental issues, and other potential high priority conditions.	
9	Compile trouble tickets by feeder and location to determine the highest probable device of interruption. Periodically meet with the R-OC and provide status reports	
10	Issue a request for and receive back information from Damage Assessment.	
11	Assign outage numbers and create appropriate work packages to the field restoration organizations.	
12	Analyze feeder overloads and potential customer impacts.	
13	Prepare and disseminate "next worst case" analysis reports	
14	Periodically meet with the R-PC to provide outage status information updates	

**Unitil
Emergency Response Plan
Regional Level Municipal Communications**

Municipal Communications

The Municipal Communications Unit is the primary contact for municipal officials and agencies during overhead events. They receive and process calls from municipal officials, police and fire departments providing regular feedback on the status of the recovery effort. The Municipal Room Team is established to develop relationships between Unitil and local municipal officials to better respond to the needs of municipalities during incidents.

Specific responsibilities include, but are not limited to:

- Establish Municipal Room in each R-EOC's
- Establish communication protocol with local emergency planning committees and agencies;
- Establish communication protocol with Regional Communications Coordinator
- Establish communication protocol with the Regional ERPs;
- Establish Community Leader Conference Call for restorations lasting 48 hours or more;
- Visit and/or staff local, county, or state emergency operations centers as required or requested;
- Raise issues from municipals to the appropriate levels of storm management;
- Work with the Communication Coordinator and Media to ensure consistency of messages;
- Inform Customer Service when customer issues are raised by local emergency response officials; and
- Communicate locations and timing of established shelters or the need for special considerations related to critical infrastructure and/or life support customers.

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Municipal Communications Coordinator

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Municipal Communications**

STEP	ACTION	✓
1	Upon notification from the Planning Chief of an emergency receive assignment as the Municipal Communications Coordinator. Upon arrival check-in with the R-PC	
2	Receive a briefing from the R-PC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
3	Begin/maintain a Municipal Communications Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment. This location should be: <ul style="list-style-type: none"> - Accessible - Have adequate space - Be close to Planning - Have proper communications capabilities 	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined	
6	Ensure that you understand policies on outside information dissemination (media and outside agencies)	
7	Review current Incident Action Plan (ICP)	
8	Establish contact with the R-PC. Obtain: <ul style="list-style-type: none"> - Regional incident status - List of agency representatives who have reported to the EOC - Regional governmental agency concerns - Information on logistical support for agency resources - Establish contact information and schedule of telephone conferences Share/provide: <ul style="list-style-type: none"> - Strategic plan for governmental response 	
	Stay aware of incident expansion/contraction due to changes in conditions and the meeting of objectives.	
9	Keep agencies supporting the incident aware of the incident status. Prior to meeting with Agency representatives and stakeholders: <ul style="list-style-type: none"> - Obtain IC expectations for the meeting - Prepare discussion of the IAP and support service available - Compile a list of attendees 	
10	Complete all forms and reports required of your position and send the material to the	

**Unitil
Emergency Response Plan
Regional Level Municipal Communications**

STEP	ACTION	✓
	Documentation & Communication Coordinator.	
11	Periodically meet with the R-PC. Obtain: <ul style="list-style-type: none"> - Incident situation data - Daily meeting schedule - Copies of IAP - Projections on incident - Names of additional agencies or organizations that should be incorporated into the response effort 	
12	Periodically contact of meet with agency representatives and stakeholders; Obtain: <ul style="list-style-type: none"> - Information on available resources - Information on agency needs or requirements - Information on cooperating agency activities in support of the incident response Share/provide <ul style="list-style-type: none"> - Incident status updates - Continuing need for representation at EOCs - Information on logistical support for agency resources - Information on assignment of agency resources - Information on demobilization procedures - Facilitate at the stakeholder/agency representative meetings. 	
12	Upon demobilization, ensure that all paperwork is forwarded to the DCC.	

Unitil
Emergency Response Plan
Regional Level Wire Down Coordinator

Wire Down Coordinator

The Wires Down Coordinator will be responsible for making assessments of the need to provide protection to the public from the hazards of downed wires and deployment of resources to reported sites of wires down for guarding public safety. Reporting to the Wires Down Coordinator are Meter and gas Personnel and Support SRU Contractors. This individual will also work closely with the Planning function and the Municipal room to collect the data from customers and public safety officials.

Specific responsibilities include, but are not limited to:

- Prepare for events based on the anticipated storm level;
- Evaluate the situation and adjust resources, as needed;
- Prioritize downed wire locations based on public safety concerns;
- Work with the Municipal Room and public safety officials to ensure a coordinated response that is reactive to local needs;
- Assign resources to perform feeder sweeps, as needed, to provide assurance to public safety and government officials of the public safety concerns; and
- Document and close completed tickets.

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Wires Down Coordinator

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Wire Down Coordinator**

STEP	ACTION	✓
1	Upon notification from the Planning Chief of an emergency receive assignment as the Wires Down Coordinator. Upon arrival check-in with the R-PC	
2	Receive a briefing from the R-PC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
3	Begin/maintain a Wires Down Activity Log.	
4	Report to assigned downed wires location	
5	Setup physical barriers a safe distance from downed wire and direct public a safe distance away.	
6	Organize, assign and brief your subordinates. <ul style="list-style-type: none"> - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-PC - Daily activities - Requirements from the IAP 	
7	Determine whether wire is electrical conductor or telecommunications wire.	
8	Determine whether conductor is primary or secondary conductor.	
9	Periodically meet with R-PC to report status of downed wires	
10	Under order from the R-PC, ensure orderly demobilization.	

Unitil
Emergency Response Plan
Regional Level Damage Assessment Coordinator

Damage Assessment Coordinator

The Damage Assessment Coordinator is responsible for establishing the right level of resources to conduct detailed damage assessment circuit patrols during heavy storm events to determine the extent of damage and to expedite the restoration of service to customers. Reporting to the Damage Assessment Coordinator are local substation personnel and Support SRU contractors. The Damage Assessment Coordinator (DAC) will be established when the ratio of three or more trouble tickets to one available service crew exist.

Specific responsibilities include, but are not limited to:

- Assess and determine the extent of damage to the system mainlines
- Determine and communicate a global ETR time between 12 but no later than 24 hours after the storms passage
- Conduct a broader assessment between 24 but no later than 48 hours after the storms passage to determine and communicate a refined ETR for specific feeders and/or geographic areas
- Ensure timely repairs
- Monitor job completion status
- Determine appropriate resource numbers to conduct detailed damage assessment
- Expedite the restoration of electric service to customers

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Damage Assessment Coordinator

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Damage Assessment Coordinator**

STEP	ACTION	✓
1	Upon notification from the Planning Chief of an emergency receive assignment as the Damage Assessment Coordinator. Upon arrival check-in with the R-PC	
2	Receive a briefing from the R-PC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
3	Begin/maintain a Damage Assessment Activity Log.	
4	Prioritize circuit for damage patrol based on critical customer and trouble tickets	
5	Document the damage and repairs necessary. <ul style="list-style-type: none"> - Location (Street and Town names) - Address (house number and pole number) - Facility problem (pole, wire, tree problems) 	
6	Calculate the staffing requirements for your team based on repair-hour estimate assessment and submit request for the number of personnel determined.	
7	Estimate material and repair requirements	
8	Estimate Restoration Time (ETR) based on damage assessment, resources, and number of crew available.	
9	Create work packets for repairs necessary	
10	Organize, assign and brief your subordinates. <ul style="list-style-type: none"> - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-PC - Distribute work packets 	
11	Work with the Municipal Communications to determine any regulatory requirements relative to the submittal of information/documents. And establish a timeline for meeting statutory deadlines.	
12	Periodically meet with R-PC to report status of damage assessment	
13	Under order from the R-PC, ensure orderly demobilization.	

**Unitil
Emergency Response Plan
Regional Level Documentation/Communications Coordinator**

Documentation/Communications Coordinator

The Documentation/Communication Coordinator (DCC) is responsible for establishing a comprehensive documentation process for the event primary of which is the Incident Action Plan. The Coordinator will provide routine updates every four hours to the organization and regulatory staff and also works closely with the Planning Chief and R-OAC to ensure operational updates are accurate and timely. The Coordinator is responsible for development and release of information to key external stakeholders, including media, regulatory staff, Municipal room personnel and municipal agencies if so defined.

Specific responsibilities include, but are not limited to:

- Work with the Regional Planner to develop the incident Action Plan;
- Document activities related to:
 - customer interruptions
 - Resource counts;
 - Estimated Times of restoration;
- Summarize the restoration effort's progress and include key internal and external communications;
- Develop and issue corporate update every four hours
- Update the internal hot line on restoration progress every four hours
- Provide regulatory staff updates via e-mail every four hours
- Work closely with Media to ensure information flow is consistent and accurate
- Accommodate media needs for photo opportunities
- Establish a notification process when R-EOC's are established

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Documentation/ Communication Coordinator (DCC)

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Documentation/Communications Coordinator**

STEP	ACTION	✓
1	Upon notification from the Planning Chief receive assignment as the Documentation & Communication Coordinator (DCC). Upon arrival check-in with the R-PC	
2	Receive a briefing from the R-PC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
3	Begin/maintain a Documentation/Communications Activity Log.	
4	Ensure the setup of an adequate workspace for your function, and obtain needed work materials and equipment including contact and notification numbers	
5	Calculate the staffing requirements for your team and submit request for the number of personnel – number of days/ is this 24/7	
6	Organize, assign and brief your subordinates. <ul style="list-style-type: none"> - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-PC - Daily activities - Requirements from the IAP 	
7	Obtain a complete understanding of the incident scope. <ul style="list-style-type: none"> - Tour the EOC and establish contact with the various leads. Ensure that they are aware of the documentation data needed. - Develop a list of ongoing policy meetings 	
8	Work with the Municipal Communications team to determine any regulatory requirements (what is mandated by PSC/DPU) relative to the submittal of information/documents. And establish a timeline for meeting statutory deadlines.	
9	Develop an overall plan for gathering documentation from various organizational elements and review documentation collected to identify defects and correct deficiencies.	
10	Accommodate media needs and work closely with the media to ensure information flow is consistent and accurate.	
11	Work with the planner to develop an IAP.	
12	Develop corporate updates every 4 hours and periodically meet with the R-PC.	

Regional Logistics Chief

The Regional Logistics Chief (R-LC) is responsible for the coordination of logistical planning and logistical response activities in support of operations requirements. Positions reporting to the R-LC are; Material/Facility Coordinator and the Resources Lodging/Meals Coordinator. Activities include; securing internal and external resource requirements, fleet support, material acquisition, staging site base, security, meals and lodging throughout the emergency event.

Specific responsibilities include, but are not limited to:

- Train assigned personnel in logistical response requirements and expectations;
- Plan and prepare critical resources and vendors for an event;
- Update Regional logistics personnel contact information;
- Active participation in reviews, drills, and pre-event meetings;
- Verify and maintain inventory of pre-defined storm kits, cable coils, poles and transformers;
- Establish and maintain crew requirements for lodging, meals, vehicle management, and material re-supply;
- Maintain company facilities during a regional event;
- Coordinate the operation of Company cafeterias (or equivalents) during a restoration effort;
- Provide security of Company facilities and assets with barriers, fences, guards, check points, etc...
- Staff System and Regional storerooms and garages as referenced by the appropriate Storm/Emergency Response Level;
- Assign Regional Material Coordinators for Storm/Emergency Response Level 2 and above events;
- Review inventory every eight (8) hours to schedule additional vendor and/or field deliveries;
- Monitor Materials Management System (MMS) to order or re-order supply, as needed;
- Establish administration and mobilization of vendor contracts for recovery-related supplies and services (e.g., staging site overnight refueling, bus rental and operation, portable sanitary and hygiene units, and janitorial services);
- Define layout, resources, and equipment requirements for mobilizing and operating a staging site;
- Oversee the mobilizing and operating of assembly or material laydown areas;
- Establish and maintain resource lodging, meals, and transportation, via established or required vendor arrangements;
- Provide coordination of meals for internal and external resources, as directed;
- Obtain personal comfort items or services (e.g., toiletries, clothing, laundry services, etc...) for restoration resources.

**Unitil
Emergency Response Plan
Regional Level Logistics Chief**

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Regional Logistics Chief (R-LC)

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Logistics Chief**

STEP	ACTION	✓
1	Receive assignment as the R-LC. Consider activating Logistics Support Center personnel immediately, if appropriate.	
2	Upon arrival at the EOC, check in as appropriate.	
3	Receive a briefing from the R-OAC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
4	Begin/maintain a R-LC Activity Log.	
5	Acquire work materials.	
6	Activate the Logistics Support Center for the functions required of the response organization. Alternatively, set up an adequate workspace for your group within or near the EOC.	
7	Organize, assign, and brief your subordinates. <ul style="list-style-type: none"> - Provide an overview of the incident - Provide an overview of Logistics responsibilities: (Materials Coordinator Team- Order incident supplies....) (Resources Lodging/Meals Support Team- Arrange and provide for food services.....) - Emphasize the accuracy of required information <p>Note: The listed personnel may or may not be activated based on the emergency. Others may be added, if needed. Also consider shift requirements to meet ongoing needs.</p>	
8	Establish an incident ordering process, and ensure that all groups are aware of the process.	
9	Track incident expansion/contraction due to changes in conditions.	
10	Complete any forms and reports required and send materials to Documentation.	
11	Review proposed tactics for the next operational period or periods at planning meetings.	
12	Periodically meet with the Resource Lead to determine status of resources.	
13	Periodically meet with all group leaders. <ul style="list-style-type: none"> - Determine additional resources needed by these groups to support the R-IAP - Update them on the progress made to obtain resources ordered/needed by the groups 	

Unitil
Emergency Response Plan
Regional Level Logistics Chief

STEP	ACTION	✓
14	Periodically meet with the DCC and others to discuss long range plans/projections for the incident and identify potential or future requirements.	
15	Prepare and review applicable portions of the response or mitigation plan(s).	
16	Conduct frequent staff meetings to keep personnel aware of proposed response or mitigation plan(s), and identify any changes that mat be necessary based on resource availability.	
17	Update the IC on current logistics problems and/or accomplishments.	
18	Ensure that personnel and equipment time records are complete and submitted to the Time Unit Lead at the end of each operational period.	
19	When appropriate, ensure an orderly, fiscally responsible demobilization of the incident. <ul style="list-style-type: none"> - Consider demobilization early enough during the incident so that an adequate plan is in place prior to the actual need to release resources - Work with sections to identify excess resources - Review list of resources proposed for demobilization daily to ensure accuracy and timely release from incident - Assist in the development of the demobilization plan 	

Unit
Emergency Response Plan
Regional Level Materials/Facilities Coordinator

Materials/Facility Coordinator

The Materials/Facility Coordinator is responsible for monitoring the material needs of the R-EOC, including the assembly and distribution of storm kits. Additionally this function will acquire, based on pre-established vendor arrangements, vehicles, and special equipment as requested by the Operations Unit. This team will monitor the inventory system and direct stores operation.

Specific responsibilities include, but are not limited to:

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

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with “as required” overlap with relief Materials/Facility Coordinator

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Materials/Facilities Coordinator**

STEP	ACTION	✓
1	Upon notification from the Logistics Chief of an emergency receive assignment as the Materials/Facility Coordinator. Upon arrival check-in with the R-LC	
2	Receive a briefing from the R-LC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
3	Begin/maintain a Materials/Facility Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Organize, assign and brief your subordinates. <ul style="list-style-type: none"> - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-LC - Daily activities 	
7	Establish contact with the R-PC Obtain: <ul style="list-style-type: none"> - Regional resource status - Establish contact information and schedule future telephone conferences Provide <ul style="list-style-type: none"> - Strategic resource plan - Proper resource tracking procedures - Brief on how to best communicate resource status changes 	
8	Document organizational assignments for regional personnel working at the incident site and at any other incident facility.	
9	Verify that all resources check-in were ordered for the incident response and maintain a master list of: <ul style="list-style-type: none"> - Checked-in resources - Completed check-in sheets - Copies of resource orders 	
10	Determine the quantity and assignment of resources needed for the next operational period. <ul style="list-style-type: none"> - Confer with the R-OC and R-PC - Attend planning meetings 	

**Unitil
Emergency Response Plan
Regional Level Materials/Facilities Coordinator**

STEP	ACTION	✓
	<ul style="list-style-type: none"> - Lead a discussion on resources, and determine what is needed - Get approval for resources from the R-OAC - Prepare and submit resource orders 	
11	Periodically meet with the R-PC Obtain: <ul style="list-style-type: none"> - Shifts in tactics that will affect resources - Approved list of resources to be ordered - Special instructions - Daily meeting schedule Share/Provide: <ul style="list-style-type: none"> - Current state of resources on scene and available 	
12	Periodically meet with the R-LC Obtain: <ul style="list-style-type: none"> - Supplies, communications equipment, and work space - Status of transportation and support vehicles - Cross check of orders to verify what was checked-in Share/Provide: <ul style="list-style-type: none"> - Resource orders - Check-in information 	

**Unitil
Emergency Response Plan
Regional Level Resources Lodging/Meals Coordinator**

Resources Lodging/Meals Coordinator

The Resources and Lodging/Meals Coordinator will acquire restoration resources proactively and reactively with respect to the storm's impact. Resources will include, but are not limited to: internal personnel, mutual aid from foreign utilities, contractors, and other support personnel. The Resources and Lodging/Meals Coordinator will immediately notify the Logistic Chief of any mismatches between requested and reporting resources and provide documentation to the Logistic Chief as to the estimated time of arrival for all retained resources. The Coordinator works with personnel assigned to lodging and meals to identify the appropriate accommodations for all assigned resources.

Specific responsibilities include, but are not limited to:

- Sustain and support resources requirements for lodging, meals, vehicle management, and material resupply;
- Provide support personnel such as wire down, damage assessment, and other regional support, as directed;
- Establish and maintain resource lodging, meals, and transportation, via established or required vendor arrangements;
- Provide coordination of meals for internal and external resources, as directed;
- Obtain personal comfort items or services (e.g., toiletries, clothing, laundry services, etc...) for restoration resources.
- Provide security of Company facilities and assets with barriers, fences, guards, check points, etc...
- Resource lodging, transportation, and vendor services for maintenance of dormitory-style lodging facility that may be utilized

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Resources Lodging/Meals Coordinator.

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Resources Lodging/Meals Coordinator**

STEP	ACTION	✓
1	Upon notification from the Logistics Chief of an emergency receive assignment as the Materials/Facility Coordinator. Upon arrival check-in with the R-LC	
2	Receive a briefing from the R-LC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the R-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
3	Begin/maintain a Materials/Facility Activity Log.	
4	Ensure the setup of an adequate workspace for your group, and obtain needed work materials and equipment.	
5	Calculate the staffing requirements for your team and submit request for the number of personnel determined.	
6	Organize, assign and brief your subordinates. <ul style="list-style-type: none"> - Provide an overview of the incident - Provide an overview of operational responsibilities in accordance to the expectations of the R-LC - Daily activities 	
7	Establish contact with the R-PC Obtain: <ul style="list-style-type: none"> - Regional resource status - Establish contact information and schedule future telephone conferences Provide <ul style="list-style-type: none"> - Strategic resource plan - Proper resource tracking procedures - Brief on how to best communicate resource status changes 	
8	Document organizational assignments for regional personnel working at the incident site and at any other incident facility.	
9	Verify that all resources check-in were ordered for the incident response and maintain a master list of: <ul style="list-style-type: none"> - Checked-in resources - Completed check-in sheets - Copies of resource orders 	
10	Determine the quantity and assignment of resources needed for the next operational period. <ul style="list-style-type: none"> - Confer with the R-OC and R-PC - Attend planning meetings 	

**Unitil
Emergency Response Plan
Regional Level Resources Lodging/Meals Coordinator**

STEP	ACTION	✓
	<ul style="list-style-type: none"> - Lead a discussion on resources, and determine what is needed - Get approval for resources from the R-OAC - Prepare and submit resource orders 	
11	Periodically meet with the R-PC Obtain: <ul style="list-style-type: none"> - Shifts in tactics that will affect resources - Approved list of resources to be ordered - Special instructions - Daily meeting schedule Share/Provide: <ul style="list-style-type: none"> - Current state of resources on scene and available 	
12	Periodically meet with the R-LC Obtain: <ul style="list-style-type: none"> - Supplies, communications equipment, and work space - Status of transportation and support vehicles - Cross check of orders to verify what was checked-in Share/Provide: <ul style="list-style-type: none"> - Resource orders - Check-in information 	

Regional Administration Chief

The Regional Administration Chief (R-AC) will manage all administrative functions associated with the restoration effort. Typically, this position is established for Storm/Emergency Response Level 4 and 5 and aligns closely with the System Administration/Finance Chief. The AC will ensure all internal personnel are deployed to their storm assignments, as assigned or as needed, and will accommodate the Human Resources needs of employees and contractors (e.g., contracts with home repair companies, medical emergencies, and stress management support). The Administration Unit will ensure also that each facility has the appropriate level of Information Technology (IT) support during events. The Administration Chief is responsible for compiling and reporting all costs related to a storm/emergency event and provides assistance to other organizations in such areas as mutual aid and petty cash disbursements.

Specific responsibilities include, but are not limited to:

- Tracks costs associated with an incident
- Distributes procurement cards and petty cash if necessary
- Arranges for the procurement of non-stock material and outside services as needed
- Investigates and processes claims associated with an incident
- Coordinates and supports Mutual Assistance Crews HR needs
- Coordinate HR support activities including employee family assistance
- Coordinates and manages company facility cafeterias as required to support the incident
- Provide security of company facilities and assets with barriers, fences, guards, check points, etc.
- Coordination and deployment of mobile generators and other specialized equipment
- Coordinates with IT to ensure resources are available to support primary systems and EOC's
- Distributes updated roster information to Logistics

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional Administration Chief (R-AC)

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

**Unitil
Emergency Response Plan
Regional Level Administration Chief**

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level Administration Chief**

STEP	ACTION	✓
1	Receive assignment as the R-AC	
<p>NOTE: If the human impact is of such proportion that the Unitil HR team could be overwhelmed, and if not already done at the regional level(s) contact the local EAP which is located on all local bulletin board.</p>		
2	Upon arrival at the R-EOC, check-in as appropriate.	
3	<p>Receive a briefing from the R-OAC</p> <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the SRC/SL-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns <p>Most importantly, gain a complete understanding of the facts, especially as they relate to any victims of the incident.</p>	
4	Begin/maintain a R-AC Activity Log.	
5	<p>If an ad hoc space is required, ensure the setup of an adequate workspace for your group. This workplace should, if possible, be:</p> <ul style="list-style-type: none"> - Accessible - Provide adequate space - Be in close contact with Logistics - Have adequate communications capability 	
6	Determine the resources needed for your group. Submit requests for resources to the R-LC	
7	<p>Establish contact with the Regional Administrative Chiefs (R-AC)</p> <p>Determine the following from each region:</p> <ul style="list-style-type: none"> - Continuing damage potential - Victims transported in ambulances or other vehicles - Known victim family issues <p>Provide an overview of Human Resources responsibilities and the strategic plan for the HR response to the incident</p> <p>Establish a schedule for further telephone conferences over the course of the operational period (OP)</p>	
8	<p>Determine funding sources for the incident response and set up a system that will track and report all costs incurred during the incident response.</p> <ul style="list-style-type: none"> - Set up an automated system for the tracking of costs - Collect cost data from the R-ACs - Develop an OP cost summary report and ensure its timely distribution to the S-IC, all System-Level Section Chiefs, and the Documentation Unit - Ensure that all time personnel and equipment time records are accurately completed 	

**Unitil
Emergency Response Plan
Regional Level Administration Chief**

STEP	ACTION	✓
9	Work with the DCC to assure that prompt and accurate communications is sent to all employees. Emphasize the assistance programs (stress management, home repair etc.) that will be made available to employees and their families. Ensure that the regions are made aware of these corporate level messages.	
10	Ensure that the regions are implementing the following points of emphasis during restoration: <ul style="list-style-type: none"> - Accounting for all employees - Ensuring death and injury notifications have been given to families of victims - Identifying "at risk" individuals- people who might need near-term emotional or psychological assistance - Determine whether any of the recommendation protocols should not be followed (e.g. mandatory attendance). If so, assure that this is contained in the message to supervisors 	
11	Assure that the regions have briefed local union's leadership on the incident and provide a point of contact for incident personnel to discuss human resource/financial issues.	
12	Complete all forms and reports as required and send material to the IAP Analyst/Communications Unit Lead	
13	Periodically meet with the R-OAC. Obtain: <ul style="list-style-type: none"> - Current incident objectives Share/provide: <ul style="list-style-type: none"> - Information on any death/injury reporting - Current financial projections on HR programs - Submit cost saving recommendations as appropriate 	
14	When appropriate, ensure an orderly demobilization of the Administration Section and provide information such as lead times, high cost resources, equipment release considerations.	
15	Conduct a de-briefing session and compile "lessons learned"	
16	Ensure that all obligation documents initiated at the incident are properly prepared and complete and submit all completed document to the Documentation Unit.	

Unit
Emergency Response Plan
Regional Level HR Coordinator

HR Coordinator

The HR coordinator will assist in all administrative functions associated with the restoration effort. Typically, this position is established for Storm/Emergency Response Level 4 and 5 and reports directly to the Regional Administration Chief (R-AC). will accommodate the Human Resources needs of employees and contractors (e.g., contracts with home repair companies, medical emergencies, and stress management support) and help in ensuring that each facility has the appropriate level of Information Technology (IT) support during events.

Specific responsibilities include, but are not limited to:

- Arranges for the procurement of non-stock material and outside services as needed
- Investigates and processes claims associated with an incident
- Coordinates and supports Mutual Assistance Crews HR needs
- Coordinate HR support activities including employee family assistance
- Coordinates and manages company facility cafeterias as required to support the incident
- Coordination and deployment of mobile generators and other specialized equipment
- Coordinates with IT to ensure resources are available to support primary systems and EOC's
- Distributes updated roster information to Logistics

Pre-Emergency Responsibilities:

Equipment Required:

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

Job Location:

R-EOC location as assigned (Concord, NH; Kensington, NH; Fitchburg, MA)

Work Period:

12 hours on duty, 12 hours off duty with "as required" overlap with relief Regional HR Coordinator

Additional Responsibilities During Major Disasters:

Additional Equipment Requirement:

As required (Through facilities and outside resources)

Additional Staff Requirements:

As required (Through SAL program)

**Unitil
Emergency Response Plan
Regional Level HR Coordinator**

STEP	ACTION	✓
1	Receive assignment as the R- HR Coordinator	
2	Upon arrival at the R-EOC, check-in with the R-AC.	
3	Receive a briefing from the R-AC <ul style="list-style-type: none"> - Size and complexity of the incident - Expectations of the SRC/SL-IC - Incident objectives - Agencies/organizations/stakeholders involved - Political ramifications - Incident activities and current situation - Special concerns 	
4	Begin/maintain a R-HR Coordinator Activity Log.	
5	Determine the resources needed for your group. Submit requests for resources to the R-LC	
6	Determine the following from your region: <ul style="list-style-type: none"> - Continuing damage potential - Victims transported in ambulances of other vehicles - Known victim family issues Receive an overview of Human Resources responsibilities and the strategic plan for the HR response to the incident	
7	Work with the DCC to assure that prompt and accurate communications is sent to all employees. Emphasize the assistance programs (stress management, home repair etc.) that will be made available to employees and their families. Ensure that the regions are made aware of these corporate level messages.	
8	Determine funding sources for the incident response and set up a system that will track and report all costs incurred during the incident response. <ul style="list-style-type: none"> - Set up an automated system for the tracking of costs - Collect cost data from the R-ACs - Develop an OP cost summary report and ensure its timely distribution to the S-IC, all System-Level Section Chiefs, and the Documentation Unit - Ensure that all time personnel and equipment time records are accurately completed 	
9	Implement the following points of emphasis during restoration: <ul style="list-style-type: none"> - Accounting for all employees - Ensuring death and injury notifications have been given to families of victims - Identifying “at risk” individuals- people who might need near-term emotional or psychological assistance - Determine whether any of the recommendation protocols should not be followed (e.g. mandatory attendance). If so, assure that this is contained in 	

**Unitil
Emergency Response Plan
Regional Level HR Coordinator**

STEP	ACTION	✓
	the message to supervisors	
10	Brief local union's leadership on the incident and provide a point of contact for incident personnel to discuss human resource/financial issues.	
11		
12	Complete all forms and reports as required and send material to the IAP Analyst/Communications Unit Lead	
13	Periodically meet with the R-OAC. Obtain: <ul style="list-style-type: none"> - Current incident objectives Share/provide: <ul style="list-style-type: none"> - Information on any death/injury reporting - Current financial projections on HR programs - Submit cost saving recommendations as appropriate 	
14	When appropriate, ensure an orderly demobilization of the Administration Section and provide information such as lead times, high cost resources, equipment release considerations.	
15	Conduct a de-briefing session and compile "lessons learned"	
16	Ensure that all obligation documents initiated at the incident are properly prepared and complete and submit all completed document to the Documentation Unit.	

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-1
IV - PROCESS & TRIGGERS		Date:	10/30/09
		Supersedes Date:	08/31/09

IV. PROCESS & TRIGGERS

The emergency response process begins with an evaluation of system conditions that trigger an alert. Criteria may include weather forecasts, number of customers projected to be out of service, estimated number of jobs, estimated recovery time subsequent to a storm's end, and Regulatory Commission established restoration categories. The Levels of Emergency Classification Matrix is used to determine the level of emergency response, mobilization of the Emergency Response Organization and associated human resource requirements including mutual assistance support.

The Dispatch Shift Manager or designee monitors weather forecasts.

The scope of restoration work is determined by many factors, among them: the number of damaged poles, downed primary and secondary wire, and tripped transformers. Jobs continue to be dispatched to Operations while logistical support teams assist restoration crews. Repairs to the distribution system are made. Restoration actions are documented in the Incident Action Plan (IAP).

Trouble calls from customers are received and trouble tickets are generated and processed for analysis. Trouble Analysis may request Damage Assessment/Wires Down of portions of feeders and groups tickets to develop jobs for Operations crews. Regional Operation Area Chiefs (R-OAC) dispatch jobs to the appropriate restoration crew. Downed and/or burning wires will be cut in the clear when required. The mission of safe and rapid restoration of service may be accomplished via temporary measures where possible.

When the number of customers interrupted due to storm conditions exceeds 10,000 customers or the extent of damage to the transmission and distribution systems reach calamitous levels, the System Emergency Response Plan (SERP) will be implemented. Under the SERP, conventional storm restoration efforts will no longer apply and resources will be directed toward rebuilding the transmission and distribution systems from the source of supply and working outward toward the customers.

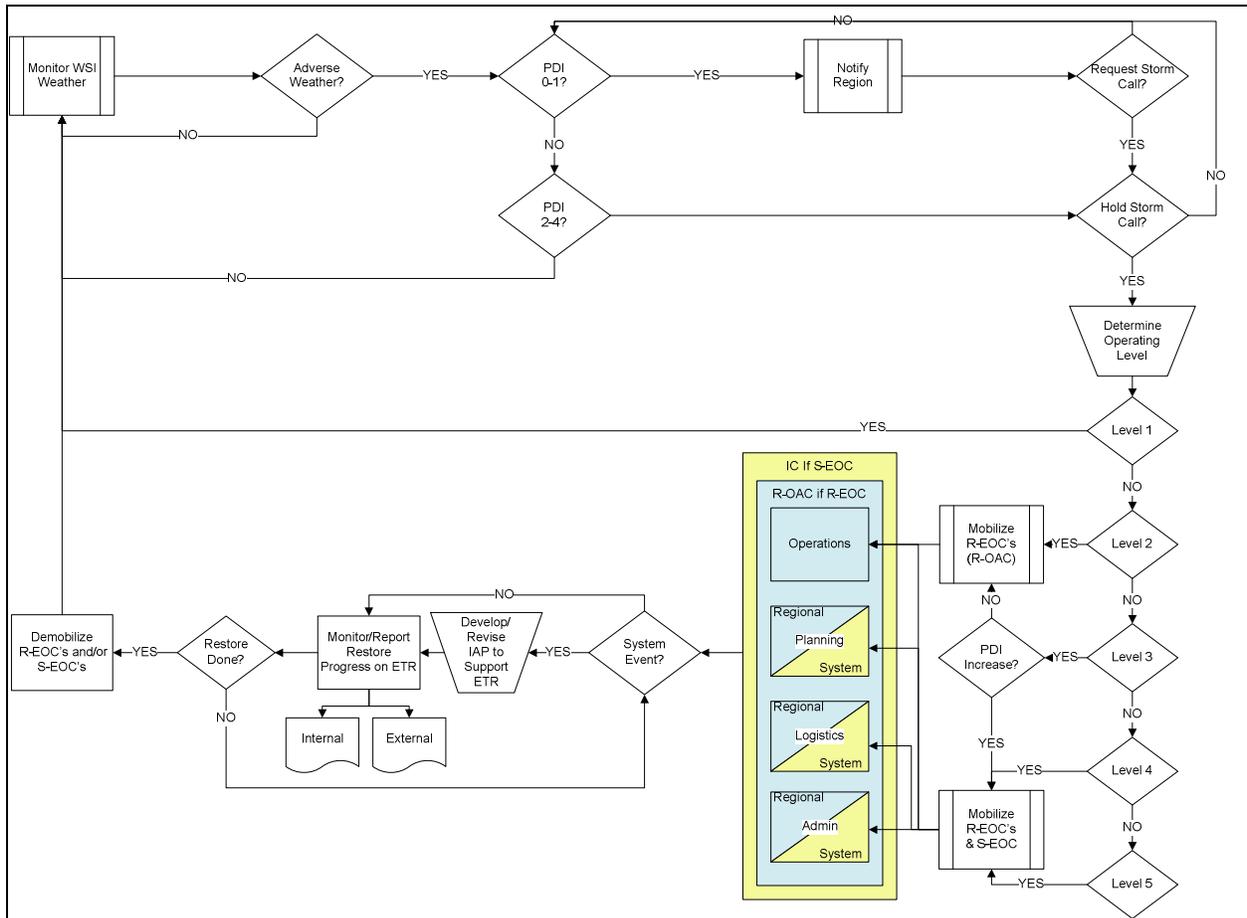
Restoration progress will be managed by updating the trouble analysis summary information. In case the computerized system is unavailable due to the nature of the calamity, periodic conferences will be scheduled to discuss restoration progress. Ordinarily however, summary information on the overall recovery effort will be made available on the Intranet through Documentation and Communications (RSR/PSAs) and published for both internal and external parties; these include customers, the media, municipal officials, and the Public Service Commission. External information will be communicated as outlined in Section II of this plan.

Prior to the end of a storm (and up to 12 hours after it ends), estimated times of restoration (ETR) are provided as crews are assigned jobs. Within 12 hours after the end of a storm the Incident Commander will issue an overall ETR for communication to all internal and external stakeholders. Within 24 hours after the storm, a broad preliminary assessment will be made and more detailed information will be obtained within 48 hours when necessary. Concurrently, a look-ahead process is utilized to issue individual ETRs for all remaining unassigned jobs. In addition to direct communication with Unitil's representatives via phone or field contact, recorded voice response unit messages offer general as well as customer-specific information.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-2
IV - PROCESS & TRIGGERS		Date:	10/30/09
		Supersedes Date:	08/31/09

A. Decision Flowchart

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



**Figure IV-A-1
Decision Flowchart**

At a minimum, the Manager(s)-Electric Operations, Director-Electric Operations, Director-Emergency Management, and Department Manager- Dispatch Center will meet/teleconference for an inter-regional call to:

- Review the weather forecast;
- Identify the anticipated storm classification; and
- Determine the timeframe for declaring an alert.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-3
IV - PROCESS & TRIGGERS		Date:	10/30/09
		Supersedes Date:	08/31/09

B. Emergency Condition Escalation

When the potential for escalating emergency conditions (e.g., adverse weather) becomes known, Operations will issue advisories intended to provide advance warning to the Emergency Response Organization. For the purpose of describing and categorizing emergency conditions, the following Adverse Weather Advisories will be referred to and issued as conditions warrant:

- *Weather Watch* - A watch means that severe weather is possible during the next few hours.
- *Weather Warning* - A warning means that severe weather has been observed in the service territory, or is expected soon.
- *WSI Alert* - A WSI Alert means that specific weather conditions (e.g., wind, ice, and lightning) will be or have been exceeded during a defined time period (usually identified on an issued weather forecast). These weather conditions and their associated alert levels include:
 - Sustained wind speeds: above 30 mph;
 - Wind gusts: above 40 mph;
 - Radial ice accretion: above 1/8 inch;
 - Heavy, wet snow total accumulation: above 2 inches;
 - Hurricanes, Tornadoes, Downbursts, and Microbursts: all forecasted;
 - Lightning: Moderate to heavy intensity; and
 - Road Icing: all forecasted.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-4
IV - PROCESS & TRIGGERS		Date:	10/30/09
		Supersedes Date:	08/31/09

C. Potential Damage Indices

Weather Service Incorporated (WSI) is the Company's retained weather service provider. WSI, which is based in New England, issues three, daily forecasts: in the morning, at mid-day, and in the evening. Additionally, WSI issues weather alerts when pre-established weather conditions are exceeded (e.g., wind gusts above 40 mph). The Company has full access to WSI's forecast and observation web pages via a web-based, satellite connection. The following chart is the PDI Levels developed by (WSI).

PDI Level	Lightning	Wind Gusts	Description	Outage Potential
0	Light	< 30 mph	Isolated general storms	None/ very few
1	Moderate	Isolated 30-50 mph	Scattered strong storms	Minor
2	Moderate-Severe	Many 30-50 mph, few >50 mph	Strong storms, isolated severe	Moderate
3	Moderate-Severe	Widespread >50 mph, Tornadoes	Many severe storms/ MCS's	Heavy
4	NA	Hurricane > 75 mph	Eye Wall conditions	Severe

**Figure IV-C-1
PDI Levels**

The following Chart depicts how the PDI Levels relate to Unitil's operating condition levels. See Section F (Operating Condition Levels) for details.

PDI Level	Possible Damage/ Potential Outages	Unitil Operating Level	Condition Name
0	No Risk	1	Normal
1	Isolated Outages	2	Upgraded Alert
2	Scattered Outages	3	Heightened Alert
3	Widespread Outages	4	Extreme Weather Alert
4	Extensive Outages	5	Full-Scale Event

**Figure IV-C-2
PDI Levels vs. Operating Conditions**

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-5
IV - PROCESS & TRIGGERS		Date:	10/30/09
		Supersedes Date:	08/31/09

D. Standard Regional Conference Call Agenda

Regional Conference Call Number: (XXX)-XXX-XXXX

Date: _____ Time: _____

- Roll Call Incident Commander
 - o Account for personnel in each Section as needed
- Present System Status and Incident Action Plan Incident Commander
- Environmental and Safety update EH&S Officer
 - o # Industrial Accidents / Details
 - o # Vehicle Accidents / Details
 - o Total # Spills/ # not covered/ Details if necessary
- Weather Forecast Planning Chief
 - o Storm Level
 - o Towns/Networks Heavily Affected
- Customer Status Liaison Officer
 - o Customers Affected, Restored, Out
 - o Critical Customers Out
 - o Location of other Generators Deployed
- Call Volume Trend Customer Operations
- Municipality/OEM Status
- # Muni/OEM/WCOES Calls/Notifications Liaison Officer
- Major Muni Issues Planning Chief
 - o Engineering Analysis of Next Worst Contingency
 - o Operational Requirements
- Media Concerns/Press Releases Information Officer
- Crewing/Staffing/Hotels? Planning Chief
 - o # Rooms reserved / Where / # Accounted for Logistics Chief
- Staging Areas Planning Chief
- Wrap Up Incident Commander
 - o Solicit any other comments or concerns from Section Chiefs
 - o Announce time of next conference call
 - o Confirm Affirmative Communication with personnel from each section

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-6
IV - PROCESS & TRIGGERS		Date:	10/30/09
		Supersedes Date:	08/31/09

E. Pre-Storm Preparations

When there is a reasonable probability that a major storm could impact Unitil's service territory, or when Unitil's weather service vendor issues a Weather Watch, Emergency Management will initiate an inter-regional conference call to discuss each region's necessary preparations.

This call is chaired by Emergency Management personnel following a standard agenda. The purpose of the call is to discuss each region's weather data, anticipated system impacts (if any), anticipated event classification, available resources and initial resource allocations. In order to make optimal use of field crews from other regions, internal mutual assistance will be coordinated by Distribution Engineering or the Distribution Engineering Situation Unit when activated.

When there is a reasonable probability that a major storm could impact Unitil's service territory, or when Unitil's weather service vendor issues a Weather Watch, Emergency Management will implement the 3-Day Checklist before the opening of an EOC. See Section V, Item E for a copy of the 3-Day Checklist.

Upon declaration of a storm emergency affecting more than one franchise region, the Incident Commander (or designee) will establish the System Emergency Operation Center at 6 Liberty Lane West, Hampton NH, corporate headquarters, typically 6-12 hours before the storm's arrival.

The Planning Section Chief will activate the System Emergency Response Plan. The Incident Commander will ensure all ICS functions are established and the appropriate notifications are implemented. The Planning Chief will notify the Emergency Response Organization when the EOC becomes operational and when discontinued.

The responsibility for declaring an alert and associated recovery plan is dependent upon whether the adverse weather or event is forecast to impact only one region or Unitil's entire service area.



ELECTRIC EMERGENCY RESPONSE PLAN

Procedure No.	ERP.01
Revision No.	1
Section No.	IV
Page No.	IV-7
Date:	10/30/09
Supersedes Date:	08/31/09

IV - PROCESS & TRIGGERS - 3-Day Checklist

Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening S-EOC
Generation/Special Equipment	Admin/Finance Section (Facility & Fleet Unit)	Determine need for large generators. Determine needs and availability	Notify generation vendors. Establish first refusal, if possible	Place generators at strategic locations. Commit to special equipment	Put on standby, Implementation
Human Resources Services/ Vacation	Admin/Finance Section (HR Unit)	Contact	Assess/Consider canceling vacations	Commit/Cancel vacations	Notify of opening/ Implementation
Staffing Resources	Admin/Finance Section (Internal Resources Unit)	Check availability of staffing resources	Establish staffing schedules	Activate SAL personnel and prepare for initial storm impact	Implementation
SAL Resources	Admin/Finance Section (Internal Resources Unit)	Establish list of working SAL personnel and forward to EOC	Discussion of need for additional resources.	Send notifications and print copies by default location rosters locally.	SAL Coordinators to keep SAL database current as to the status of people assigned to the emergency
IS Resources	Admin/Finance Section (IT Unit)	Monitor	Notify Julie Tamlak and Michelle Gamble	Communicate with Julie Tamlak and Michelle Gamble	Make notification to IS
Cell Phones	Admin/Finance Section (IT Unit)	Confirm inventory	Check Availability	Distribute phones	Implementation/Process requests for additional phones
Credit/ Procurement Cards Petty Cash	Administration/Finance Chief	Check Local Petty Cash Availability and Storm Fund Cards for increasing limits. Finance prepare to track cost	Procurement / Storm Fund Cards. Issue tracking procedure to field	Compile materials. Setup account numbers	Arrange for petty cash distributions, as needed. Issue storm account numbers
Management	Chief Information Officer		Regular communication with SRC	Regular communication with SRC	Regular communication with SRC
Municipals/LSC/ Critical Facilities	Customer Operations Chief	Begin outreach	Define special needs with Municipals	Contact and confirm arrangements	Notify of opening



ELECTRIC EMERGENCY RESPONSE PLAN

Procedure No.	ERP.01
Revision No.	1
Section No.	IV
Page No.	IV-8
Date:	10/30/09
Supersedes Date:	08/31/09

IV - PROCESS & TRIGGERS - 3-Day Checklist

Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening S-EOC
Customer Service Center	Customer Operations Officer	Determine staffing needs	Review medical notification process (critical care customers)	Setup backup processes and supplies	Implement Customer Communications procedures
Storm Plans	Emergency Planning	Review plans	Review plans and perform check-off sheets	Review plans and perform check-off sheets	Follow Storm Plans
Communications	Incident Commander		Conference Call with Storm Conference Call Checklist participants	Conference Call with Storm Conference Call Checklist participants	Conference Call with Storm Conference Call Checklist participants
Service Company Personnel	Internal Resource Unit	Determine if Service Company personnel may be used in restoration efforts	Notify Service Company personnel where to report	Make arrangements to notify Service Company personnel prior to 2:00 p.m. the day before they are needed, allowing for equipment relocation	Assign Service Company personnel, as needed
Public Affairs (FEMA, RI, EMA, NY, Etc.)	Liaison Officer	Outreach to government officials	Define communication process	Pre-arrangements completed	Implementation of joint plans
Public Utility Commissions MA, NH	Liaison Officer	Check contacts	Preliminary discussions, as needed or requested	Contact	Notify of opening
Lodging/Meals	Logistics Section (Lodging/Meals Unit)	Check with logistics on process. Preliminary Discussions and contact PO lodging providers and commit rooms	Preliminary Discussions with Base Logistics or local vendors. Assess commitment	Implement for pre-staged resources. Confirm or deny commitment	Make arrangements
Storm Stock	Logistics Section (Procurement Unit)	Check availability of materials	Arrange for delivery of any deficient levels of items	Deliver storm boxes to selected staging areas	Deliver storm boxes to selected staging areas



ELECTRIC EMERGENCY RESPONSE PLAN

Procedure No.	ERP.01
Revision No.	1
Section No.	IV
Page No.	IV-9
Date:	10/30/09
Supersedes Date:	08/31/09

IV - PROCESS & TRIGGERS - 3-Day Checklist

Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening S-EOC
Transportation Fuel / Vehicles	Logistics Section (Procurement Unit)	Confirm inventory	Assess Inventory and confirm re-supply	Release vehicles from maintenance Notify people to bring vehicles with them when going to other districts as bird dogs, supervisors and engineers	Obtain vehicles and specialized equipment as needed.
Tree/Contractor Crews	Logistics Section (Resource Unit)	Notify vendors Availability	Discussion of need and commit as required Verify contacts	Discussion of need and commit as required	Put on Standby in staging areas Implementation
Mutual Assistance Foreign Utilities	Logistics Section (Resource Unit)	Provide notification of impending storm	Assess commitment	Confirm or deny commitment and preposition resources and equipment	Preposition resources and equipment and assess establishing staging sites immediately post storm
Staging Sites	Logistics Section (Staging Site Unit)	Review plans and contact Base Logistics	Verify logistic check list and pre-stage appropriate items	Confirm all logistical arrangements across functions	Implementation
Logistics	Logistics Section (Staging Site Unit)	Notify Vendors Review staging areas Confirm check list with Logistics groups	Work with HR to define policy – Employee communication Discussion with Media Relations	General Messages Update and issue ads for newspapers.	Consistent messaging process to employees Notify of setup or an EOC
Media Relations/ Internal Communications	Media Relations/ Internal Communications	Monitor the situation Review communication Procedure	Load message on x22200 & e-mail reminder with weather report. Send out e-mail	Update notices and email	Update notices and email
Storm Status Voice Mail/Email	Messaging Team				



ELECTRIC EMERGENCY RESPONSE PLAN

Procedure No.	ERP.01
Revision No.	1
Section No.	IV
Page No.	IV-10
Date:	10/30/09
Supersedes Date:	08/31/09

IV - PROCESS & TRIGGERS - 3-Day Checklist

Description	Responsibility	3 Days in Advance	2 Days in Advance	1 day in Advance	Opening S-EOC
Weather Forecasts	Planning Section	Monitor/Communicate the forecast	Monitor/Communicate the forecast	Monitor/Communicate the forecast	Monitor/Communicate the forecast
Training	Regional Operations Area Chiefs	Begin preparations of long lead time activities	Conduct refresher training, if needed	Conduct refresher training, if needed	Implementation
Communicate with Telecommunications Co.	Regional Operations Area Chiefs	Notify local Telecom co's of impending storm/weather update	Confirmation of contacts	Establishing lines of communications	Implementation
Regional Emergency Operations Center (R-EOC)	Regional Operations Area Chief	Facilities	Decision when to setup	Setup EOCs	OPEN and make notifications.
Safety	Safety Coordinator	Preparation of safety brief for mutual aid (if applicable)	Disseminate safety information	Establish and verify local safety arrangements	Implementation

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-11
IV - PROCESS & TRIGGERS - Operating Condition Levels		Date:	10/30/09
		Supersedes Date:	08/31/09

F. Operating Condition Levels

The Manager Electric Operations is responsible for restoration wherein an emergency exists or is expected to develop, shall contact the next higher level of supervision in the restorative hierarchy. The specific conditions existing or impending shall be stated including the following:

- Nature of cause of emergency – (wind, lightning, etc.);
- Geographical location of emergency;
- Number of cases of trouble by location;
- Number of customers affected;
- Number of circuits lockouts by circuit designation; and
- Number of crews in the field by location.

Subsequently, the emergency shall be classified, and when required, assistance procedures shall be implemented in accordance with the following:

1. **Operating Condition Levels 1 & 2**

This classification of emergency is set when weather conditions are normal and little to no disruptions occur within the system. This type of emergency generally does not require any assistance from outside a division and may be handle dispatching personnel between regions as required

2. **Operating Condition Level 3**

This classification of emergency does not (necessarily) require any assistance from outside a division and may be handled by the regional division. Personnel shall be dispatched between regions within the division as required. Should weather condition or potential damage escalate the Area Chief shall advise the Manager Overhead Lines of this action and notify the Incident Commander.

The Incident Commander shall notify Information Services of the emergency situations so Information Services can reschedule work which might interfere with storm related work and to be able to assign appropriate people on call to support required information systems. The Incident Commander may open the S-EOC if necessary to assist the R-EOC's during restoration.

3. **Operation Condition Level 4**

This classification of emergency requires assistance from outside a Region/Division. The Area Chief shall determine the pertinent information outlined in this procedure.

The Operations Unit Lead and/or their designee shall arrange for the required assisting personnel from other regions within the division and so notify The Incident Commander. If additional resources from the outside division are

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-12
IV - PROCESS & TRIGGERS - Operating Condition Levels		Date:	10/30/09
		Supersedes Date:	08/31/09

required, the Incident Commander shall arrange for the required resources. The division providing assistance shall provide to the Incident Commander information outlined for forwarding onto the Area Chief requesting assistance.

The Supervisor of the supporting crews upon arrival in the requesting division shall perform the duties as outlined in Section III of this plan..

When assisting personnel from other divisions are required, it shall be the responsibility of the Resource Unit to make arrangements for the required personnel when requested by the Incident Commander. The transportation management representative will inform the Incident Commander when the arrangements are complete.

Immediate notifications shall be made to all Media Personnel once a storm is classified as Level 4.

4. Operating Condition Level 5

This classification of emergency requires assistance from other utilities, outside contractors, etc. The Company has mutual assistance agreements with many utilities. The Edison Electric Institute maintains a Mutual Assistance Roster of major utilities in the United States. This information includes the names, addresses, and telephone numbers of personnel to contact in each company. A roster is maintained by Emergency Planning. In addition, several line and tree contractors maintain crews in the New England states.

Emergency Planning personnel will make contact with utilities for mutual assistance as requested by the Incident Commander. The Resource Unit will make contact with contractor organizations for additional support upon request of the Incident Commander.

The Resource Unit will report back to the Incident Commander with contractor responses and provide EDO with the appropriate crew rosters upon notification. EDO will provide Construction Delivery with assignment location and contact name and phone number to direct the contract personnel. The Resource Unit will provide the appropriate information to the responding contract company.

Contract crew transfer between New Hampshire and Massachusetts shall be completed through the Resource Unit at the direction of the Incident Commander. There will be no contract crew exchanges directly between the regions during a system level event. Contract crews shall not be released without consent of the Incident Commander or their designee.

The procedure is the same as an Operating Condition Level 5 storm. The assisting parties shall exchange information and perform the duties as outlined in Section I-2 (Mutual Assistance).

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-13
IV - PROCESS & TRIGGERS – Response Actions		Date:	10/30/09
		Supersedes Date:	08/31/09

G. Operating Condition Level Response Actions

The Operating Condition Level Response Action Matrix is an important tool used by the Manager-Electric Operations, the Director-Emergency Management and Compliance, and the Director of Operations to declare the storm recovery plan to be followed by all Emergency Response participants.

The matrix relates forecasted weather conditions with other parameters such as:

- Typical weather conditions associated with the level;
- Number of customers affected by the storm;
- Estimated recovery time subsequent to the end of a storm;
- Regional response actions to be taken at the assigned level; and
- System response actions to be taken at the assigned level.



ELECTRIC EMERGENCY RESPONSE PLAN

Procedure No.	ERP.01
Revision No.	1
Section No.	IV
Page No.	14
Date:	10/30/09
Supersedes Date:	08/31/09

IV - PROCESS & TRIGGERS – Response Actions

Operating Levels EOC Response Actions

Operating Level	Typical Weather Conditions	Estimated Affected Customers	Target Restoration Time	R-EOC Response Actions	System Response Actions
1- Normal	Normal Weather Conditions	0	0	<ul style="list-style-type: none"> ➢ Normal State ➢ Radio dispatch manages trouble calls 	<ul style="list-style-type: none"> ➢ System activity is normal ➢ Dispatch/WSI monitors weather conditions and provides alerts ➢ No additional actions needed
2- Upgraded Alert	<ul style="list-style-type: none"> ➢ Thunderstorms, rain and moving fronts ➢ Moderate frequent gusts/sustained winds ➢ Moderate wet snow < 6" ➢ Condition is short to mid term ➢ Light to moderate damage to electric system 	Up to 4,000	12 –24Hours	<ul style="list-style-type: none"> ➢ Normal, daily internal crew assignments ➢ R-EOC's opened for limited time period ➢ Check availability of resources at R-EOC's 	<ul style="list-style-type: none"> ➢ Declare upgrade alert ➢ Notify Director, Emergency Management and Operations ➢ Request additional support for divisional room staffing ➢ Request personnel and crews be held at local platforms ➢ Contract crews to be held, as needed ➢ Check availability of resources ➢ Storm conference calls may be held ➢ Regulatory, municipal, and internal contacts, status updates provided, as required ➢ Continue monitoring weather reports ➢ Identify potentially affected large customers ➢ Review next condition anticipated actions ➢ All scheduled feeder work is cancelled



ELECTRIC EMERGENCY RESPONSE PLAN

Procedure No.	ERP.01
Revision No.	1
Section No.	IV
Page No.	15
Date:	10/30/09
Supersedes Date:	08/31/09

IV - PROCESS & TRIGGERS – Response Actions

Operating Level	Typical Weather Conditions	Estimated Affected Customers	Target Restoration Time	R-EOC Response Actions	System Response Actions
3- Heightened Alert	<ul style="list-style-type: none"> ➢ Heavy thunderstorms, rain ➢ Strong frequent gusts/sustained winds ➢ Heavy wet snow > 6" ➢ Ice/snow melt run-off potential ➢ Condition exists for several hours ➢ Heavy damage to electric system 	Up to 10,000	24-48 hr	<ul style="list-style-type: none"> ➢ All available internal crews assigned ➢ Non affected regions will provide crew support and notify SRU of possible deployment ➢ Anticipate use of upwards of 15-25+ contractor overhead line and 10-20+ tree crews ➢ R-EOC's opened for continuous operation during restoration ➢ Regional Staging sites/lay-down areas may be established and maintained ➢ SRU personnel utilized if a regional event, otherwise support personnel assigned ➢ Consider additional resource needs 	<ul style="list-style-type: none"> ➢ Declare heightened alert ➢ May open System EOC if multiple regions impacted ➢ All available Operations personnel and contractors utilized ➢ Consider activating Mutual Aid organization ➢ Storm conference calls will be held throughout the restoration period ➢ Regulatory, muni, and internal contacts reporting provided throughout the restoration period ➢ Notify large customers ➢ Continue monitoring weather reports ➢ Initialize Pre-Mobilization conference call ➢ Consider additional resource needs ➢ All scheduled feeder work is cancelled



ELECTRIC EMERGENCY RESPONSE PLAN

Procedure No.	ERP.01
Revision No.	1
Section No.	IV
Page No.	16
Date:	10/30/09
Supersedes Date:	08/31/09

IV - PROCESS & TRIGGERS – Response Actions

Operating Level	Typical Weather Conditions	Estimated Affected Customers	Target Restoration Time	R-EOC Response Actions	System Response Actions
4- Extreme Weather	<ul style="list-style-type: none"> ➢ Severe thunderstorms, extremely heavy rains ➢ Hurricanes category 1-2 ➢ Heavy wet snow ➢ Strong sustained winds ➢ Severe frequent gusts ➢ Condition exists 12-18 hours 	Up to 25,000	2-5 Days	<ul style="list-style-type: none"> ➢ All available internal crews assigned ➢ Anticipated use of upwards of 100-250 contractor or foreign utility overhead line and 100-150 tree crews ➢ All company personnel utilized ➢ R-EOC's opened for continuous operation during restoration ➢ Regional Staging Sites/lay-down areas may be established and maintained ➢ Full implementation of the ERP 	<ul style="list-style-type: none"> ➢ Open System EOC if multiple regions impacted ➢ CRP established ➢ All available level 1 personnel and contractors utilized ➢ Foreign utility crews are requested and activated ➢ Storm conference calls will be held throughout the restoration period ➢ Regulatory, muni, and internal contacts reporting provided throughout restoration period ➢ Continue monitoring weather reports ➢ All scheduled feeder work is cancelled ➢ Notify community boards & elected officials as Press releases are released



ELECTRIC EMERGENCY RESPONSE PLAN

Procedure No.	ERP.01
Revision No.	1
Section No.	IV
Page No.	17
Date:	10/30/09
Supersedes Date:	08/31/09

IV - PROCESS & TRIGGERS – Response Actions

Operating Level	Typical Weather Conditions	Estimated Affected Customers	Target Restoration Time	R-EOC Response Actions	System Response Actions
5- Full Scale Event	<ul style="list-style-type: none"> ➢ Nor'easter type storms, heavy rains ➢ Tropical storms ➢ Hurricanes category 3-5 ➢ Condition exists for >12 hours ➢ Damage to distribution system 	>25,000	>5 Days	<ul style="list-style-type: none"> ➢ All internal crews assigned (vacations cancelled) ➢ Anticipate use of upwards of 250-350 contractor of foreign overhead line and 150+ tree crew ➢ All Company personnel deployed ➢ R-EOC's opened for continuous operation throughout the restoration ➢ Regional Staging Sites and lay down areas established and maintained ➢ Full implementation of the ERP 	<ul style="list-style-type: none"> ➢ Declare a Full Scale alert ➢ All available Company personnel and contractors utilized ➢ Activate Mutual Aid organization for additional crews ➢ Notify large customers with their own generation to switch over ➢ Notify community boards and elected officials as Press releases are released ➢ Storm conference calls will be held throughout the restoration period ➢ Continue to monitor weather conditions

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	IV
		Page No.	IV-18
IV - PROCESS & TRIGGERS - Mobilization		Date:	10/30/09
		Supersedes Date:	08/31/09

H. Mobilization

The determination made at the classification meeting will affect the level of mobilization of resources based on the estimated impact of the adverse weather or event. A pre-storm meeting will be held by each affected region as soon as practical after declaration of a System Alert. The purpose of the pre-storm meeting is to:

- Notify all emergency response organizations;
- Review the appropriate response plan; and
- Initiate all preparatory actions as outlined previously in this section.

An Storm Assignment List (SAL) will be maintained and updated semi-annually by each regional organization. A list of key responders is maintained by each regional Control Center. Each organization will ensure adequate staffing for the designated adverse weather or event classification and associated recovery plan. Each organization will notify their personnel to report to their Emergency Response assignments at the time decided upon in the pre-event meeting. This can be accomplished either through a telephone notification pyramid or automated notification system.

1. Restoration Priority

Restoration Priority recognizes public safety as a primary concern. Recognizing that expeditious restoration of customers is the mission, circuits with most customers out and requiring minimal effort (such as cut in clear and or switching) is the most efficient and practical approach in prioritizing work. Insofar as practical, the Control Center, Trouble Analysis, and the Operations Section may organize the work considering the following conditions:

- Live wires down;
- Transmission lines ;
- Substations;
- LSE and critical care customers;
- Distribution feeders (main runs);
- Other primary lines and spurs;
- Transformers, secondary circuits and services; and
- Individual Services.

The process by which Unitil will approach the restoration of feeders will consistently take into consideration the safety of the public, our employees and mutual aid support the restoration.

In support of prioritizing the hundreds of distribution circuits that may have to be re-energized after a major event Unitil devised a methodology that takes into

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	IV
		Page No.	IV-19
IV - PROCESS & TRIGGERS - Mobilization		Date:	10/30/09
		Supersedes Date:	08/31/09

consideration a number of factors. Working with each of the communities it serves Unitil has identified critical infrastructure listing based on the town's emergency response official recommendations.

Facilities such as hospitals have the highest ratings, airports and evacuation centers next and so on. The listing and ratings results in about 10 to 15% of its feeders receiving a high priority rating and will guide the R-EOC planning section in developing a restoration priority list. The list is not static, other factors are considered during restoration. This includes but is limited to information from; daily conference calls with local emergency response officials; critical care customer information from the call center; State Emergency Response Center request (typically road openings) and agencies such as the Red Cross.

Once the high priority feeders are restored and critical infrastructure issues addressed the next grouping of feeders or work locations are those where the most customers can be re-energized with the smallest amount of effort. As indicated the approach will be main distribution lines first followed by laterals and secondaries to customer's homes.

2. Critical Care Customers

This section is designed to make certain that critical care customers affected by an electrical emergency are identified by the company in a timely manner, and a regular channel of communication is established to monitor the well being of these customers until there electrical service is restored. The two types of Critical Care Customers are Life Support Customers and Special Needs Customers.

(a) Life Support Customers

Definition of Life Support - Designated electrically operated medical equipment prescribed by a qualified physician to be used on a continuous basis or as circumstances require as specified by the physician to avoid the loss of life or serious medical complications requiring immediate hospitalization. The following is a list of Life Support Equipment:

- Home Kidney Dialysis Machines
- Continuous Ventilation Devices
- Suction-Aspiration Devices
- Apnea Monitors for infants
- Other (certified by physician)

Master metered dwellings where one or more residents utilize life support equipment, and facilities used to administer outpatient life support services, i.e., kidney dialysis treatment centers, shall be included in this program. It also includes Unitil's borderline customers who receive their electric service from another utility's electric system, and the

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	IV
		Page No.	IV-20
IV - PROCESS & TRIGGERS - Mobilization		Date:	10/30/09
		Supersedes Date:	08/31/09

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

The customer contact center is responsible for maintaining a database of Unitil's life support customers. The Company, through information provided during the enrollment and annual renewal processes, suggests that such customers have a backup power supply and that they contact their local police and fire agencies in the event of an emergency. All new life support customers are added to the database upon successful completion of enrollment criteria.

Life support customer records are reviewed quarterly by the customer contact center and changes are made as necessary. A printed copy of the complete life support customer list is maintained by the Life Support Unit.

In an emergency and provided electric power has not been restored, the Company will attempt to contact life support customers known to be served by circuits affected by the emergency. The contacts, by telephone, are to be made as soon as possible after the circuits have been identified. If the Company is unable to contact the customer it will refer the information to the local municipal emergency response personnel via the municipal room.

Depending on the severity of the emergency (minor or major) and the number of customers affected by the electrical emergency, customer calls may be made by the Customer contact center, with the assistance from Consumer advocacy, if required. The Energy solutions services department may also assist in contacting life support customers, if required.

The Company will contact the affected life support customers daily during the time when they remain in the dwelling without electrical service. Data on all contacts will be entered into the Customer Service System.

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

(b) Special Needs Customers

Special Needs Customers Include:

- Blind;
- Elderly; and
- Disabled.

Customers who identify themselves to the company as Special Needs Customers are identified as such in the Customer Service System.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	IV
		Page No.	IV-21
IV - PROCESS & TRIGGERS - Mobilization		Date:	10/30/09
		Supersedes Date:	08/31/09

These customers are instructed to use the Unitil Outage number (603) 224-2311. This number is to be used to report an electrical outage and/or obtain status information.

In an electrical emergency the Company will refer Special Needs Customers, based on their needs to appropriate agencies, including, but not limited to:

- County Offices for the Aging;
- County Health Departments;
- Country Departments of Social Services;
- American Red Cross;
- Advocacy Groups for the Hearing and Sight Impaired; and
- Other Agencies.

To identify Special Needs Customer, the Company must receive a request from the customer to be identified as a Special Needs Customer to enter into the Customer Service System. The Special Needs Customer can submit a request for emergency preparedness information which can be mailed or reviewed via Unitil's web-site.

During Electric Emergencies:

- Process customer electric emergency or outage order in the Customer Service System
- Customer Service Center Representatives will work with Consumer Advocates and Customer Service Center staff to address the concerns of Special Needs Customers upon receipt of their inquiry. These customers may be referred to local human service agencies.

3. Mutual Assistance

With the exception of an Operating Condition Level 1, all emergencies that require the movement of personnel between Divisions/regions to complete restoration of service in a timely manner will follow a common procedure. The same basic procedure applies when the occasion arises regardless of the source of the assisting personnel. Upon determination that an emergency beyond Operating Condition Level 1 exists or is impending, as outlined in the Operating Condition Levels section the following procedure shall be implemented.

(a) Mobilization

All orders to mobilize personnel shall be communicated by the Incident Commander to the Admin/Finance Chief. When such orders are issued, the information included as outlined in the Mutual Assistance procedure

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	IV
		Page No.	IV-22
IV - PROCESS & TRIGGERS - Mobilization		Date:	10/30/09
		Supersedes Date:	08/31/09

in Section V - Supporting Procedures, field crews will be provided. See Logistics Procedure (Procedure No. EP-E-P04), Section 6.1 and NEMAG Administrative Procedure – General Procedure No. NEMAG-A-001 for additional information.

Whenever possible and practical, all required/requested field personnel shall be assembled and dispatched in appropriate size groups with appropriate supervision. If tree crews are required, the requested number of crews will be sent to work under the direction of requesting regions' Forestry supervision. When warranted, additional Forestry supervision shall be requested for assistance in directing crews.

Field crews and support personnel assembly information shall be provided to the Incident Commander for forwarding on to the Manager Overhead Lines requesting assistance. This information should be provided promptly.

(b) Regional Transfers

For major storms, unaffected Divisions may be called upon to send a supervisor or Manager Overhead Lines to aid the affected region(s).

Heavy, wet snow or heavy icing events, present some unique requirements for timely restoration. These types of past events have provided data from which a guideline has been established for the required line crew and tree crew necessary to provide timely restoration. This guideline indicates the following:

- 2.8 line crews for each distribution lockout; and
- 1.5 forestry crew for each distribution lockout.

Note: This guideline is only a estimate and many variables must be considered such as amount of snow or ice, existing foliage on tree's, customers affected, transmission/sub-transmission outages etc. This guideline may be used to provide assistance in determining the line crew and tree crew needs prior to the availability of damage surveys. All information available should be used to assist in determining the needed resources.

4. Staging Sites

During significant storm events it is often necessary to recruit external line crew resources to support restoration efforts. The extent of damage to the Unitil electric system determines the number of external line crew resources to be recruited and the level of staging area operations to be activated. Generally, there are three levels of Staging Area Operations: Staging Area Operations Level I – Standardized Restoration Teams, Staging Area Operations Level II, and Staging Area Operations Level III. The majority of significant storm events that have non-Unitil line crews being recruited will follow the Staging Area Operations Level I Standardized Restoration Team concept. Standardized Restoration Team consists of a Field Team Lead and three or more nonlocal line crews.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	IV
		Page No.	IV-23
IV - PROCESS & TRIGGERS - Mobilization		Date:	10/30/09
		Supersedes Date:	08/31/09

Staging Area Operations Level II - When emergency conditions necessitate larger staging area sites than those used with Standardized Restoration Teams, Staging Area Operations Level II will be activated.

Staging Area Operations Level III – When extreme emergency conditions do not allow for Unitil to fully facilitate the coordination of staging area operations, the Unitil Area Commander will authorize the activation of a staging area.

Once authorized, the activation of a Staging Area will be facilitated by the Director – System Restoration and Emergency Preparedness, the EOC, or through the Division Incident Commanders. Once implemented, the Field Team Lead receives overall direction from the Incident Commander and/or Division Incident Commander regarding the deployment or staging area location. Crews may deploy from an AWC, Substation, lodging location, or another authorized staging area site such as a local school or State Readiness Center.

Standardized Restoration Team – Heavy Storm Events

The State of New Hampshire has State Readiness Centers located across the State that may be available for Staging Area use when emergency conditions warrant the need.

When considering the use of a State Readiness Center it is important to recognize that during significant emergency conditions impacting the entire state, many of the Readiness Centers may already be in use by other Emergency Responders (i.e. American Red Cross, etc.) and, therefore, not ideal for Staging Area Operations. Contact should be made with the National Guard Joint Operations Center (24 hour coverage) if/when a State of New Hampshire Readiness Center has been identified as an ideal staging area location.

5. Storm Assignment List

The purpose of the Storm Assignment List is to define the Company's policy and procedure for internal emergency/storm staffing. All employees are assigned a storm response level, and if applicable, a storm assignment or alternate position. The Company uses The Employee Database (TED) application to manage emergency/storm assignments and emergency/storm training information. This application, which is administered by Emergency Planning, assists in notifying and tracking employees serving as support personnel during emergencies. TED also contains information such as training received, storm assignment, and default locations for employees who have received emergency storm assignments.

Unitil recognizes the importance of maintaining a safe and productive work environment, and in this regard, the Company limits the length of the work day to no more than 16 hours for any employee during a declared storm emergency. After 16 hours of work, every employee is required to be relieved to return home for rest.

Unitil also recognizes that the daily normal assignments of some employees may be of more importance to normal operations than a temporary emergency/storm assignment. Also, other employees may be required to remain in their regular

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	IV
		Page No.	IV-24
IV - PROCESS & TRIGGERS - Mobilization		Date:	10/30/09
		Supersedes Date:	08/31/09

function to support the storm emergency. As a result, the Company has established four levels of storm availability.

(a) Storm Assignment Levels

- *Level 1:* The daily normal assignments of these employees may be postponed temporarily, making them available for a storm assignment. These people will be called upon first, as the need dictates.
- *Level 2:* Employees delayed from their normal daily assignments for short time-periods, may adversely impact the overall Company performance or other critical functions within the System. These employees would only be called upon to assist in a storm assignment should the magnitude of the emergency/storm event demand resources beyond that available through Level 1.
- *Level 3:* The daily normal assignments of these employees are critical to the overall function of the System. Postponement of these assignments, even for a short time-period, may negatively impact the System. A number of these employees may also be required to remain in their function to support storm emergency work in their respective locations (e.g., a line supervisor). Typically, these employees do not require storm training because their storm assignment is the same as their daily normal assignments.
- *Level 4:* These employees have medical conditions or family care issues that prevent them from performing a storm assignment.

(b) Positions and Training

Each employee assigned to Level 1 or Level 2 as described above shall be assigned one of the following storm assignment positions, with such assignments based upon management's evaluation of each employee's skills, background and competencies:

- Damage Assessor;
- Assignment Preparer;
- Field Guide;
- Service Restoration;
- Customer Service Call Rep;
- Back Office Support; and
- Staging Site Support.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	0
		Section No.	IV
		Page No.	IV-25
IV - PROCESS & TRIGGERS - Mobilization		Date:	10/30/09
		Supersedes Date:	08/31/09

Special storm assignment position descriptions shall be provided to assigned employees prior to training.

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

(c) Activation

The Chief Operating Officer or Incident Commander will determine the need for the activation of the Storm Assignment List and those positions within the Division that require additional resources. Staffing coordinators within the Division will activate personnel for assignment. Personnel with primary assignments identified as Level 1 resources will be contacted first and asked to report to the alternate location. Personnel identified as Level 2 may only be activated if they have been released from their primary role. This procedure compliments the procedure EP-E-PO3 (Storm Response Unit) in Section V of this plan, which describes a process for first deployment of qualified personnel for single region events.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-26
IV - PROCESS & TRIGGERS – Corporate Communications		Date:	10/30/09
		Supersedes Date:	08/31/09

I. Corporate Communications

The need for communicating with our customers, general public, news media and local officials is more important during emergency conditions, such as storms, load-shedding events, and other emergencies, than at any other time. During an extended power outage, for example, customers without lights or heat can become upset and expect restoration within a few hours after calling the Company. Obviously, this cannot always be accomplished, and often, due to widespread damage to the transmission and/or distribution system, large numbers of customers may be without service for many hours or even days before restoration.

It is important, therefore, that timely and accurate information about restoration efforts be announced as widely as possible. Often, the assurance that emergency restoration activities are underway may be sufficient to lessen customer concerns. Where applicable, the procedures outlined in this section shall be applied to non-storm emergencies, including load shed events and other emergencies.

It is imperative that Dispatch, R-EOC, Business Services, Customer Contact Center, and Corporate Communications (i.e., Media Relations, Internal Communications, and Regulatory Affairs) promote the same communications externally in any emergency event. Internal lines of communications must be completed successfully to provide appropriate external communications opportunity.

1. Public Communications

Communications shall be responsible for keeping customers and general public informed on the status of restoration efforts. It is extremely important that Communications and in some cases Business Services communicate regularly throughout the event and share information to ensure a consistent message is provided both internally and externally.

Communications as well as Business Services shall participate in annual storm drills to ensure all media contact personnel are appropriately prepared.

Based on the severity of the power outage and affected area, contact with news media may be made by telephone and email. In larger, more extensive emergencies, it may be desirable to schedule periodic news media briefings and have appointed Unitil spokesperson available for interviews. In extended outages consideration may be given to public service announcements in addition to normal contacts with reporters.

Periodic reports should be accurate and timely, and avoid misleading the public with optimistic restoration times. If accurate projections are not immediately available, Company representatives should provide only information that can be authoritatively confirmed. Subsequent reports will be forthcoming as better information becomes available.

The Planning Section Chief or designees should be responsible for providing periodic, confirmed updates to Corporate Communications and representatives of the Customer Service Center (CSC). It is essential that both Communications and CSC personnel receive and issue information that is consistent in briefing the news media and general public.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-27
IV - PROCESS & TRIGGERS – Corporate Communications		Date:	10/30/09
		Supersedes Date:	08/31/09

When Communications contact or other designee issues emergency status updates for the purpose of updating the general public or local government authorities, the IC and System-EOC must be issued the final draft prior to its dissemination to ensure that regulatory agencies in New England are updated concurrently to its official release.

The final draft or information to be released may be issued by the Incident Commander of the System-EOC or faxed to xxxxxx, attention Incident Commander. This requirement does not cover information otherwise available from the Unitil Storm website.

Public statements should include the following confirmed items:

1. Number of customers affected.
2. Affected locations.
3. Numbers of crews, both local and foreign.
4. Estimated restoration times.
5. Cause of the outage/event
6. Warnings regarding hazardous conditions.
7. Description of emergency response actions already taken.
8. Special instruction, as required.
 - a. Remind customers to call Unitil if their home is still without power while their neighbors' power appears restored.
 - b. Remind customers to report all downed lines, damaged equipment (poles, transformers, etc.), and any tree damage near lines. Don't assume that a neighbor has called.
 - c. Restate the Customer Service Center number that customers can call to report outages or damage.
 - d. Refer to the "Weathering Storm Emergencies" booklet for other reminders.
9. Other pertinent data.

Periodic updates should be issued from 5 a.m. through midnight with frequency determined by the severity of outage, nature of the emergency and number of customers affected. Typically, this should be done on about a four-hour schedule. However, release of information should consider various news media deadlines. The availability of the Unitil's Storm website may change the need for periodic update and limit the scope of information required in the updates, but the site itself shall not be used as a substitute for proper media communications.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-28
IV - PROCESS & TRIGGERS – Corporate Communications		Date:	10/30/09
		Supersedes Date:	08/31/09

Company photographers and VTR camera operators or contractors should be utilized (as available) for compiling a pictorial record of major emergencies, supplementing news media coverage and reinforcing employee communications.

2. Storm Information

The following paragraphs describe the work flow and decision points for ETR management pre-storm and during the storm event.

(a) Pre-Storm

Storm call is initiated by Emergency Mgmt. where weather forecast details are provided. The severity and risk of impacts on the electric system are to be discussed. The Electric Manager of Operations or Incident Commander are authorized to initiate the following.

- If the level of the storm predicted is an Operating Condition Level 3 or above, “Outages by Town” on the Unitil website may be disabled and a static message of predicted storm impacts is to be provided by Communications.
- The impacted R-EOC locations will adjust, maintain, or reset for existing trouble ETR’s as necessary. Existing outages are to be monitored regularly, if unable to confirm, so that any new storm related outages are not subsumed into existing non-storm outages if the ETR’s are being maintained.
- Any new outages in areas with “No ETRs” will show as a blank field. ETR information in CSS will be null.
- “Is my power out” on the external website will show TBD for the ETR.

(b) Storm Situation

- No ETR’s will be populated until information is provided from R-EOC’s and will be managed at an administration or storm board level by Region or Device.
- ETR’s in CSS will reflect edited ETR information (this information will be disseminated via the RSR
- “Power out” on the external website will show edited ETR date and time

Once ETRs are updated in all areas, Unitil’s storm web site will be enabled. ETR’s will continue to be maintained at the administration or storm board level as appropriate throughout the duration of the restoration effort.

During a storm or emergency event the Incident Commander can direct Unitil’s website to be shut down or enabled for data integrity or

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-29
IV - PROCESS & TRIGGERS – Corporate Communications		Date:	10/30/09
		Supersedes Date:	08/31/09

maintenance. Estimated time of activation will be necessary for proper planning for staffing to go live with Unitil's Storm site upon completion of required maintenance.

Employee Communications is an important requirement during extended outages. Corporate Communications is responsible for internal employee communications. Effective employee communications is a valuable motivational tool, and research indicates that the public frequently contacts field crews and district offices for word of restoration efforts. Daily and/or overnight bulletins and internal web-based notifications are examples of how this requirement can be met.

3. Guidance

A single information source will be established in the R-EOC's or System-EOC for informing Corporate Communications, CSC, and other designated representatives responsible for public information.

Periodic briefings for utility information personnel and CSC will be scheduled on a regular basis or as needed. These lines should be unlisted numbers that bypass the Company switchboard to ensure access during periods of heavy volume.

(a) Communications to the S-EOC

During Operating Condition Level 3 or greater, a Communications representative will be assigned to communicate directly with the S-EOC.

This representative will maintain contact with the Corporate Communications duty officer, Communications representatives in the affected area, and others in the Company as required. In addition to public information responsibilities, the representative will render any general assistance in the S-EOC as may be required.

For a list of Corporate Communications personnel, refer to Section xxx.

(b) Communications Team

Whenever an electric emergency is classified Level 4 or Level 5 (restoration cannot be accomplished within 24 hours and outside crews are required), the Chief Information Officer will be notified and an emergency Communications response team will be placed on standby for possible deployment to the stricken area. Team members will generally include: A public information officers, a photographer and VTR camera operator.

Team members will bring sufficient personal gear for at least five days. Lodging Leads will include the Communications members in their plans. Response team equipment from the Communications office will include: portable personal computers, cellular telephones, audio tape records, stationery supplies, cameras, film and other video and photographic necessities.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-30
IV - PROCESS & TRIGGERS – Corporate Communications		Date:	10/30/09
		Supersedes Date:	08/31/09

4. Media Access

News media representatives may be permitted access to facilities in times of emergency accompanied by appropriate management personnel. Pre-designated areas within the limits of safety and security will be selected. Live coverage from R-EOC, S-EOC, Staging Sites or CSC have proven effective in demonstrating to the public how the Company is responding to the emergency. This describes how Unitil through its communications departments will handle media communication during a significant electrical event.

The goals are to:

- Provide accurate, timely information to the media, management and on the web
- Demonstrate Unitil's preparedness by proactive and diligent communication

(a) Process

National Weather Service posts a Storm Watch. This is the flag for communications to begin to monitor the situation and prepare the PSAs.

National Weather Service posts a Storm Warning or a significant event occurs.

- Communications confirms with Emergency Management that it is now the primary media contact, and notifies Director of Customer Service, Director of Operations and Director of Business Services.
- Communications prepares and faxes "prepsa" to the appropriate distribution list. The PSAs and fax cover sheets are located at: S:\Common\Departments Shared\Communications\Storm Comms. The lists are located:
 - MA Storm Comms (includes media, local and state officials): S:\Common\Departments Shared\Communications\Storm Comms\Fax Cover Sheets
 - NH Storm Comms (includes media, state and local officials) : S:\Common\Departments Shared\Communications\Storm Comms\Fax Cover Sheets
 - NH Local (includes NH town administrators, emergency officials and local elected officials) S:\Common\Departments Shared \Communications\Storm Comms\Fax Cover Sheets
 - Communications posts the PSA on unitil.com as follows. When naming the files, there should be no spaces and only 1 period. The file will be rejected otherwise:
 - Access <http://services.unitil.com/operations>
 - Log into the system, using your user name and password

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-31
IV - PROCESS & TRIGGERS – Corporate Communications		Date:	10/30/09
		Supersedes Date:	08/31/09

- Click on Urgent Messages
 - Click onto Browse to access and accept the pdf file you created
 - In the Subject Box, type in the headline to appear on the unitil.com home page
 - Click add message and it will be live on the web.
- Communications sends an email to the Flash list, notifying them of the date, lists and PSA sent.
 - Business Services will provide communications as needed to key accounts sourcing information from the PSA, or if needed from the web site www.unitil.com/outagereporting
 - Customer Service will provide communications as needed to customers.

When there is an outage affecting 10% or more of system and/or any high profile outage or event requiring high-level media attention occurs, Communications will activate outbound media updates as follows:

- Communication accesses storm/event information from the ORS and RSR developed by Operations
 - <http://www.unitil.com/outagereporting/>
 - Username: lastname + first initial
 - Password: first initial + last initial
 - Communications issues an initial PSA with a situation assessment and follow-up PSAs, distributed to the media, public officials, elected officials and regulators via email or fax,* generally according to the following schedule: 4:30, 10:30, 15:30, 19:00 and 20:30 (or as warranted), following the procedure describe above for faxing and posting onto the web.
 - Communications will remain available to answer media questions and arrange interviews.
- ***Does not include official notification of regulatory, state and local emergency officials which is the responsibility of EOC/Operations personnel.**
 - Business Services will provide communications as needed to key accounts using information from the PSA or the outage reporting web site.
 - Customer Service will provide communications as need to customers and will work with Communications in maintaining the Web site.

To archive web postings:

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-32
IV - PROCESS & TRIGGERS – Corporate Communications		Date:	10/30/09
		Supersedes Date:	08/31/09

- Login to <http://services.unitil.com/operations> and go to the "Urgent Messages" link, there you will find the "Archive" link.
- If you click "Archive", it will flag that message as archived, remove it from the list of urgent messages, and move it to the Storm Archive page.
- The Storm Archive page is located here: <http://www.unitil.com/stormarchive/>
- If you need to remove an item from Storm Archive, or if you want to reactivate it for the home page, that will require a TESS call.
- If you put the letters for the subject - DIV - the system will create a divider line on the storm archive page as the top most listing for that date.
- If you want to put a comment in, just don't select a file and put your comment in the subject. Then after adding the comment, immediately click Archive to put it onto the storm archive page.

The contact tree shall be:

Position	Contact	Office	Cell	Home
Primary	Stephanyne Schuyler			
Secondary	George Gantz			
Tertiary	Mark Lambert			
Quarternary	Cindy Carroll			

5. Government Agencies

The Chief Information Officer will prepare information for the Liaison Officer who will be responsible for maintaining contact with appropriate local and state officials. Contacts should be initiated at the earliest time feasible even while damage assessments are still under way. Company explanations that emergency procedures are being implemented will enable these officials to provide a measure of assurance to their constituents.

Group briefings can be an effective means of reaching large numbers of officials in a stricken area. Individual telephone contacts are also useful. The R-EOC's Muni-room will name individuals to serve as liaisons to local officials for routine matters. For matter other than local operational issues the communication will be through the Liaison Officer. These individuals will be noted in the R-ERP.

During events where the R-EOC's are activated, Business Services will provide staffing in the Municipal Emergency Rooms in an effort to ease communications between the Company and the municipality during the restoration effort. The

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-33
IV - PROCESS & TRIGGERS – Corporate Communications		Date:	10/30/09
		Supersedes Date:	08/31/09

Company has experienced over time that supporting municipalities severely affected by emergency events not only supports the local area affected, but also aides in prioritizing the restoration of electric facilities and may improve access to company facilities by attaining municipal support services.

6. Special Telephone Numbers

A dedicated telephone number will be established in each R-EOC for responding to local governmental authority inquiries. This responsibility will be assigned to designated regional representatives with the activation of the S-EOC. The telephone number will be displayed in the R-ERP and given out to public office holders for their official use only.

The R-EOC shall prepare and maintain a list of, cities, towns, key political centers including office numbers, cellular phones, fax numbers. This listing shall be included in the R-ERP.

Emergency Mgmt. is responsible for liaison with emergency management agencies at the state and Federal levels. State and Federal emergency management's officials have been given the phone number xxxx for contacting Emergency Mgmt. during a storm event.

A sample news release is included in this section to assist communications with customers following an event. Whether and when a Public Service Notice (PSA) such as the attached is to be distributed to media will be at the discretion of the appropriate IC and CIO as part of his or her implementation of the Electric Emergency Response Plan.

(a) Community Leader Conference Call

During an Operating Condition Level 3 through 5 storm, where restoration will not be completed within 48 hours, the community leader conference call shall be utilized daily until completion of the restoration effort.

Additionally, in extraordinary events such as load shed scenarios where information on restoration needs to be communicated to community leaders; the Community Leader Conference Call shall be utilized. The Regional Business Services, using his/her conference call number is responsible to coordinate the call and notify the affected community leaders of the conference call number and time that the conference call will take place.

MeetNow Reservationless Toll Free Dial-In Number (US & Canada)

Unitil's reserved toll-free number is site specific, Business Service will issue a number when necessary. Follow steps 1 through 5 below:

1. Give your participants the date and time of the call, your Dial-In Number and your Conference Code.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-34
IV - PROCESS & TRIGGERS – Corporate Communications		Date:	10/30/09
		Supersedes Date:	08/31/09

2. At the specified time, dial your Reservationless-Plus Dial-In Number.
3. When prompted, enter your Conference Code followed by #.
4. When prompted, press * to identify yourself as the call leader, then enter your Leader PIN followed by #.

Your participants join the conference by following steps 2 and 3 above.

Notifications to community leaders and state emergency management can be by phone, e-mail or fax; it should be emphasized that this confidential number is to be distributed only to state emergency management staff and local government representatives.

Internal participants on the Community Leader conference call should include:

- R-OAC for the DOC
- Appropriate Area Supervisors
- Scribe
- Communications Representative
- Business Services leader or Municipal Supervisor
- Planning Unit Lead

All information shared in the conference call shall be discussed with the Incident Commander prior to the call in order to be shared with MA DPU or NH PUC, staff, if necessary. When appropriate, Communications should review and approve the conference call talking points prior to each conference call held.

The call will begin with the setting of call ground rules. Ground rules to be shared with meeting participants:

- The call should last approximately 20 minutes
- Questions from the participants will be taken at the end of the call
- Questions should be general in nature; requests for information concerning specific locations should be discussed separately after conclusion of the call.
- Local government representatives should contact their respective Business Services contacts or their Emergency Management Office for additional update information.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-35
IV - PROCESS & TRIGGERS – Corporate Communications		Date:	10/30/09
		Supersedes Date:	08/31/09

The Business Services shall then introduce the R-OAC who will then provide the following reviews and information for the current event:

- Number of customers affected by peak of event
- Number of customers restored
- Number of customers still out
- Final estimated restoration time of event
- Number of crews being utilized including mutual assistance, contractor, service crews, surveyors, etc.
- Areas where crews are working
- Areas where crews will be sent next
- Type and extent of damage found, pole down, wire down, worst locations, etc.
- Weather update and impact of weather on restoration
- Known open shelter locations

Every Community Leader Call shall include a Q&A session to allow call participants an opportunity to voice questions and concerns. At the completion of the R-OAC comments, the Business Services Lead will entertain questions. When the question period is completed, the date, time and phone number for the next call to be held will be announced by the Business Services Lead.

Community leader conference calls will continue to be held until the Business Service Lead, R-OAC, CIO and IC agree that the calls are no longer necessary at the end of the event.

A scribe will be appointed by the Business Services Lead to document call participants and the discussions taking place in each call, including questions posed from the participants. This documentation will become part of the permanent storm file.

In the event that phone lines are incapacitated, the requirement to conduct this call is waived. Community leaders will acquire information through state emergency management as is normal operating procedure under the Incident Command System.

Emergency Mgmt. shall provide each Business Services Lead community conference call training annually to ensure those conducting the call are proficient in its requirements. It is expected that at least 75% of the management staffing in Business Services receive this training to ensure proper call performance if required.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-36
IV - PROCESS & TRIGGERS – Demobilization		Date:	10/30/09
		Supersedes Date:	08/31/09

J. Demobilization

The Incident Commander is responsible to initiate the De-escalation/De-mobilization of the Emergency Response Organization (ERO). Planning for de-escalation/de-mobilization is an on-going process that begins as soon as the response begins. Tracking resource requirements and releasing those resources that are no longer required to support the response is essential for accountability and managing control. This assists in reducing the misplacement of resources, reduces operating costs and ensuring resources are available for other activities and assignments as needed. The ERO may be fully demobilized when:

- All storm-related jobs are assigned; AND
- All non-regional crews will be released by the end of the current shift.

1. Event Critique

An essential part of the storm restoration process is to identify opportunities for continuous improvement. Following the close of the S-EOC and applicable R-EOCs, the Incident Commander or other authorized representative, will meet with System and Regional units and sections to evaluate the recent operations, and to identify areas for potential improvements. This critique will document pertinent comments and associated recommendations.

The Incident Commander will use the following steps as a guide, when performing a critique:

- Request that evaluations be performed (as needed) at the close of the event;
- Participate in the System evaluation process with input from all storm restoration personnel within seven (7) business days of the event;
- Ensure that the results of the evaluations are submitted in a timely manner;
- Ensure that all submitted comments and associated recommendations have been reviewed and formalized in a critique or after action report;
- Implement recommendations perceived as improving the operations in a timely manner; and
- Revise units and/or sections of the Plan, including the implemented recommendations, as needed.

A critique will also be conducted at the close of the annual system-wide storm drill and will follow the same steps above.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-37
IV – PROCESS & TRIGGERS – Exercises & After Action Reports		Date:	10/30/09
		Supersedes Date:	08/31/09

K. Exercises and After Action Reports

Preparedness exercises are critical for the effective implementation of an electric power disruption plan. This section describes the steps needed to develop and conduct effective exercises.

Unitil recognizes that a highly effective restoration has the highest possibility of success if the all employees engaged in the process have had an opportunity to practice their role. The best possible means to do so is to develop structured exercises that test end to end processes for various types of events.

1. Exercise Foundations

A preparedness exercise is a controlled learning activity for the staff of various departments that tests plans for responding to an electric power disruption. Such an exercise is guided by a realistic scenario of disruption events, which allows the staff to practice response actions, evaluate the degree of integration and coordination of the response, and uncover weaknesses and gaps in the response plan. An exercise could include an evaluation and grading by observers, followed by a post-exercise critique. An exercise should culminate with the participants preparing a documented record of lessons learned from the experience.

To be of maximum value, an exercise will be a condensed, “low-pressure” experience that maximizes participation by many types of response organizations. It will provide a positive learning experience that forms the basis for additional planning and training. During an exercise, the participants will learn as much as possible about their strengths, weaknesses, gaps, and duplications associated with responsibilities, training needs, and resources. The greatest benefit of preparedness exercises is that they allow those responsible for planning emergency responses and obtaining emergency response resources to test the implementation and workability of plans at minimal cost, without risk to emergency workers, and without the pressure of an actual emergency.

2. Exercise Objectives

Unitil has five primary objectives when performing an exercise and related evaluation criteria. The common objectives are as follows:

Objective 1: To test whether the staff (organization) responds to a forecasted or emergency incident in an appropriate and timely manner.

Objective 2: To test whether activation procedures of (organization’s) emergency response protocols are timely and appropriately implemented.

Objective 3: To test whether relevant actions according to procedures for exchanging information are timely and appropriately implemented

Objective 4: To test whether media information is issued in a coordinated manner, timely and appropriately.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-38
IV – PROCESS & TRIGGERS – Exercises & After Action Reports		Date:	10/30/09
		Supersedes Date:	08/31/09

Objective 5: To test whether other response actions are applied in a timely and justified manner.

3. Types of Exercises

Several types of exercises could be implemented. When planning an exercise program, Unitil's Emergency Management department will decide which types of exercises will be implemented and which processes tested during the exercise.

(a) Training Drills

Training drills are exercises conducted by each individual function (e.g., under the ICS protocol- Electric or Gas Operations, Logistics, Planning, etc) to determine procedures and steps for responding to a disruption of service. Such instructional drills allow the participants to ask questions, obtain clarification about their responsibilities and procedures, and get immediate feedback from trainers while they are performing their emergency response roles. Training drills for incidents should be coordinated with other departmental preparedness exercises if possible.

(b) Tabletop Exercises

Tabletop exercises (TTXs) bring together multiple departments that need to respond to a disruption or incident. As "tabletop" indicates, these exercises are conducted around a conference table rather than in the field. Under the guidance of a facilitator(s), tabletop exercises use disruption scenarios that enable participants to represent their organizations' roles and responsibilities. Participants go through each scenario of events and describe how their department would respond and what measures would be implemented. The TTXs are one of the most frequently used forms of preparedness exercises because they help to identify major emergency response issues (e.g., effective communications during an event) while minimizing cost and disruption to normal departmental activities.

(c) Functional Exercises

Functional exercises allow the testing of specific emergency response functions in the field without concern for their integration or interface with other response functions. For example, Operations could perform a regional exercise without impacting other regional offices or ICS functions.

(d) Full-Scale Exercise

Full-scale exercises are the most comprehensive test of preparedness. This effort involve the activation of key individuals who would be responsible for the full range of emergency functions and are augmented with field demonstrations of the essential capabilities and knowledge

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-39
IV – PROCESS & TRIGGERS – Exercises & After Action Reports		Date:	10/30/09
		Supersedes Date:	08/31/09

required by emergency workers. Full-scale exercises involve all emergency response personnel in an actual field test of procedures. In this type of exercise, personnel and equipment are deployed to exercise sites, and response protocols are simulated.

4. Exercise Frequency

Unitil will perform three (3) TTXs of various scenarios and two (2) full-scale exercises on an annual basis. In addition, training drills may be performed by individual groups on an add hoc basis as procedures are revised or new personnel are added to the company.

5. Designing/Conducting the Exercise

The steps involved in designing and implementing an effective preparedness exercise are discussed in the following sections:

(a) Determining the Scope and Objectives of the Exercise

Planning must begin with a clear statement of the scope of the exercise and its objectives. For example, an exercise can be designed to test the full functionality of a power outage response plan under the most severe conditions or to test only a portion or function of the plan. It is Emergency Managements role to decide how much of the emergency plan can be reasonably tested, given the funding and time available for planning. The organizations that need to participate are identified, and the number of representatives from each organization is determined.

(b) Developing Scenarios

Incident exercise will test responses under various scenarios. Such scenarios can include responding to impending disruptions and/or actual disruptions. A timeline and a series of events that describe the disruption scenario will be prepared. Exercise objectives and scenario outlines will be used as a guide for preparing a description of the scenario and a Master Scenario Events List that shows the sequence of events and timeline. The scenario also indicates the times that participants will be given information (in the form of messages) during the exercise. This type of exercise generally includes a number of different events designed to test participants' responses under complicated circumstances that reflect realistic conditions.

(c) Planning to Administer the Exercise

In addition to including personnel from the necessary departments, the exercise will also consists of controllers and observers/evaluators who help plan the exercise, know the scenarios, and observe the response. These individuals, however, do not actually participate in the exercise. The controllers' purpose is to facilitate the exercise; prepare "read-

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	IV
		Page No.	IV-40
IV – PROCESS & TRIGGERS – Exercises & After Action Reports		Date:	10/30/09
		Supersedes Date:	08/31/09

ahead” materials that describe the purpose, scope, and objectives of the exercise; and distribute this information to participants before and/or during the exercise. The controllers run the actual exercise and initiate the events to which the department participants must respond.

The observers/evaluators take notes on the response actions and document the participants’ performance.

(d) Conducting the Exercise

On the day of the exercise, participants, including controllers and observers/evaluators, will be briefed on how the exercise will be run. Any pre-exercise reference material is distributed, and the rules of conduct for the exercise are reviewed. The pre-exercise briefing assists all participants in understanding their roles and responsibilities. After the initial conditions have been described, the exercise will begin. As the exercise evolves, subsequent escalating events are introduced in accordance with the pre-planned timeline to sustain a pace that actively engages the participants. At the conclusion of the scenario, the exercise facilitator(s) lead a critique, which elicits the reactions of and lessons learned by the participants.

In the exercise, all participants play roles. It is important to maintain a measure of “role-playing discipline”; that is, all participants should proceed as if the scenario events were actually happening.

6. After Action Reports

An essential part of any exercise is a formal evaluation and documentation of lessons learned. The evaluation will be fair, objective, and comprehensive in identifying strengths and weaknesses with regard to the entire corporate response to the simulated incident scenario(s). An important part of the exercise is to capture the participants’ comments, reactions, and lessons learned — both during the exercise and at the post-exercise critique.

Emergency Management will develop a brief, written After Action Report (AAR) and distribute it to the participants within two weeks after the exercise. This report consists of a list of the participants and the organizations that they represented. It also summarizes the exercise and specifies future actions (e.g., planning, training, resource development) needed to rectify or improve gaps in emergency response capabilities. The resulting AAR is important for building consensus about the actions and priorities recommended from the results of the exercise, and it provides the necessary documentation needed to obtain any additional resources for the next steps.

	ELECTRIC EMERGENCY RESPONSE PLAN	Procedure No.	ERP.01
		Revision No.	1
		Section No.	V
		Page No.	V- I
V – Supporting Procedures		Date:	10/30/09
		Supersedes Date:	08/31/09

V. SUPPORTING PROCEDURES

The following section includes attached procedures that will detail the processes used by Unitil (the company) to support personnel during an event, in a manner that is consistent with the goals and procedures of the Company's Emergency Response Plan (ERP).

The Director, Emergency Management and Compliance is responsible for maintaining all procedures found in this document. Annually or after a storm or storm drill critique, if warranted, material will be updated or revised, in an attempt to stay current with changes in the Company's organization or policies, emergency planning regulations, or best management practices (BMPs). All revisions and/or additions shall detail a revision date and number on the top right corner of each page within the header, as well as a brief description in the Record of Changes section on the cover.

Comments are welcomed and should be documented (using the Request for Procedure/Change Form referenced in Appendix A of each of the following procedures) and addressed to the Director, Emergency Management and Compliance. All documented comments shall be retained in a separate file and reviewed each time this procedure is revised. These comments will keep the contents of the procedure current and enhance its usefulness.

The following procedures attached to this section include:

- Transmission/Substation Restoration;
- Damage Assessment Procedure;
- Storm Response Unit (SRU);
- Logistics Procedure; and
- Staging Site Mobilization, Management, and Demobilization.