

National Grid Rhode Island Gas  
Emergency Response Plan

June 2020



# National Grid Rhode Island Gas Emergency Response Plan

Effective Date: June 1, 2020

Supersedes Plan Issued on: May 15, 2019

# Chapter 1: Introduction



## 1. Introduction

National Grid (the Company) has established the Rhode Island Gas Emergency Response Plan (ERP) for the purpose of managing outages caused by storms and other natural disasters, civil unrest, major equipment failure, third-party damages, or other events. It is intended to be simple, flexible, and easily adapted to specific emergencies. This ERP includes procedures that will be adhered to by the Company's gas utilities in Rhode Island whenever an emergency event occurs.

The highest priority of the Company in an emergency is to protect the general public first, then to minimize property damage, and then to maintain and restore gas service to customers, if necessary. The principal objective of the ERP is to establish procedures and practices for prompt and effective response to emergencies

The ERP provides the framework for the orderly response of Company resources during Emergency Events. These procedures provide instruction on actions taken during Emergency Events classified as Type I, 2, and 3. The ERP utilizes the National Incident Management System (NIMS), which is a comprehensive approach to incident management applicable at all levels of the Company's Emergency Response Organization (ERO) and across functional disciplines. NIMS is focused on public safety, workforce safety and safety of outside assistance and addresses the operation of Company Emergency Operation Centers (EOCs).

The ERP has been developed in accordance with all applicable regulations and is designed based on the principles of Incident Command System (ICS) and the Company's Group Crisis Management Framework. Also, the ERP is reviewed and revised with identified revisions annually.

The annual review and revision will include improvements resulting from an analysis or After-Action Report as a result of exercises, but the ERP may also be revised more frequently if a post-event review or After-Action Report recommends changes. In addition, changes may include the incorporation of regulatory or legislative directives.

## ERP Overview

### Emergency Management – Vision

The Company will develop and maintain a comprehensive set of risk mitigation plans to prepare for, respond to, recover from, and inform its constituents regarding all types of business interruption incidents that might occur.

### Emergency Management – Policy Statement

National Grid's Emergency Management Policy reinforces its commitment to our customers and the communities it serves. The Company strives to utilize effective emergency management principles and protocols that enhance its ability to provide safe and reliable energy services.

National Grid will deliver on its commitments to its customers by:

- Developing appropriate prevention or risk mitigation strategies,
- Implementing comprehensive emergency preparedness programs,
- Responding with appropriate resources to address the emergency,

- Communicating timely and accurate information to customers and other stakeholders,
- Recovering from events expeditiously, and
- Continuous improvement.

## ERP Structure

Within the ERO there exist three levels: Strategic, Tactical and Operational. The purpose of the Strategic Level is to identify clear, broad objectives to advance the overall organization as well as coordinate resources, while the purpose of the Tactical Level is to utilize specific resources to achieve sub-objectives in support of the defined mission, and the role of the Operational Level is to execute these objectives.

Two ERPs have been developed to capture the roles and activities associated with the levels during an emergency response. The System Level Plan covers the roles and activities of Company personnel at the Strategic Level, while this ERP covers the roles and associated activities of ERO personnel at the Tactical and Operational Levels.

The overall flow of both the SLP and ERP is organizational. Within both plans each chapter contains related processes potentially undertaken during an emergency response. Process overviews and workflow diagrams are included to provide context for Company personnel involved in the emergency response. Both the workflow diagrams and order of roles included with the processes provide a top-down approach, with the highest-level ICS roles (e.g. System then State) and their direct reports shown in descending order.

The benefits of the organizational flow include:

- It is easier to modify the processes, roles and activities included in the ERP based on changes due to lessons learned, regulatory requirements, technological advancements, organizational changes, etc.;
- It provides a complete overview of a process in one location for ERO personnel to easily reference during an emergency;
- Better accounting of individual responsibilities with respect to specific processes; and
- Better understanding of how various levels of the ERO interact to coordinate the execution of a process during an emergency.

## ERP Implementation

National Grid will utilize the National Incident Management System (NIMS) to guide its ERP. NIMS improves the effectiveness of emergency response providers and incident management organizations across a full spectrum of potential incidents and hazard scenarios. NIMS relies on ICS to coordinate and manage the response of an organization. Overall, this approach will improve National Grid's coordination and cooperation between public and private entities in a variety of domestic incident management activities.

National Grid has shaped its ERO 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. National Grid'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 non-governmental

organizations. National Grid's planning follows that of the recommended ICS protocol and is organized around five major functional areas:

- Command staff,
- Operations,
- Planning,
- Logistics, and
- Finance.

One of the features of the Plan is that of scalability. Many events begin as a State Emergency and escalate to a System Level event. National Grid's ERP accommodates single State, Multi-State and System Level events by ensuring the key elements of an ICS organization exist at each level and are easily replicated using common roles and responsibilities. It is important to note that the Emergency Response Plan is always in effect, however the processes and activations of the Emergency Response Organization are based upon specific operational conditions. These operational conditions are described in Table 1 located in Chapter 4 of this ERP.

# Chapter 2: Table of Contents



## 2. Table of Contents

- 1. Introduction .....4
- 2. Table of Contents ..... 8
- 3. Organization Overview ..... 12
  - 3.1. National Grid Group Crisis Management Framework and the ICS Philosophy ..... 12
  - 3.2. General Overview of ERO Including ICS Organization Chart..... 14
  - 3.3. State Level ICS Positions Overview ..... 18
  - 3.4. Operational Level Positions Overview ..... 22
  - 3.5. Additional Organizations Involved in the Response ..... 25
- 4. Emergency Classification and Response Plan Activation ..... 27
  - 4.1. Classification of Emergencies ..... 27
  - 4.2. Activating the Emergency Response Organization ..... 35
  - 4.3. Emergency Operations Center Overview ..... 37
- 5. Restoration Prioritization..... 41
  - 5.1. Restoration Prioritization Summary ..... 41
- 6. Resource Acquisition ..... 43
  - 6.1. Acquisition of Internal Restoration Resources ..... 45
  - 6.2. Acquisition of Utility Mutual Assistance Resources ..... 49
  - 6.3. Acquisition of External Contractors ..... 52
  - 6.4. Acquisition of Services from Retirees ..... 55
  - 6.5. Acquisition of ICS Command and General Staff Resources ..... 56
  - 6.6. Acquisition of Internal Support Resources ..... 57
- 7. Coordinate Support Logistics..... 62
  - 7.1. Materials Coordination and Management..... 64
  - 7.2. Fleet Coordination and Management ..... 66
  - 7.3. Staging Site Coordination and Management..... 69
  - 7.4. Facilities Coordination and Management ..... 72
  - 7.5. Communication Device Coordination and Management ..... 74
- 8. Coordinate Personnel Logistics ..... 76
  - 8.1. Meals Coordination and Management..... 77
  - 8.2. Lodging Coordination and Management ..... 79
  - 8.3. Information Technology Coordination and Management..... 81
- 9. Financial Accounting Guidelines..... 83
  - 9.1. Establishing Emergency Charge Accounts ..... 83
  - 9.2. Tracking Time and Materials Charging..... 84
  - 9.3. Processing Claims ..... 84

9.4. Assuring Cost Recovery ..... 84

10. Employee Welfare ..... 89

    10.1. Tracking and Addressing Labor Relations Issues ..... 89

    10.2. Providing Employee and Family Assistance ..... 90

    10.3. Communicating Company Policy and Expectations ..... 91

11. Damage Assessment ..... 93

    11.1. Coordinating and Carrying Out Field Activities ..... 93

12. Load Shedding ..... 98

    12.1. Load Shedding ..... 98

13. Modes of Operation ..... 101

    13.1. Normal Operations ..... 103

    13.2. Modified System Operations ..... 104

14. Coordination of Restoration Activities ..... 108

    14.1. Conducting Restoration Activities on Distribution Piping ..... 108

15. Developing and Reporting ETRs ..... 117

    15.1. Developing and Reporting ETRs ..... 118

16. Internal Communications ..... 124

    16.1. Conducting State Level Conference Calls and Briefings ..... 125

    16.2. Conducting Broader Company Communications ..... 129

17. Public Information Communications ..... 133

    17.1. Corporate Message Development and Dissemination Controls ..... 134

    17.2. Coordinating with the Customer Contact Center ..... 137

    17.3. Managing Government Communications ..... 138

    17.4. Managing Media Communications and Relations ..... 139

    17.5. Managing Social Media, Web, Digital and Print Communications ..... 140

18. Liaison Interactions ..... 143

    18.1. Managing Municipal Coordination ..... 145

    18.2. Managing State Agency Coordination ..... 148

    18.3. Managing Regulatory and Government Affairs ..... 150

    18.4. Federal Agency Reporting ..... 152

    18.5. Coordinating with Other Responding Agencies ..... 154

19. Safety, Health and Environmental Coordination ..... 157

    19.1. Safety and Health Coordination ..... 158

    19.2. Environmental Impact Coordination ..... 163

20. Security Coordination ..... 168

    20.1. Security Strategy Coordination and Implementation ..... 168

21. Reports and Documentation ..... 173

    21.1. Internal Reports and Documentation ..... 173

    21.2. Regulatory Driven Reports and Documentation ..... 176

    21.3. After Action Review..... 178

22. Demobilization..... 182

    22.1. Demobilization Plan Development and Implementation ..... 182

23. Drills and Training ..... 188

    23.1. Annual Training Courses ..... 188

    23.2. Drills and Exercises ..... 190

    23.3. Web Based Training Program..... 191

24. Emergency Plan Maintenance ..... 193

    24.1. Timing of and Procedure for Updating the ERP..... 193

25. Legislative and Regulatory Compliance Translation Table ..... 196

26. Service Territory/Facility Overview..... 198

    26.1 Gas Meter and Regulating Stations ..... 199

    26.2 Gas System Peak Shaving Facilities..... 200

    26.3 Rhode Island 34 Cities and Towns Served ..... 201

27. Definitions ..... 203

28. Document Revision History..... 207

29. Roles vs. Process/Activity Matrix ..... 210

30. ERP & SLP Interaction Matrix ..... 217

31. ERP ICS Positions Responsibilities and Checklists..... 220

    31.1. State Level ICS Positions ..... 221

    31.2. Operational Level Positions ..... 269

32. Appendix A: Chapter Exhibits ..... 323

    32.1. Chapter 4 Exhibits..... 323

    32.2. Chapter 6 Exhibits..... 335

    32.3. Chapter 7 Exhibits ..... 457

    32.4. Chapter 8 Exhibits ..... 457

    32.5. Chapter 15 Exhibits..... 459

    32.6. Chapter 16 Exhibits..... 467

    32.7. Chapter 21 Exhibits..... 467

33. Appendix B: Additional Procedures and Documents Utilized by the ERO ..... 488

# Chapter 3: Organizational Overview



## 3. Organization Overview

### Introduction

Emergencies typically begin and end locally, and are managed daily at the lowest possible geographical, organizational, and jurisdictional level. There are instances in which successful emergency management depends on the involvement of multiple jurisdictions, various levels of the Company, coordination with municipal and governmental agencies, and/or emergency responder disciplines. These instances require effective and efficient coordination across a broad spectrum of the respective organizations and their activities.

The Emergency Response Organization (ERO) is designed to enable effective and efficient emergency management and coordination that is both internal and external to the Company through a flexible and standardized management structure that is scalable, so it may be used for all emergencies (from day-to-day to large-scale)

The ERO required to implement the emergency procedures is stipulated by the organization chart included on the following pages in this section. Immediately upon declaration of an emergency, the required Emergency Operation Centers (EOCs) shall be staffed accordingly. In some cases, it may be desirable to staff the EOCs and hold or call-out personnel prior to the actual emergency. The number of EOC personnel and mobilized resources will be dependent upon the size, scale, and complexity of the emergency.

### 3.1. National Grid Group Crisis Management Framework and the ICS Philosophy

National Grid has developed and implemented the Group Crisis Management Framework (Figure 1) which establishes an all-hazard approach to crisis management and the mechanisms used to manage the most serious of incidents. A crisis may include all types of incidents and events including severe weather, loss of business continuity, loss of critical infrastructure, or any combination of these.

The Group Crisis Management Framework also establishes high level guidelines for key leaders at the Tactical Response Level. These guidelines are the basis for establishing the National Grid Gas Emergency Response Plan.

The common emergencies are severe weather or third-party events. The Group Crisis Management Framework provides a scalable approach to emergency response based upon the type, severity, and impact of the event.

### Processes

---

*3.1 National Grid Group Crisis Management Framework and the ICS Philosophy*

*3.2 General Overview of ERO Including ICS Organization Chart*

*3.3 State Level ICS Positions Overview*

*3.4 Operational Level Positions Overview*

*3.5 Additional Organizations Involved in the Response*

The Framework consists of three levels that define management’s roles and responsibilities: Strategic Level, Tactical Level and Operational Level.

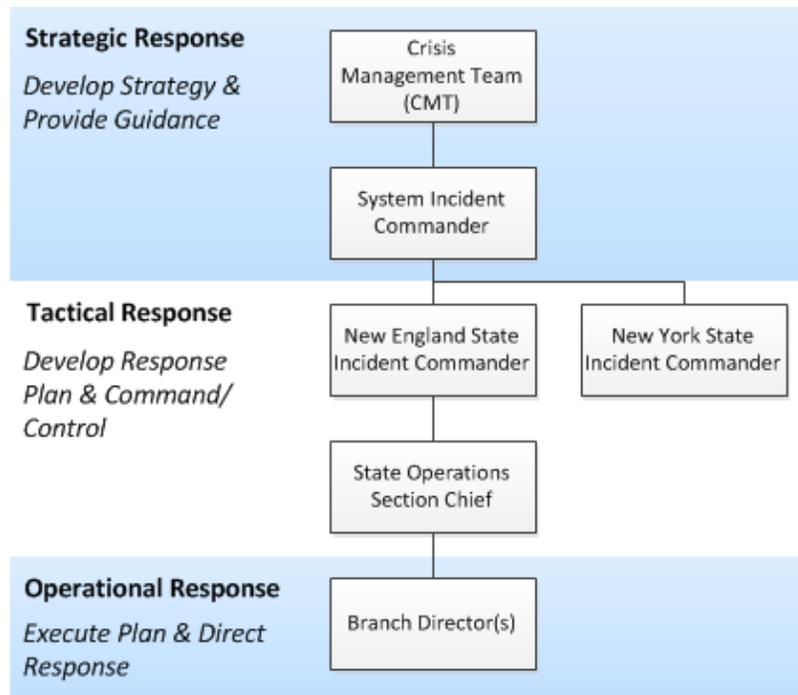


Figure 1: The Group Management Crisis Framework

The Strategic Level is activated when an incident has escalated across multiple business areas, or has met other crisis triggers. The roles and activities of Company personnel involved in an event response at the Strategic Response Level are covered in the System Level Plan (SLP).

The roles and activities of Company personnel at the Tactical and Operational Response Levels are covered in this ERP and are considered the touch points between activities carried out at the tactical / operational levels and the activities carried out by Strategic Response Level personnel when activated. In instances where an Emergency does not trigger activation of the Strategic Response Level and, therefore, the SLP is not being used, the strategy for the Emergency response will be developed as governed by this ERP. For the Rhode Island region, the Rhode Island jurisdictional president is accountable for the oversight of emergency events.

The Group Crisis Management Framework incorporates the principles of the National Incident Management System (NIMS) which National Grid employs to manage Emergency Response.

NIMS represents a core set of doctrines, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management. These principles provide a set of standardized organizational structures that improve integration and connectivity among jurisdictions (States) and disciplines, starting with a common foundation of preparedness and planning.

The five major components of NIMS include:

1. Preparedness,
2. Communications and Information Management,
3. Resource Management,
4. Command and Management
5. Ongoing Management and Maintenance.

Incorporating the NIMS philosophy into our approach to Crisis Management allows the company to provide an appropriate, timely, and scalable level of response to an emergency as it develops.

Within the NIMS philosophy for Command and Management - ICS is a standardized on-scene, all-hazards incident management approach that:

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

The ICS allows its users to adopt and match an integrated organizational structure to the complexities and demands of an emergency response. As such, the Company acknowledges that the response structure, including the roles and associated activities contained in this plan provides a description of all ICS Command and General Staff positions that may be called upon during a response to an emergency; only those positions required for response to a particular emergency shall be activated.

### **3.2. General Overview of ERO Including ICS Organization Chart**

Within the Emergency Response Organization (ERO), there shall be an established chain of command that sets an orderly line of authority and relationships in place within the ranks of the organization. In this chain of command lower levels are subordinate to and connected to higher levels. This chain of command shall be used to communicate direction and maintain management control of the Company response to the emergency. Orders must flow through the chain of command while members of the entire ERO may directly communicate with each other to ask for or share information. Any communication outside of the chain of command is considered informal communication.

The ERO shall be led by the State Incident Commander and the State Operations Section Chief(s). The ERO positions described in this section will be mobilized as needed based on the type, size and impact of the emergency situation. A representative Gas Incident Command organizational structure is shown in Figure 2, "System and State ICS Positions." This organization is a framework that the State Incident Commander can expand or contract as needed.

Gas Organization personnel are assigned to emergency positions corresponding to their skills, abilities and subject matter expertise. A roster of designated trained and qualified personnel for each role is maintained in the Storm Emergency Assignment Listing (SEAL) database.

During a Gas System Emergency (Type I) event, as determined using the National Grid Emergency Classification Guidelines covered in Table 2, the ERO may require a corporate response from personnel assigned to other National Grid organizations (e.g., Field Operations, Gas Customer Meter Service, Gas System Operations, Customer Operations, Media External Affairs, Government Affairs, etc.) based on the type and severity of the incident.

Shared Services would provide purchasing, materials (stores), transportation, and food support. Gas Systems Operations would shut off gas, where appropriate, to make safe the affected area. Customer Operations would primarily interface with and provide information to the customer. Media Services would provide information to the news media via press releases and interviews.

Government Relations would provide information to local government officials and dispatch liaisons to the City or County EOCs if activated. Personnel from these National Grid organizations would coordinate the actions of the ERO with their respective departments.



### System and State Level ICS Organization Chart

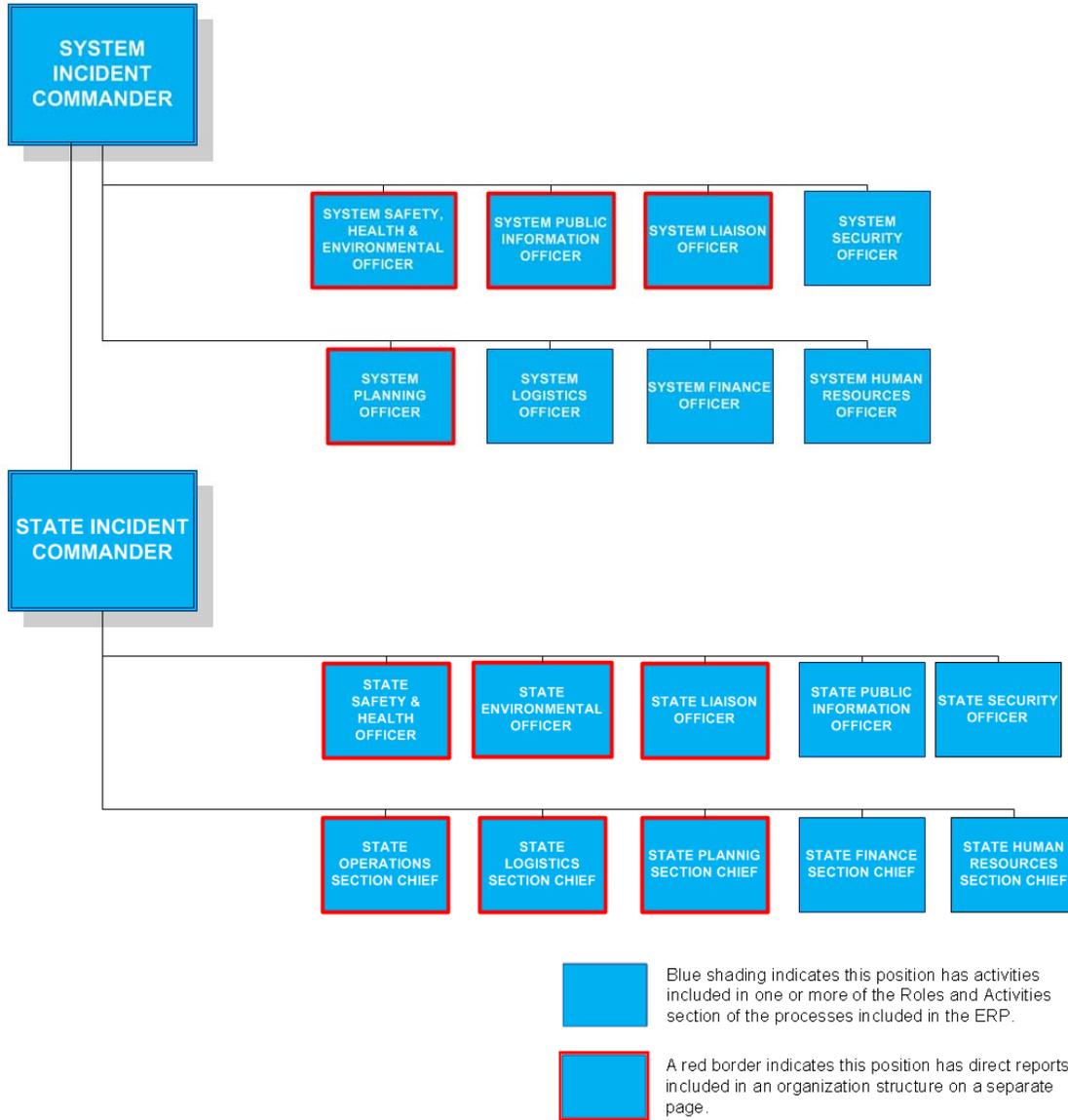
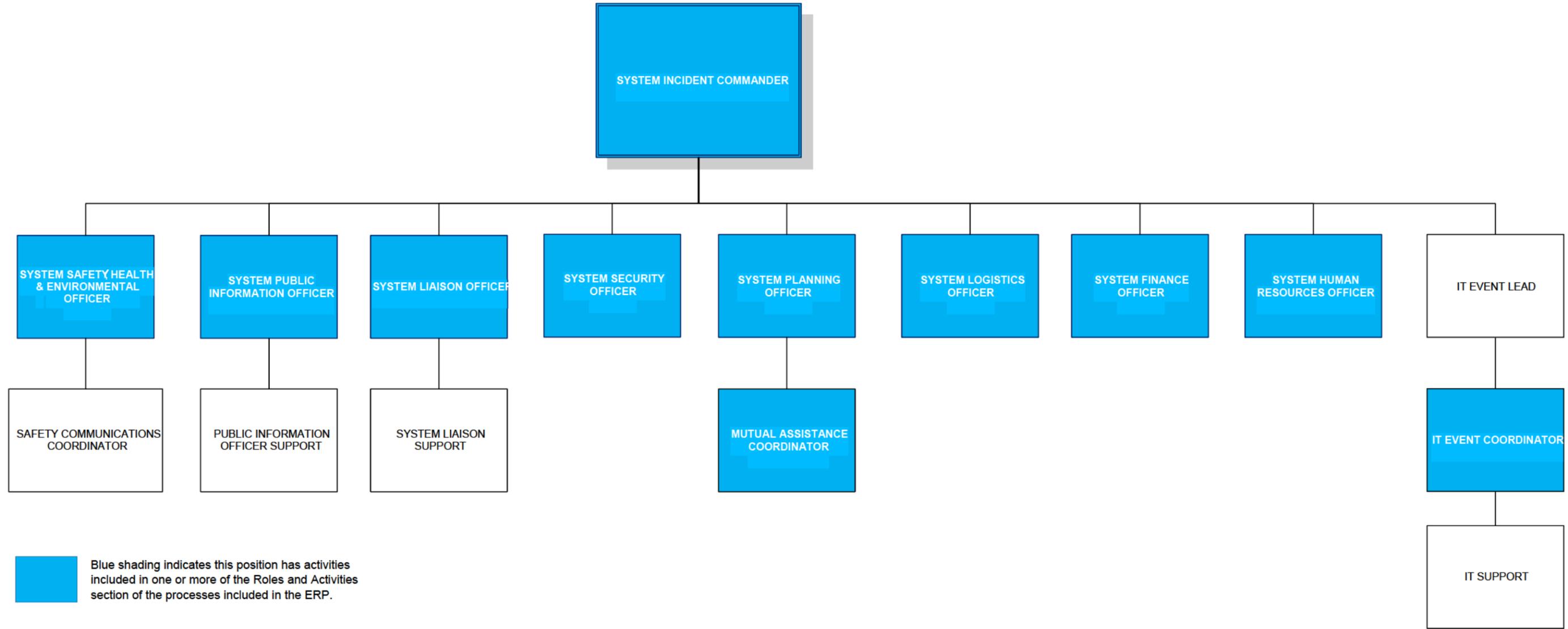


Figure 2: System and State ICS Position

The organization charts contained in the following pages, Figure 3 “System Level ERO” and Figure 4 “State and Operational Level Gas ERO,” show a top down view of the ERO. Positions that are shaded blue indicate those that have activities included in the Roles and Activities sections of the processes contained in this ERP, while positions not shaded do not have defined activities in this ERP.

# System Level Emergency Response Organization

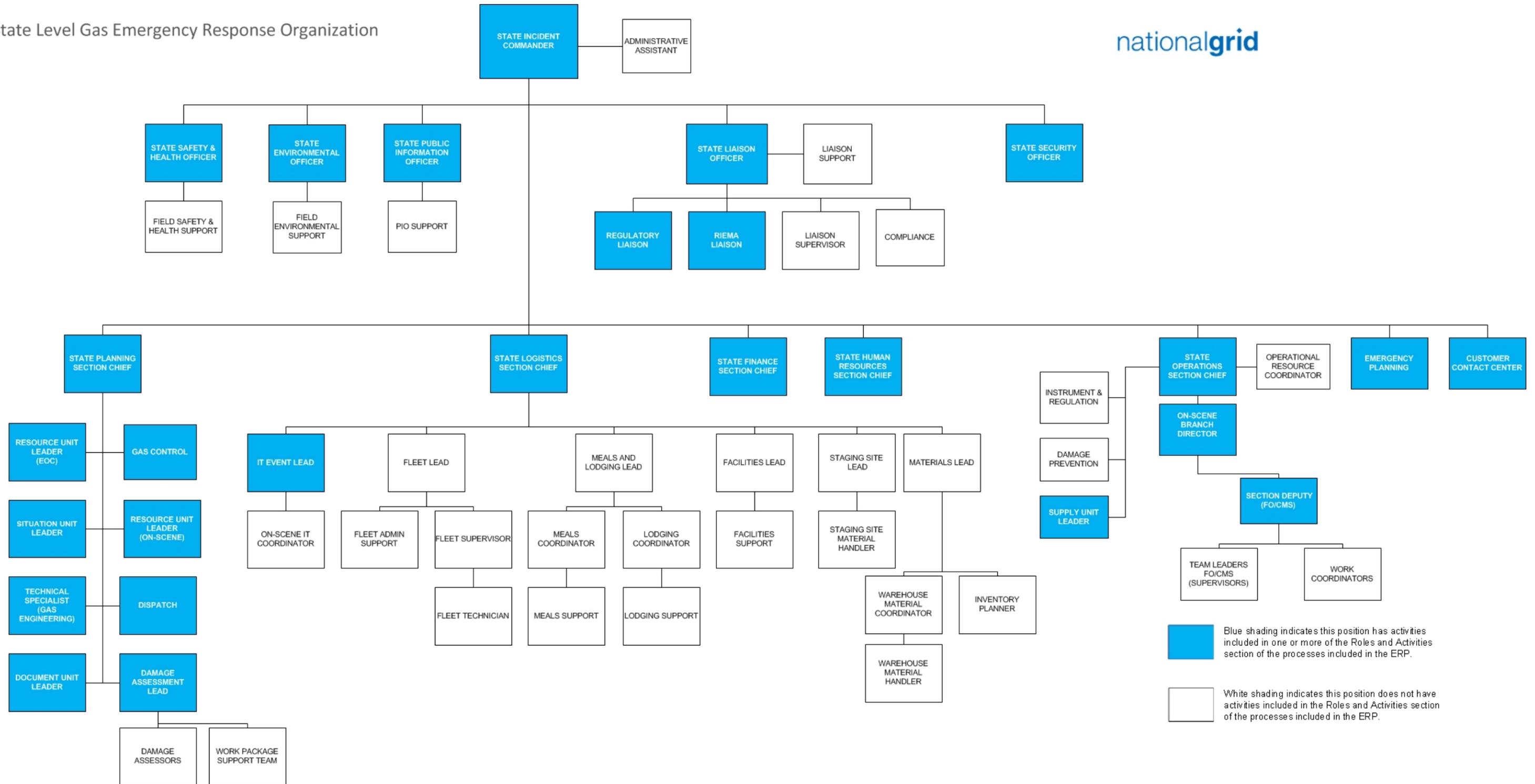


 Blue shading indicates this position has activities included in one or more of the Roles and Activities section of the processes included in the ERP.

 White shading indicates this position does not have activities included in the Roles and Activities section of the processes included in the ERP.

Figure 3: System Level ERO

# State Level Gas Emergency Response Organization



 Blue shading indicates this position has activities included in one or more of the Roles and Activities section of the processes included in the ERP.

 White shading indicates this position does not have activities included in the Roles and Activities section of the processes included in the ERP.

Figure 4: State and Operational Level Gas ERO

### 3.3. State Level ICS Positions Overview

ICS Command and General Staff at the State Level are typically responsible for implementing the tactical response based on strategic objectives during an Emergency, such as:

- Plan the Company’s response to the emergency and oversees its implementation,
  - Includes the State Emergency Operations Center (EOC) and is often the highest level involved during a slight to moderate emergency,
- Plan ahead and support the operational team through the activation of facilities and personnel needed to handle the incident.
- Implement emergency procedures, and
- Communicate strategic objectives and provide tactical support to the operational teams.

The extent to which roles included at the State Level of the organization are activated will vary depending on the nature of the event. What follows in Figure 5, “State Level Incident Command Structure” is a description of all State Level ICS Command and General Staff positions that *could* be activated during an event – the activation of any combination of these roles will be determined on an event-by-event basis.

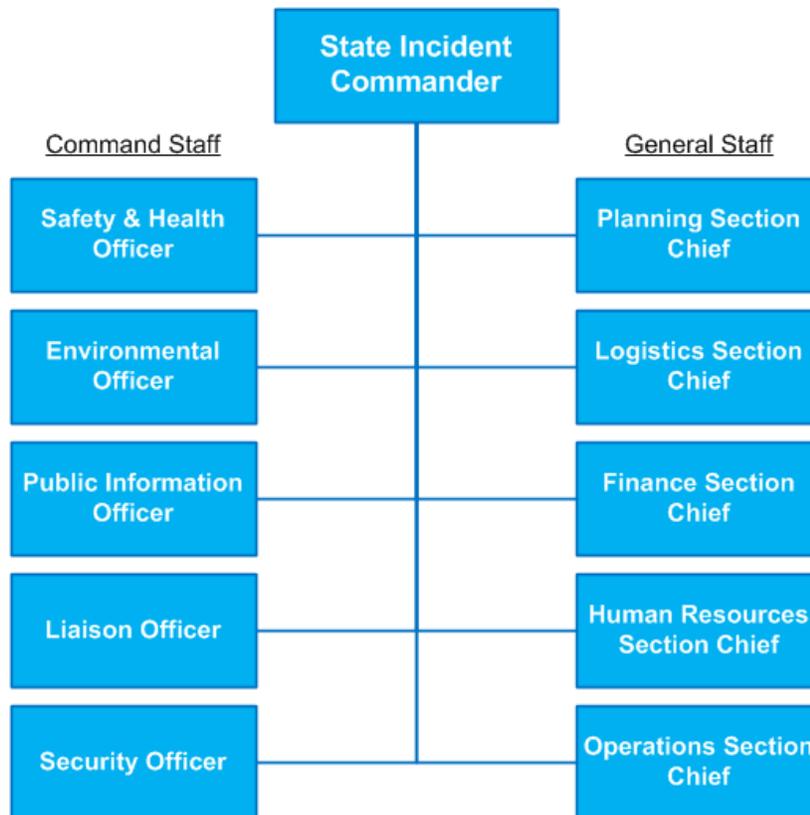


Figure 3: State Level Incident Command Structure

Note: In accordance with ICS, the activation of any of these positions is at the discretion of the State Incident Commander in consideration of the level of response required for each event.

### 3.3.1. Position: STATE INCIDENT COMMANDER

Upon classification of a Gas System Emergency (Level I event), the Incident Commander assumes overall direction and control of the emergency activities.

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

- Responsible for the overall management of the Emergency at the State Level, including:
  - Restoration,
  - Safety and health,
  - Environmental,
  - Media relations,
  - Regulatory affairs,
  - External communications,
  - Employee communications,
  - Municipal relations,
  - Transmission and distribution control centers,
  - Customer Contact Center,
  - EOC operations,
  - Resource coordination,
  - Damage assessment,
  - Reports,
  - Logistics,
  - Security,
  - Time and materials cost tracking, and
  - Demobilization.
  
- Provides tactical response guidance to the ICS Command and General Staff in Rhode Island.
  
- Provides periodic updates to the System Incident Commander to ensure that the Tactical Level response is aligned with Strategic Level guidance, if activated.

### 3.3.2. Position: STATE SAFETY & HEALTH OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Develops and manages Safety and Health objectives for the Emergency at the State Level.
  
- Oversees that the Safety and Health response is aligned with Strategic Level guidance.
  
- Provides operational safety response guidance for employees and restoration workers.

- Exercises discretion on whether to stop any job or task deemed to be immediately dangerous to life or property.
- Serves as a resource on Safety-related matters for the State Incident Commander.

### **3.3.3. Position: STATE ENVIRONMENTAL OFFICER**

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Oversees environmental matters associated with the response, including strategic assessment, modelling, surveillance, and environmental monitoring and permitting.
- Oversees that the Environmental response is aligned with Strategic Level guidance.
- Serves as a resource on Environmental-related matters.
- Serves as the primary point-of-contact for other responding agencies in the event of an environmental incident.

### **3.3.4. Position: STATE PUBLIC INFORMATION OFFICER**

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Develops and/or approves all internal and external communications messages based on guidance from the State Incident Commander.
- Coordinates the release of all Emergency-related communications within the state.
- Oversees additional responsibilities as assigned by the State Incident Commander.

### **3.3.5. Position: STATE LIAISON OFFICER**

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Directs the assignment of Company personnel to the Rhode Island Emergency Management Agency (RIEMA) EOC as requested.
- Serves as the primary point of contact for Regulatory Affairs and Company liaison reporting to the RIEMA EOC.

- Provides Tactical Level guidance to the Liaison Supervisor(s).
- Coordinates restoration activities and support with Rhode Island government response agencies.
- Provides periodic updates to the State Incident Commander as appropriate.
- Oversees additional responsibilities as assigned by the State Incident Commander.

**3.3.6. Position: STATE SECURITY OFFICER**

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Manages and supervises the Security organization's actions and response objectives for restoration at the State Level.
- Establishes appropriate utilization of Security services.
- Serves as a resource on Security-related matters.

**3.3.7. Position: STATE PLANNING SECTION CHIEF**

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Assists the State Incident Commander with developing restoration strategies.
- Maintains situational awareness including the reporting on and progress of restoration activities (State Data Center and Regulatory Reporting).
- Assists the State Incident Commander with evaluation of requests from the Operations Section Chief primarily as they relate to restoration resources and the estimated time of restoration (ETR).
- Oversees additional responsibilities as assigned by the State Incident Commander.

**3.3.8. Position: STATE LOGISTICS SECTION CHIEF**

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Manages the Logistics team (materials, staging sites, fleet services, facility, materials, communications, meals and lodging) in support of restoration.
- Oversees additional responsibilities as assigned by the State Incident Commander.

**3.3.9. Position: STATE FINANCE SECTION CHIEF**

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Establishes emergency cost accounting codes.
- Provides guidance to ensure accurate time and material tracking.
- Serves as the primary point of contact for all financial and cost analysis information within the affected State.

**3.3.10. Position: STATE HUMAN RESOURCES SECTION CHIEF**

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Serves as the primary point of contact for all human resource requirements within the affected State.

**3.3.11. Position: STATE OPERATIONS SECTION CHIEF**

NOTE: This position is filled at the discretion of the State Incident Commander to ensure manageable span of control at the state level.

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

- Serves as the primary point of contact for all tactical restoration requirements within the affected State.
- Provides operational guidance to On-Scene Branch Director

**3.4. Operational Level Positions Overview**

Personnel at the Operational Level implement the Company’s response to the emergency and provides reporting to the Tactical level on progress. Front line staff shall make safe, re-secure networks and repair damage using standard operating procedures, or, for non-operational incidents, using local procedures.

The extent to which roles included at the Operational Level of the organization are activated will vary depending on the nature of the emergency. What follows is a description of key Operational Level positions that *could* be activated during an emergency. The activation of any combination of these positions will be determined on an emergency-by-emergency basis.

### 3.4.1. Position: ON-SCENE BRANCH DIRECTOR

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

- Site responsibility for the mechanical repair of and recovery from the emergency condition,
- Directing the Company's overall coordinated response to the emergency to include: personnel, logistics, technical support, engineering, and operations,
- Primary interface between Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene,
- Coordinating actions of Shared Services (e.g., Media Services, Customer Relations, etc.) at the incident scene,
- Providing updates to Operations Section Chief on the status of the situation

### 3.4.2. Position: SECTION DEPUTY

REPORTS TO: On- Scene Branch Director

JOB DESCRIPTION:

- Reporting to the emergency scene, assessing the situation, and providing a status as appropriate to Dispatch/Gas Control,
- Mobilizing one or more crews and establishing a company demark zone of emergency location,
- Serving as initial representative to the Fire or Police Departments, State Office of Emergency Management organizations, the designated On-Scene Branch Director, or other civil authorities at the scene until arrival of the On-Scene Branch Director.

### 3.4.3. Position: LIAISON PERSONNEL

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

- Responding to concerns and requests by non-Company personnel,
- Informing Company of significant actions being planned by non-Company personnel, and
- Providing information through approved channels within the National Grid organization.

#### 3.4.4. Position: GAS CONTROL

REPORTS TO: State Planning Section Chief

JOB DESCRIPTION:

- Monitors, controls and coordinates all gas main line activities that affect the transportation of natural gas from the interconnects with interstate pipelines to our customers, this includes both planned and unplanned gas system outages and emergencies.
- Maintains the responsibility to evaluate, approve and confirm the appropriateness of any planned system configuration changes, maintain documented interim configuration information and coordinate the review and documentation of final system configuration updates as needed to ensure the safety and reliability of the gas system.

#### 3.4.5. Position: RESOURCES UNIT LEADER (EOC & ON-SCENE)

REPORTS TO: State Planning Section Chief

JOB DESCRIPTION:

- If Contractor Crews are being utilized, keep detailed records of their work assignments and schedules
- If Foreign Utility Crews are being utilized: request at least one supervisor for every ten (10) responders and keep detailed records of their activities and work locations.
- Note which hotel the foreign crews are staying at so that they may be contacted if necessary.

#### 3.4.6. Position: SUPPLY UNIT LEADER

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

- Coordinates, organizes and consolidates the Logistics needs of the affected location to support operations.
- Communicates the logistics needs to the State Logistics Section Chief.
- Keeps the State Logistics Section Chief informed about the crew movements.

### 3.4.7. Position: OPERATIONAL RESOURCE COORDINATOR

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

- Communicates with Emergency Planning regularly for updated information on mutual assistance utilities providing resources
- Communicates regularly with the Operations Section Chief to evaluate and address resource needs. Prior to the arrival of mutual assistance resources, ensure staging site is prepared for check-in process.
- Establishes scheduled times for dissemination of critical safety and operations information and communicate to all Company, Mutual Assistance and Contractor supervisors.
- Delivers critical safety and operations information to internal and external mutual aid crews.

### 3.5. Additional Organizations Involved in the Response

In addition to the National Grid Gas Business Unit, other offices, departments, and divisions within National Grid which could have an emergency response function, include:

- Customer Operations - Responsible for providing information to customers.
- Gas Maintenance and Construction – Responsible for all field operations including termination of gas service to the area of gas hazard, isolation of gas services to home and the turn off and relight processes.
- Emergency Planning - Responsible for assisting with the emergency response and evaluating the adequacy of National Grid emergency response efforts.
- Legal and Regulatory - Responsible for coordinating corporate liability as a result of the emergency.
- Shared Services - Responsible for providing materials, purchasing (stores), food service, transportation, property, security and customer relations.

Organizations outside of National Grid that could be involved in the emergency response and with whom the National Grid Gas Business Unit may need to interface include:

- Pipeline and Hazardous Materials Safety Administration (PHMSA) - Federal authority responsible for assessing National Grid's response to an emergency.
- Federal Energy Regulatory Commission (FERC) - An independent agency that regulates the interstate transmission of electricity, natural gas, and oil. FERC also reviews proposals to build liquefied natural gas (LNG) terminals and interstate natural gas pipelines. For National Grid purposes, FERC regulates

monitors and investigates electricity, natural gas, natural gas pipelines and LNG terminals.

- Local, State, and Federal Departments of Public Works – Responsible for highways, grounds and public buildings.
- Local, State, and Federal Office of Emergency Management (OEM) - Responsible for coordinating the emergency response efforts for all agencies.
- Local, State, and Federal Offices of Environmental Protection – Responsible for sewer systems and water mains.
- Rhode Island Emergency Management Agency (RIEMA) - Responsible for coordinating the emergency response efforts for all Rhode Island agencies.
- Rhode Island Division of Public Utilities and Carriers (RIDPUC) – Rhode Island State authority responsible for assessing National Grid response to an emergency.
- Other Local Distribution Companies (LDC) - Provide personnel and gas supply in accordance with Mutual Aid Information for Gas Emergencies prepared by the Gas Operations Advisory Committee of Northeast Gas Association (NGA) and Interstate Pipeline Companies.
- State/City/Local/County Fire Departments and Fire Marshals - Responsible for fire suppression and rescue of injured and trapped people.
- State/City/Local/County Police Departments - Responsible for maintaining order, establishing a safe perimeter, controlling traffic, caring for fatalities, and arranging for shelter of displaced people.

# Chapter 4: Event Classification



## 4. Emergency Classification and Response Plan Activation

### Introduction

The purpose of Emergency Classification and Response Plan Activation is to identify the processes by which the Company tracks and evaluates potential emergencies and mobilizes the ERO to respond to an emergency.

The processes and activities contained in this chapter precipitate all the other response-related processes contained in the ERP. These processes and activities are typically initiated during the Pre-Event Stage of an emergency and continue through the Response Stage as conditions change and changes to the structure of the ERO are warranted.

Chapter 4 Summary: Emergency Classification and Response Plan Activation		
4.1 Classification of Emergencies	4.2 Activating the Emergency Response Organization	4.3 Emergency Operations Center Overview
Key Roles	Key Roles	Key Roles
<ul style="list-style-type: none"> <li>Emergency Planning</li> </ul>	<ul style="list-style-type: none"> <li>State Incident Commander</li> <li>State Planning Section Chief</li> <li>State Operations Section Chief</li> <li>On-Scene Branch Director</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>

The processes and associated roles covered in this chapter can be seen in Figure 6, “Emergency Classification and Response Plan Activation High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

Figure 6: Emergency Classification and Response Plan Activation High Level Overview

### 4.1. Classification of Emergencies

Whenever a significant incident capable of causing interruptions to gas service does or is anticipated to occur, either the System or State Incident Commander, with support from Emergency Planning, will determine the necessary level of the Company’s response as dictated by established Operating Conditions. The classification of an emergency is not necessarily dependent upon the number of customers

### Processes

#### 4.1 Classification of Emergencies

#### 4.2 Activating the Emergency Response Organization

#### 4.3 Emergency Operations Center Overview

interrupted and the estimated duration of the restoration activities but is generally based on the severity and complexity of the restoration operation. Considerations may include, but are not limited to the safety, size of the incident and impacts to life and property, level of command required to direct restoration efforts, or current operational situation (number of outages, resources, supplies, etc.).

The categories of emergency events that can potentially affect National Grid gas facilities or pipelines are:

- Natural Disasters,
- Gas Leaks,
- Water Main Breaks,
- Fire/Explosion,
- Unplanned Supply Interruption,
- Other Emergency Events Related to Gas Operations,
- Terrorism, and
- Civil Disturbances.

National Grid's Emergency response capability must be able to rapidly assess the actual and potential hazard associated with an emergency event and mobilize the appropriate response resources.

## Overview of Emergency Event Types

Table 1 "Emergency Event Types" on the following page, is a useful tool for purposes of summarizing the size, scope and complexity of the emergency in order to more quickly and easily communicate typical operating conditions to key stakeholders. The following table presents guidelines to determine the operating conditions that typically accompany each Emergency Event Type. The Emergency Event Types have been developed in conjunction with other gas utilities in the northeast U.S. to provide common classification standards that are easily understood across the region.

Table 1: Emergency Event Types

Event Type	Operating Condition	Forecasted Inbound Event	On-Going Event	Response Actions
<b>Type 1</b>	<ul style="list-style-type: none"> <li>• 1000 and greater customer outages, or</li> <li>• Expected duration 72 hours or greater</li> </ul>	Forecasted 1 in 100 year Weather Event and/or Other Most Extreme Weather Event	Supply loss requires Geographic Load Shed (EGOMP)	<ul style="list-style-type: none"> <li>• Staffing (internal and Mutual Aid if needed)</li> <li>• Designate the LDC EOC and any additional staging sites</li> <li>• Implement LDC ICS protocol</li> <li>• Regulatory reporting provided throughout</li> <li>• Activate communications process</li> <li>• Activate the ERO and evaluate the need to stand up EOC</li> <li>• Executive Level Incident Commander Appointed</li> </ul>
<b>Type 2</b>	<ul style="list-style-type: none"> <li>• 500 to 999 customer outages, or</li> <li>• Expected duration of 36 to 72 hours</li> </ul>	Forecasted Extreme Flooding/Icing event with potential to cause major road/bridge closures	Supply Loss < available non-firm load & Voluntary Load Reduction & SSIP	<ul style="list-style-type: none"> <li>• Staffing (internal and Mutual Aid if needed)</li> <li>• Designate the LDC EOC and any additional staging sites</li> <li>• Implement LDC ICS protocol</li> <li>• Regulatory reporting provided throughout the event</li> <li>• Activate communications process</li> <li>• Activate the ERO and evaluate the need to stand up an EOC</li> <li>• Leadership Level Incident Command Appointed</li> </ul>
<b>Type 3</b>	<ul style="list-style-type: none"> <li>• 50 to 499 customer outages, or</li> <li>• Expected duration of 24 to 36 hours</li> </ul>	Forecasted Extreme Flooding Event with Potential to Cause Outages	Supply Loss < available non-firm load & Voluntary Load Reduction	<ul style="list-style-type: none"> <li>• LDC Staffing (internal)</li> <li>• On scene event management</li> <li>• Potential EOC activation</li> <li>• Implement LDC ICS protocol as situation dictates</li> <li>• Regulatory reporting provided throughout the event</li> <li>• Activate communications process</li> <li>• Potential EOC-based ICS Commander Appointment</li> </ul>
<b>Type 4</b>	<ul style="list-style-type: none"> <li>• 10 to 49 customer outages, or</li> <li>• Expected duration of 8 to 24 hours</li> </ul>	Named Hurricane	Supply Loss < available non-firm load (total)	<ul style="list-style-type: none"> <li>• Local Staffing (internal)</li> <li>• On scene event management</li> <li>• Implement LCD ICS protocol as situation dictates</li> <li>• Regulatory reporting provided</li> <li>• If required, activate communications process</li> <li>• On-Site Command Level</li> </ul>
<b>Type 5</b>	<ul style="list-style-type: none"> <li>• Less than 10 customer outages and,</li> <li>• Expected duration less than 8 hours</li> </ul>	None	Supply Loss < available non-firm power generation load	<ul style="list-style-type: none"> <li>• Local Staffing (internal)</li> <li>• On scene event management</li> <li>• If required, activate communications process</li> <li>• On-Site Command Level</li> </ul>

## Weather Reporting

It is of great importance that the weather and other incidents and events that might adversely impact the system be monitored closely, particularly during periods of impending adverse conditions. Emergency Planning will monitor the weather and any incident or event that poses a potential significant risk will be immediately communicated to the RI Jurisdictional Leadership and/or the Vice President(s) of New England Gas and Customer Meter Services (CMS)

Forecasts will be obtained from the Company's weather provider 3 times daily, as well as from various weather websites.

### 4.1.1. Emergency Planning Lead

- 4.1.1.1. Track weather and other events that might impact the system and communicates potential risks to RI Jurisdictional Leadership, and/or the Vice President(s) of New England Gas and Customer Meter Services (CMS).

## Extreme Weather Plan

Historically, in cases where severe weather events resulted in storm damage to the gas system, this damage has been largely attributable to flooding caused by rain and storm surge. Flooding in the area of the gas system may cause water infiltration into the low-pressure gas system and high-pressure regulator equipment at the customers' premises. In addition to flooding, structural damage to the gas system may result from high winds (e.g., uprooted trees and damage to customers' premises). While structural damage is less common, and the resulting impact on the gas system is normally isolated to the immediate area of damage, this type of damage should be expected in major storms.

The Company utilizes the Extreme Weather Plan to plan for the impact of severe weather and potential flooding. This plan is typically utilized prior to the activation of the ERO and, therefore, is a precursor to the ERP. Once the ERO is activated, the processes included in the ERP are used to respond to the emergency.

## Classifying an Emergency

The Dispatch Supervisors for all National Grid regions have the responsibility for classifying an event and performing all notifications and providing event status updates. Notifications are made to all respective internal and external personnel and organizations, including regulatory agencies.

The Dispatch Supervisors utilize a Company matrix, the National Grid Emergency Classification Guidelines, to determine if an incident is significant enough to notify the Gas Operations Vice President, who in turn will decide if the ERO needs to be activated. If the ERO is activated, the Emergency Event Type will be established based on the criteria included in Table 1 on page 30.

The National Grid Emergency Classification Guidelines provide:

- A mechanism for rapidly activating specific facilities and personnel based upon the known aspects of an event.
- An indication to non-National Grid personnel, not directly involved with the event, of the severity of the emergency so that they can prioritize their actions accordingly.

These guidelines group the potential emergency events into six common event categories. The events within each category are then graduated by level of significance into three emergency classifications.

The lower two emergency classification levels, Special Notification and Abnormal Event, provide for heightened awareness of a given situation by Company personnel. The highest emergency classification, Gas System Emergency, provides for the activation of additional facilities and personnel as needed and typically results in an Emergency Type Event as covered in Table 1 on page 30.

Table 2 on the following page, “Overview of Event Classifications” provides the National Grid Emergency Classification Guidelines for gas incidents affecting the gas transmission and distribution systems and gas production facilities.

During a gas emergency, the magnitude of the response and the response organization required to direct and resolve the incident is based on the emergency event and its classification. The Emergency Classification Guidelines facilitate the decision as to whether full or partial Incident Command System activation of the ERO is necessary.

The following are guidelines to determine the Operating Conditions that typically accompany each incident classification type.

Table 2: Overview of Event Classifications

NEW ENGLAND GAS EMERGENCY CLASSIFICATIONS GUIDELINES AND NOTIFICATIONS MATRIX <span style="float: right;">Rev: 05/08/2018</span>			
CLASSIFICATIONS	SPECIAL NOTIFICATION	ABNORMAL EVENT	GAS SYSTEM EMERGENCY
<b>Extreme Weather / Natural Disaster</b>	Localized flooding due to severe weather conditions. (E)	1)Gas Service/System affected by flooding severe weather < 50 outage hours (C4) 2)Gas Service/System affected by flooding severe weather >= to 50 outage hours (C)	1) High flood water causing evacuation of an area with more than 100 gas services (B) 2) Earthquake, Hurricane, Tropical Storm (B)
<b>Fire/Disturbance (with or without a continuing gas leak)</b>	Non-gas related fire/disturbance affecting National Grid gas facilities (E)	Gas related fire/disturbance causing: 1)Damage < \$50K (C) 2)Damage >= \$50K (C+C1) 3)Any evacuation (C+C1)	Gas related fire/disturbance causing: 1)Estimated property damage-\$50K or more, including loss to the operator or others, or both, but excluding cost of gas lost(A)* 2)Evacuation of more than 10 buildings (B) 3)Inpatient hospitalization due to injury/death involving natural gas (A)*
<b>Gas Leak</b>	1)Continuing gas leak potentially causing structural damage to company property (E1) 2)All Type 1 natural gas readings in the sewer system (reading of 4% or greater gas-in-air, on a CGI within manholes, vaults or catch basins) (E) 3)Outdoor ambient air readings of natural gas, not directly at the source or > 1% gas (E) 4) Any leak found on a transmission main (E2)	1)Continuing gas leak potentially causing public structural damage (C) 2)Any evacuation (C+C1) 3)Any leak in a natural gas main requiring emergency shutdown of the main (C) 4)Gas leak involving a sewer system where the hazard cannot be immediately relieved by venting (C4)	Gas Leak Causing: 1) Shutdown of transmission main (B) 2) Evacuation of > 10 buildings or critical facility (B) 3) An event that involves a release of gas from a pipeline, liquefied natural gas, liquefied petroleum gas, refrigerant gas, or gas from LNG facility, and results in one or more of the following consequences: a) Inpatient hospitalization due to injury/death involving natural gas(A)* b) Estimated property damage of \$50K or more, including loss to the operator and more (A)* c)Unintentional estimated gas loss of 3 million cubic feet or more (A)* 4)An event that results in emergency shutdown of LNG Facility (A)*
<b>Unplanned Supply Interruption (actual or impending loss of supply)</b>	1)< 50 customer outage hours (E) 2)Water main break with potential for affecting a gas facility (E+E1) 3)Potential loss of pipeline supply (B2)	1)>= 50 Customer outage hours (C) 2)Critical Facility or building of public assembly affected, <50 customer outage hours (C4) 3)Loss of supply to Key Gas Accounts (C+C3) 4)Imminent loss of pipeline supply (B+B2)	1) >100 services affected (B) 2)Actual loss of pipeline facility supply(B+B2) 3)Unexpected drop in system pressure (A)** 4)Unanticipated loss of SCADA communications w/ indication of pipeline facility emergency (A)** 5)There are reports from field personnel of an incident (A)** 6)Unexpected fire alarm at gate station (A)**
<b>Carbon Monoxide (CO)</b>		1)Carbon Monoxide symptoms causing evacuation of a building :MA (C4),RI (C) 2)Carbon Monoxide readings causing evacuation of building and overnight hospital stay required (C)	1) Carbon Monoxide readings causing the evacuation of >10 buildings or critical facility (B) 2)Inpatient hospitalization due to injury/death involving natural gas (A)*
<b>Other</b>	1)Release of reportable quantity of mercury, oil or other hazardous material (H) 2)Vehicle Accident-no injuries (F) 3)Physical damage to a critical main (E+E2) 4)Damage to gas infrastructure with potential to trigger an Abnormal Event or Emergency(E+E1) 5)Potential security breach at LNG/LPG Facility (G) 6) Anomalies or defects discovered during inspection of transmission main that requires immediate repair. (E2)	1)Confirmed bomb threat on National Grid property (D+D1) 2)Odorant release affecting the public (D+D2) 3)Foreign odor causing significant noticeable increase in customer calls (D+D2) 4)Newsworthy Item/Gov't Inquiry (D) 5)Gas Related Public Injury (C) 6)Non-gas accident related public injury/death (C4) 7)Gas incident that results in damage to water or sewer mains (C4) 8) Security Breach at LNG/LPG Facility (G+G1) 9)Property damage or National Grid employee injury only (F1) 10)Aggravated injury, threatening situation, threat with weapon and/or hostage situation involving a National Grid individual(s) while on duty (F1) 11) National Grid vehicle related public injury/death (F1) 12) Over-pressurization of Main, Service or Customer Piping (C)	1)Confirmed bomb threat on National Grid property potentially affecting the public (B+B1) 2)Event causing significant media or governmental action (B) 3)Electric blackouts (system or rolling) (B) 4)Reduction of pressure or curtailment of load/supply (B) 4) All accidents that may involve LNG/LPG facilities as a casual factor that involves injury or death to any person, any damage to the property of others, significant damage to plant property or communications media [MA 220 CMR 112(A+A1)* 5)All unplanned LNG/LPG spills or leaks that per MA 220 CMR 112 (A+A1)* : a)require taking any segment of pipeline or process area out of service b)result in ignition injury/death c)cause failure of a structural support d) in the judgment of the operator, could cause public concern due to coverage by the news media. 6)An event that involves a release of LNG/LPG or gas from an LNG/LPG facility and results in an emergency shutdown of an LNG/LPG facility [US DOT Part191.3] (A+A1)* 7)Pressure exceedance above 110% MAOP due to system failure of Federally defined transmission lines (A)**

\*USDOT notification involves the release of gas from a main, service, or LNG/LPG Facilities. Notification to USDOT Code (A) requires prior approval of a Corporate Officer (see Regional Notification Charts) \*For Rhode Island only- any incident that results in the involvement by Police, Fire or Media personnel requires RIPUC Notification.  
These **bolded incidents** require that a preliminary notification be sent out, where and when possible, within 15 minutes of receiving a report from a reliable source (company employee/contractor, fire, police, or other town/city/state agency) with the facts as known at that point in time.

Gas incidents which are classified as Special Notifications or Abnormal Events are handled by the normal organization's assigned personnel. Mobilization of a portion or all of the ERO may be required by events classified as Gas System Emergencies. If multiple gas incidents occur, the establishment of an ICS-based structure that supports multiple on-scene locations may be established at each incident site.

The Dispatch Supervisor who classifies the incident would make emergency notifications to National Grid, the RIDPUC, and local EROs, if appropriate, using the notification charts (Appendix A-located in Chapter 32 of the ERP). The appropriate Gas Organization Director in whose area the incident has occurred, or other qualified and designated Director would assume the role as the State Incident Commander for the incident

The State Incident Commander has the responsibility of assessing the situation and determining the appropriate level of response, (e.g., whether to activate a Gas Emergency Operations Center and/or dispatch a command and control vehicle to the scene).

An emergency can be declared when weather or other natural or human causes (e.g., major equipment failure, civil unrest, terrorism, wildfire, etc.) threaten to cause conditions that result in substantial damage to the Company's gas systems, which may not be handled effectively through normal operating procedures, or unforeseen damage to the gas system has occurred.

An incident at one of National Grid's gas facilities initiates a set of internal and external notifications. When the incident is discovered, the National Grid personnel observing the emergency condition notifies the Gas Dispatch Supervisor and takes mitigating action as dictated by procedure.

When gas emergency calls are received by either Gas Dispatch or the Customer Contact Center personnel from fire or police department personnel (or other credible officials) indicating a gas emergency, one or more Gas Organization personnel are immediately dispatched and appropriate notifications are initiated.

Upon receipt of a call from the on-scene location, the Gas Dispatch Supervisor makes any direct immediate notifications to Gas Control, local emergency response personnel, facility managers and key Gas Organization personnel. Upon completion of these immediate communications, the Supervisor classifies the emergency, using the Emergency Classification Matrix. For Gas System Emergency incidents, the appropriate Director or Vice President from the Gas Organization is contacted and may assume the role as the Incident Commander for the incident.

The severity and complexity analysis is based on factors including, but not limited to:

- Safety,
- Size of the emergency and impacts to life and property,
- Extent of potential or known damage,
- Type of damage,
- Availability of supplemental resources,
- Level of command required to direct restoration efforts,
- Current operational situation (number of outages, resources, supplies, etc.),
- Current and forecasted weather conditions,
- Damage assessments,

- Restoration priorities,
- Forecasted resource requirements, and
- Other situational specific factors.

To support the decision-making process for activation of the Gas EOC and Emergency Response Organization, the following “Size-up, Scale-up” guidance charts are provided (Figure 7 and Figure 8).

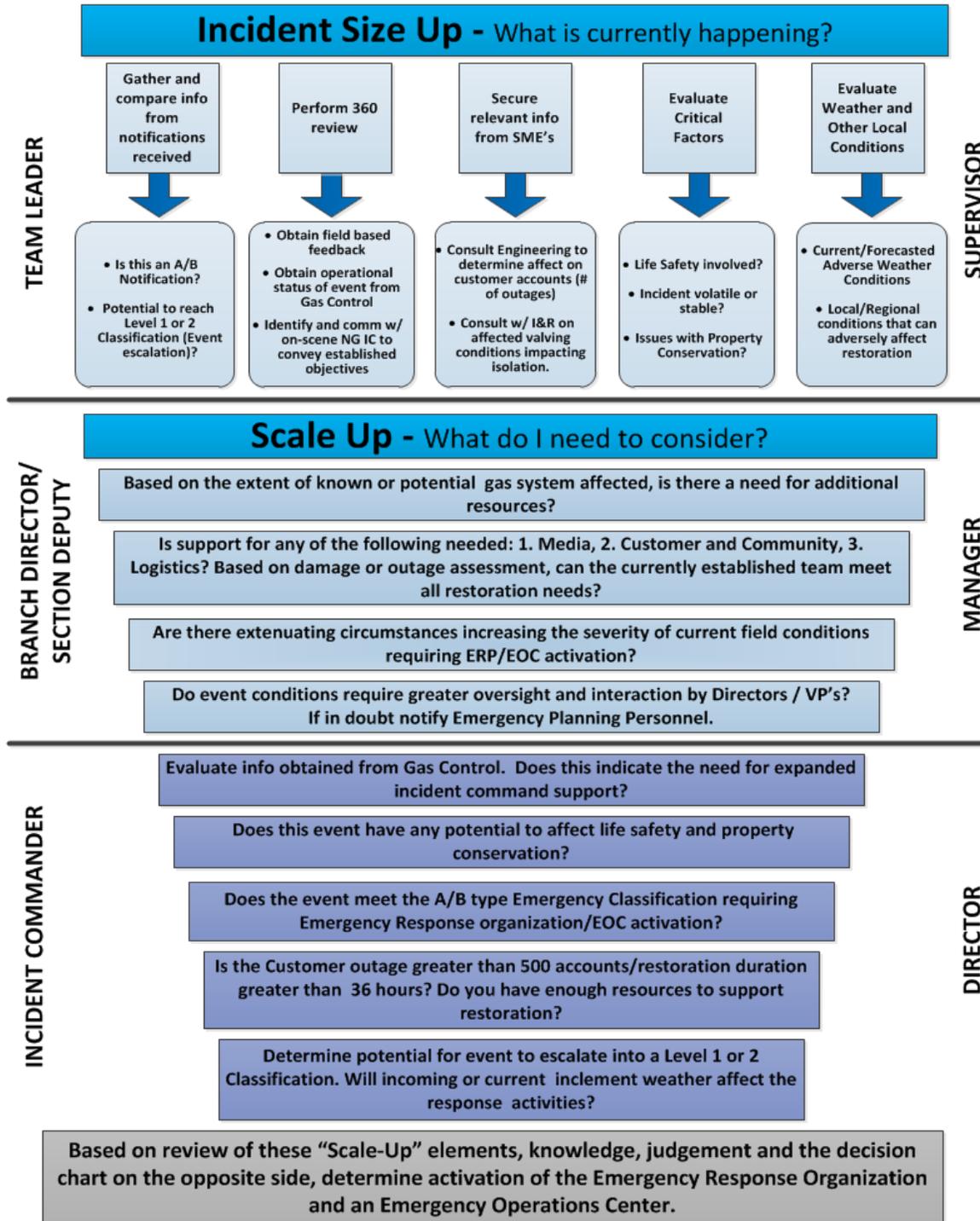


Figure 7: Size-Up – Scale-Up Guidance

## Emergency Event Size-Up, Scale-Up Guideline

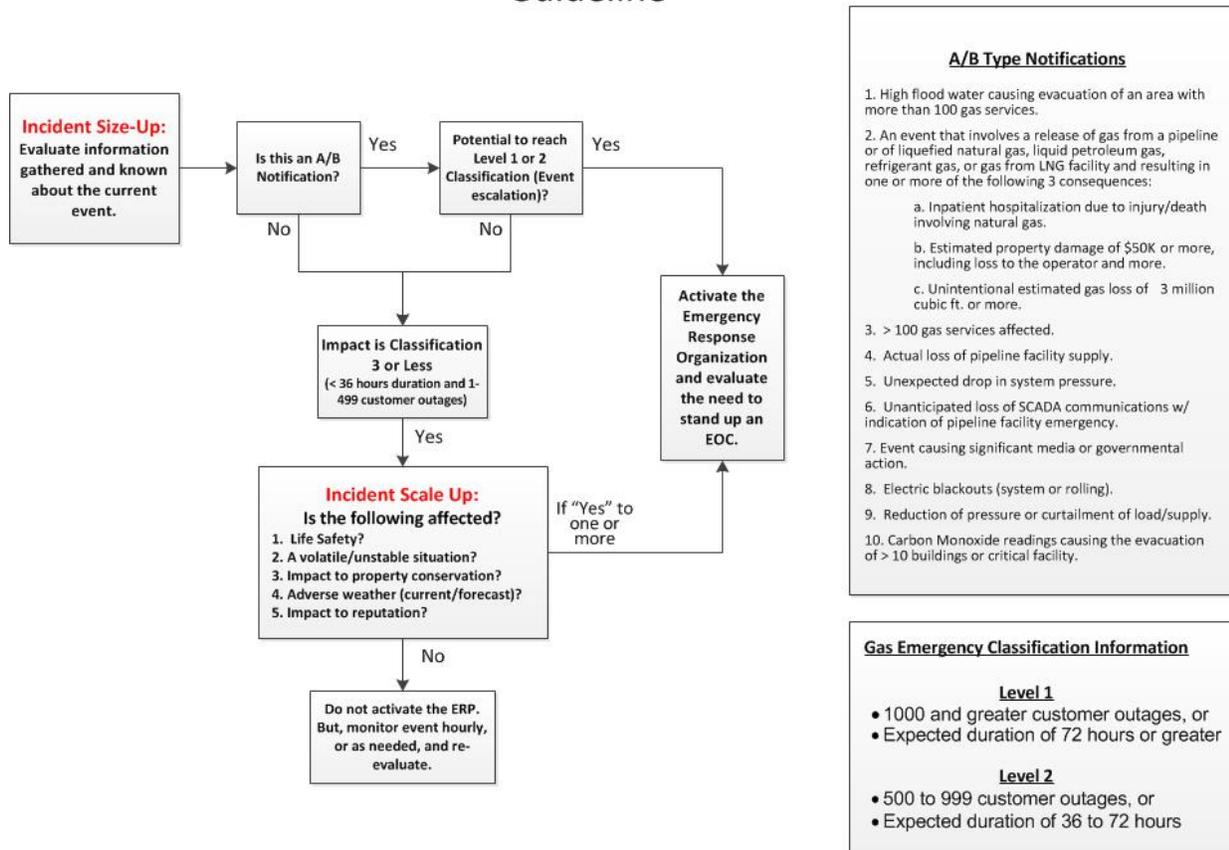


Figure 8: Size-Up – Scale-Up Guidance

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

### 4.1.2. State Incident Commander

- 4.1.2.1. Upon activation, reviews the classification assigned by the Dispatch Supervisor and changes accordingly.
- 4.1.2.2. Reviews the Size Up, Scale Up Guidance Document based on communicated field conditions.
- 4.1.2.3. Takes appropriate actions. (Open EOC, continue to monitor conditions and review Size Up Scale Up Guidance Document)

### 4.1.3. Dispatch Supervisor

- 4.1.3.1. Analyzes the severity and complexity of the emergency based on call information and feedback from Company field responders and establishes the classification level.

- 4.1.3.2. Communicates the Emergency Classification Level to the State Level ICS positions that are activated in response to the emergency using the Notification Chart as a guide, or, if they are preoccupied with the incident and need additional assistance, requests Gas Dispatch from another region to perform all or a portion of the notifications.

## 4.2. Activating the Emergency Response Organization

Once an emergency has been classified, the activation of the ERO, including the identification of which EOCs, ICS Command and General Staff positions, and support personnel are required, will commence.

### Organization Activation

EOCs are established as needed to maintain communications and coordinate field operations. The severity of the emergency determines which EOC(s) will be activated.

Due to the size and nature of the ERO the activation process is intended to be a cascading event in order to maximize response efficiency and consistency.

Certain modular functions may be activated centrally, by a predefined lead acting on behalf of the State Planning Section Chief in order to ensure equitable distribution of resources based on the particular geography and impact of the emergency.

### Personnel Activation

The activation of ICS Command and General Staff positions will be done at the discretion of the State Incident Commander for State Level positions and State Operations Section Chief for Operational Level positions. The State Incident Commander and State Operations Section Chief will determine the ICS positions that are required to respond to an emergency. The activation of support resources will be done by Resource Unit Leader based on the ERO structure desired by the State Incident Commander.

The activation and acquisition of ICS Command and General Staff positions and support personnel is covered in detail in Chapter 6 (sections 6.5 and 6.6, respectively).

In the event of a secondary event occurring while the ERO is activated a separate ICS structure will be established reporting directly to the original Incident Commander. A Branch Commander will be activated that will lead this separate ICS organization. Under the Branch Commander would be a scalable structure based on the needs of the incident such as:

- Branch Safety & Health Coordinator
- Branch Public Information Coordinator
- Branch Environmental Coordinator
- Branch Operations Coordinator
- Branch Security Coordinator
- Branch Logistics Coordinator
- Branch Liaison Coordinator

➤ Branch Planning Coordinator

This would be a self-supporting Incident Command Structure reporting to the same Incident Commander as the established ERO.

## Roles and Activities

### 4.2.1. State Incident Commander

- 4.2.1.1. Determines when to activate the State EOC based on the severity of the emergency.
- 4.2.1.2. Determines which State Level ICS positions and support functions are required to respond to an emergency.
- 4.2.1.3. Oversees operation of the State EOC or appoints a designee to do so in their absence.
- 4.2.1.4. Ensures that Emergency Planning develops and maintains an organization chart for the ERO activated at any point during an emergency.
- 4.2.1.5. When appropriate, initiates regularly scheduled meetings with Incident Command Team and any additional attendees beyond typical ICS support roles to review restoration progress and define objectives. A copy of the Gas Emergency Organization Event Update Session Agenda is provided in Chapter 32 as “Chapter 4 - Exhibit D” for this purpose.
  - 4.2.1.5.1. Typical Incident Command Team representation should consist of:
    - Incident Commander
    - Planning Section Chief
    - Operations Section Chief
    - On-Scene Branch Director
    - Public Information Officer
    - Safety and Health Officer
    - Security Officer
    - Logistics Section Chief
    - Liaison Officer
    - Emergency Planning
  - 4.2.1.5.2. Potential attendees beyond typical ICS roles can consist of:
    - Instrument and Regulation (I&R)
    - Gas Control

- Gas Dispatch
- Customer and Community Management
- Customer Contact Center
- Environmental Officer

#### **4.2.2. State Planning Section Chief**

4.2.2.1. Activates the State EOC if directed to do so by State Incident Commander.

#### **4.2.3. State Operations Section Chief**

4.2.3.1. Determines which Operational Level ICS positions are required to oversee the functions desired by the State Incident Commander.

4.2.3.2. Determines the need for and oversees operation of the On-Scene Command Center or appoints a designee to do so in their absence.

4.2.3.3. An On-Scene Command Center can be established at or near the emergency location and can be in the form of a Company facility, emergency command trailer or response vehicle. When appropriate, coordination with external agencies may provide the option to establish an On-Scene Command Center at a nearby fire house.

#### **4.2.4. On-Scene Branch Director**

4.2.4.1. Activates the On-Scene Command Center, which could be the Company's mobile command center or established at a Company or third-party location, with the assistance of the Situation Unit Leader if directed to do so by State Operations Section Chief.

4.2.4.2. Ensures Customer and Community activities are segregated from operations to allow for access by the public as necessary.

### **4.3. Emergency Operations Center Overview**

EOCs can be established at two levels within the ERO based on the severity of an emergency: System EOC and State EOC(s).

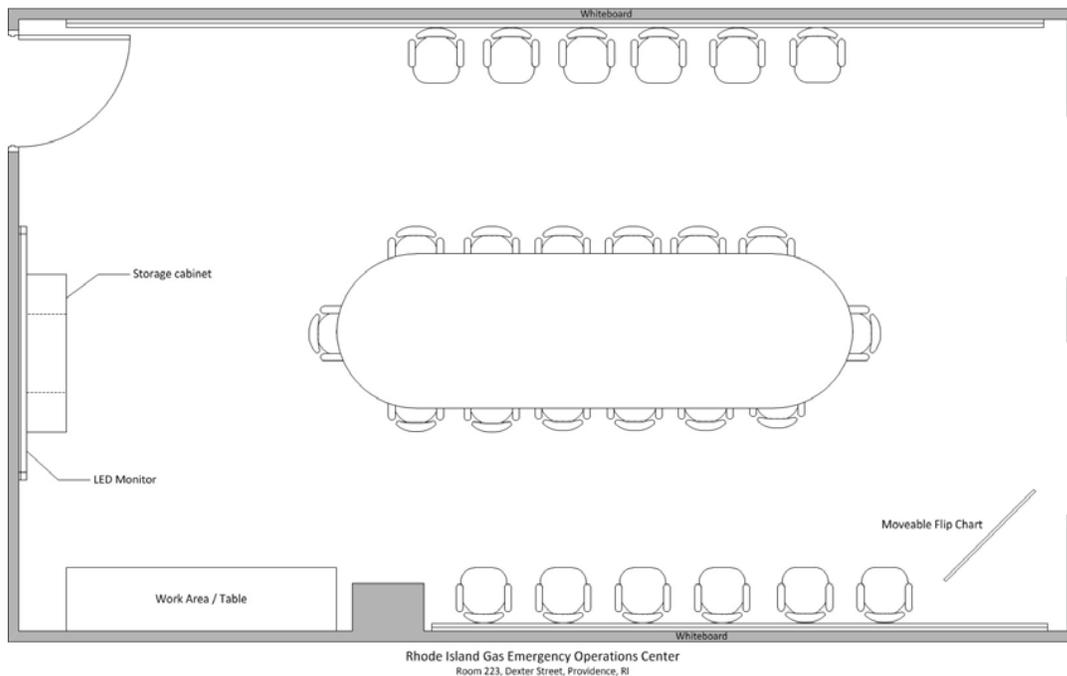
A System EOC is established at National Grid's Northborough facility, as required. During an emergency, the System EOC is typically staffed by the System Level ICS Command and General Staff determined necessary to ensure a successful response. They are responsible for coordinating emergency-related activities and act as an interface to the State EOCs in Rhode Island (Providence) and Massachusetts (Northborough), in Brooklyn (Metrotech), on Long Island (Melville) and in Upstate New York (Albany and Syracuse). However, if the Incident Commander determines that there is a closer or more appropriate company facility that will

better meet the needs of the Emergency Restoration Organization, the EOC can be established at a different facility.

During State Level emergencies the State EOC:

- Monitors customer interruptions,
- Assesses the State Level operating status and assesses the damage to the Transmission and Distribution systems,
- Sets State Level priorities and objectives,
- Provides information on customer interruptions, ETRs, issues periodic status updates on the ongoing restoration to senior management, Media Affairs (e.g. Media Relations, Internal Communications, and Regulatory Affairs), and applicable regulatory agencies,
- Allocates resources for the restoration effort, including Company crews, contract crews, and crews from foreign utilities, and
- Provides Incident Action Plan (an example of which is included as Exhibit B to this chapter, which is found in Appendix A of this ERP) every 12 hours (as described in Chapter 21.1 of this ERP) or at other pre-designated intervals to applicable functional groups.

The layout of the Rhode Island EOC is contained in the graphics in Figure 9.



**Figure 9: Rhode Island Dexter Street EOC Layout**

During emergencies where On-Scene Command Centers are activated, the On-Scene Command Centers:

- Manage and repair activities,

- Excavate where necessary and isolate the system where needed,
- Manage damage assessment process,
- When possible, prioritize service restoration,
- Manage resources and data gathering associated with shut off and turn on activities,
- Support processes associated with ETR accuracy, and
- Support development of required outage and restoration reports.

The hours of operation and the Operational Period of the EOC will be based upon the circumstances associated with the severity of the emergency and the Operating Condition and Level.

### **Control Center Locations**

The Rhode Island Dispatch and Control Center is located in the Company's Northborough facility and is staffed 24 hours per day, 7 days per week. This Gas Control Center is the Control Authority for the gas transmission and distribution systems during emergency and non-emergency periods.

# Chapter 5: Restoration Prioritization



## 5. Restoration Prioritization

### Introduction

This chapter contains a listing of the priority for addressing conditions or damage to components of the system to restore service. The Company's restoration policy seeks first to address dangerous situations. Different from the electric system, the system of gas piping within an affected area may not offer an opportunity to prioritize specific critical needs customers due to configuration constraints. When possible, the Gas Organization will fully consider options to provide prioritization or implement interim actions that temporarily provide gas to a customer categorized as "sensitive."

When implementing restoration prioritization activities, issues and decisions may be escalated through the System Level Plan in the following circumstances:

- When working across states or utility services (electric and gas),
- When directed by outside agencies (for example FEMA or Homeland Security).

### 5.1. Restoration Prioritization Summary

Prioritization of restoration will be taken into account when the area affected by a gas outage includes the following category of Sensitive Customers:

- Hospitals, Nursing Homes, Critical Care Facilities,
- Businesses (that need gas service to support daily operations).

Consideration should be given to the restoration of sensitive customers prior to the completion of repairs. This can be accomplished through the implementation of a bottled gas process based on the projected time to affect repairs and outage duration.

More significant measures may be implemented to restore large volume sensitive customers by temporarily re-sectioning the damaged section of main to allow for the reactivation of supply to the sensitive customer, or other measures as necessary based on field conditions and determined by operations personnel On-Scene.

### *Processes*

---

#### *5.1 Restoration Prioritization Summary*

# Chapter 6: Resource Acquisition



## 6. Resource Acquisition

### Introduction

The purpose of Resource Acquisition is to ensure that the Company identifies, acquires and apportions both internal and external Restoration and Support Resources across affected areas of the service territory necessary to support emergency restoration efforts.

The acquisition and allocation of resources begins once the emergency has been classified and the response plan has been activated (as covered in Chapter 4 of this ERP). When possible, the resource acquisition and allocation processes begin in the Pre-Event Stage of an emergency and continues through the Response Stage, as required. For emergency events that provide no prior warning, the acquisition and allocation of resources begins immediately as an evaluation is being made while personnel are responding to the incident.

The processes and associated roles and interactions with the System Level Plan covered in this chapter can be seen in Figure 10, “Resource Acquisition High Level Overview” on the following page.

When carrying out the acquisition of resources, issues and decisions may be escalated through the System Level Plan for the following processes:

- ▶ Acquisition of Internal Restoration Resources
- ▶ Acquisition of Utility Mutual Assistance Resources
- ▶ Acquisition of External Contractors

### Processes

*6.1 Acquisition of Internal Restoration Resources*

*6.2 Acquisition of Utility Mutual Assistance Resources*

*6.3 Acquisition of External Contractors*

*6.4 Acquisition of Services from Retirees*

*6.5 Acquisition of ICS Command and General Staff Resources*

*6.6 Acquisition of Internal Support Resources*

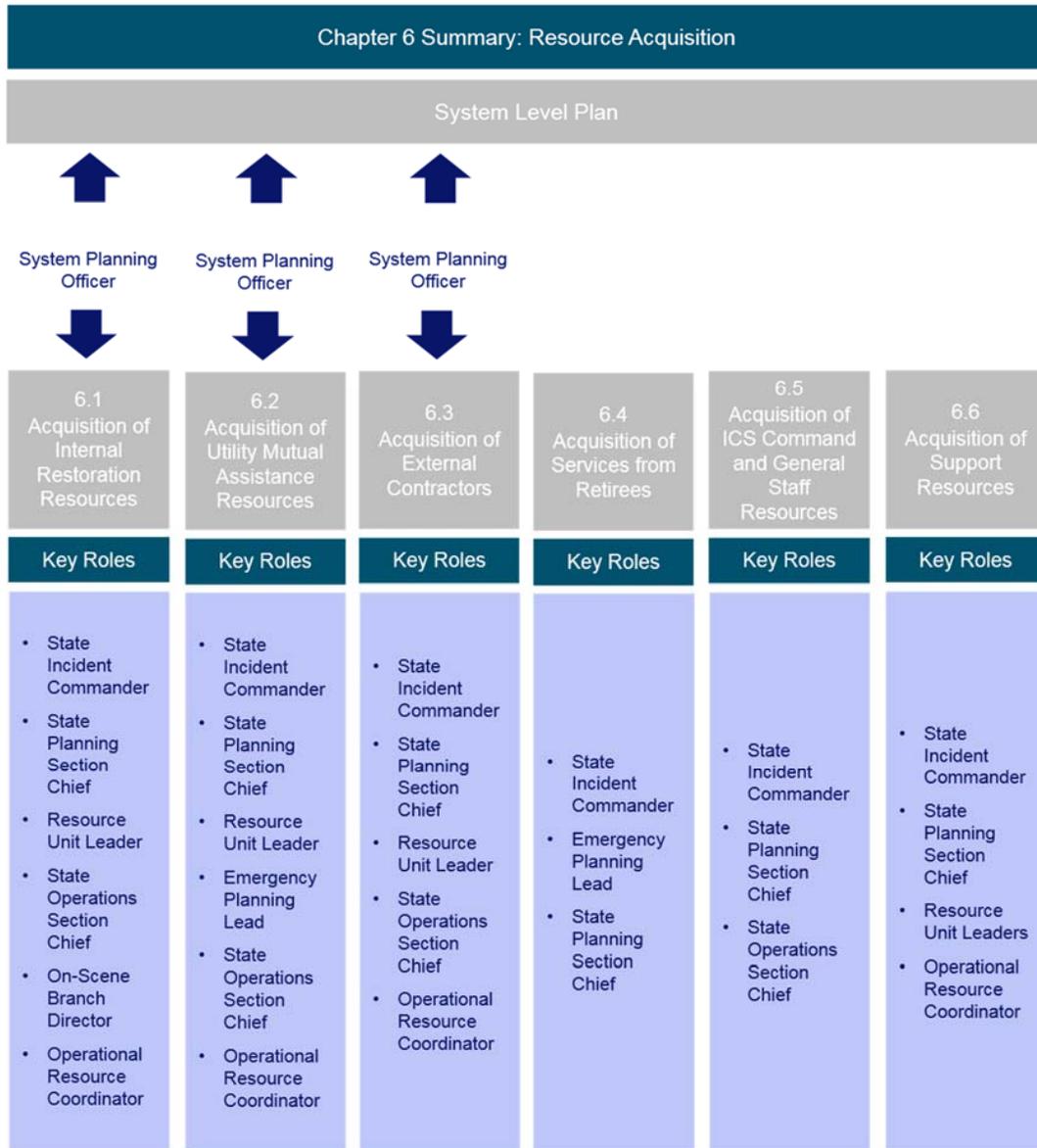


Figure 10: Resource Acquisition High Level Overview

## Resource Acquisition Overview

The acquisition and allocation of resources begins when possible during the Pre-Event Stage of an event and continues through the Response Stage. Throughout this time, the Incident Commander, in concert with the System Planning Officer, is responsible to develop the restoration strategy and its associated resource requirements. For regional events, the Planning Section Chief will hold this responsibility.

The estimation of personnel resources, material and equipment requirements will vary due to the unique nature of each event. Subjective analysis, knowledge of historical impacts, experience during similar events, and consideration of weather conditions and other known hazards are used to determine these estimates.

For localized emergency events, resources will be sent to the emergency scene where their support will be coordinated by the waiting Section Deputy. For large scale emergencies, resources may be directed to an assembly location that will coordinate on-boarding activities.

For forecasted major events, the Company utilizes its pre-event checklist, and a series of event conference calls (found within the Extreme Weather Plan), to align and mobilize the organization into action. This alignment typically includes pre-positioning of resources which may come from an internal or external source so that they can be easily deployed to affected locations at the start of the Restoration Stage.

Part of National Grid's strategy is to acquire sufficient resources either as part of the preparation phase or start of the public safety phase. To ensure that this occurs, the Company has a portfolio of external resource options. Some examples of resource options include Northeast Gas Association, American Gas Association, use of Company resources from other regions, contractors, etc.

Throughout an event, as field conditions change resources (internal, contractor, and mutual aid) may be redeployed to affected locations (work assignment areas) by the State Incident Commander based on input from the System Planning Officer and/or the State Planning Section Chief.

The Resource Unit Leaders will perform a situational assessment and make resource recommendations to the State Operating Section Chief during the pre-event stage as well as throughout the response stage of the event.

When the State Operations Section Chief determines that the resource needs cannot be met with resources allocated to the affected location, they will request appropriate additional resources from the State Incident Commander. The State Planning Section Chief will review all State Operations Section Chief resource requests and perform an assessment of available resources within the region. The State Planning Section Chief will make recommendations to the State Incident Commander regarding appropriate resource levels and allocation to affected locations. The State Incident Commander is responsible for allocation of resources to affected locations. Regarding the mobilization of forces within RI, the Company has the capacity to mobilize approximately 135 gas service workers and 29 gas crews in response to an emergency within 24 hours. The number of gas service workers available considers the need to maintain a portion of personnel separate from those available for emergency mobilization to perform other functions separate and apart from the affected area(s). This number may also vary slightly throughout the year based on vacations and personnel absences.

The Gas Mutual Assistance Plan will typically be implemented by the System Planning Officer at the direction of the System Incident Commander when the quantity of resources requested by the State Operations Section Chief is greater than the amount of Company resources available.

## **6.1. Acquisition of Internal Restoration Resources**

The State Incident Commander can call upon crews located within unaffected parts of the state to provide supplemental emergency restoration services. Additionally, the State or System

Incident Commander is able to leverage the size of the Company's response by calling upon other National Grid affiliated companies to move crews between states to provide supplemental emergency restoration services.

Requests for reallocating crews and CMS personnel are initiated by the State Operations Section Chief. The State Incident Commander makes the decision to reallocate crews within Rhode Island or from Massachusetts. If additional crews are required beyond those available from Rhode Island and Massachusetts, the System Incident Commander can decide to reallocate crews from New York. Crew transfer sheets (an example is included in Chapter 32.2 as Exhibit A, Appendix A) will be utilized when Company crews are transferred out of their home territory and, if a significant number of crews are transferred, the crew supervisor will travel with the crews to the new affected location.

The determination of resource needs of affected locations expected to be impacted during an emergency commences during the Pre-Event Stage when an emergency is anticipated. These needs are reviewed periodically during the Response Stage. Refer to Figure 11, "Acquisition of Internal Restoration Resources Process Workflow" on the following page.

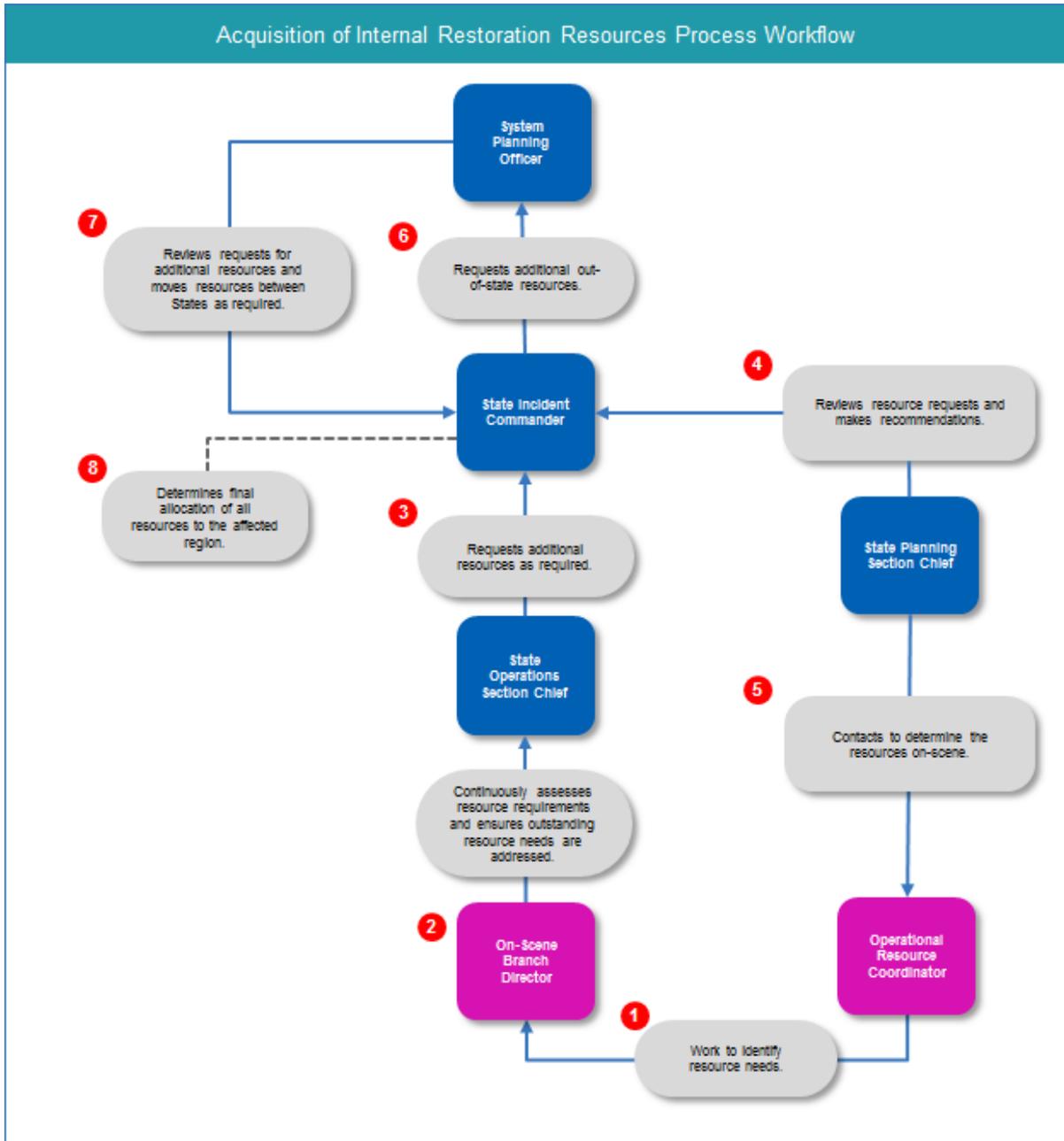


Figure 11: Acquisition of Internal Restoration Resources Process Workflow

## Roles and Activities

### 6.1.1. System Planning Officer

- 6.1.1.1. Reviews requests for additional resources from the State Incident Commander and works with the System Incident Commander (if the System Level is implemented) to coordinate the movement of Company restoration resources between New York and Rhode Island to respond to emergencies.

## **6.1.2. State Incident Commander**

- 6.1.2.1. Elevates requests for additional resources to the System Planning Officer if there are not enough Company restoration resources available in Rhode Island or Massachusetts.

## **6.1.3. State Planning Section Chief**

- 6.1.3.1. Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the region and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to field locations.
- 6.1.3.2. Contacts Resource Unit Leader and determines resources on-scene and requested (location/status). Considers the need for resources in addition to those resources on-scene or requested.
- 6.1.3.3. Maintains a Personnel Resource Status Sheet and provides personnel resource updates to the State Incident Commander on a regular basis.
- 6.1.3.4. Ensures implementation of the National Grid Operator Qualification (OQ) Plan and requests assistance with defining personnel qualification requirements for Company restoration personnel.
- 6.1.3.5. Completes the Contact Information Form (an example of which is included in Chapter 32.2 Exhibit B, Appendix A of this ERP) by entering information for all personnel involved with the Emergency Organization including cell phone numbers.
- 6.1.3.6. Collects and manages all incident relevant operational data.
- 6.1.3.7. Based on the number of service technicians needed to complete shut off process, activates the Resource Unit Support Team to initiate and manage the Outage Data Management process.

## **6.1.4. Operational Resource Coordinator**

- 6.1.4.1. Works with the On-Scene Branch Director and/or the Section Deputy to determine the Gas Organization personnel needed to respond to the event.
- 6.1.4.2. Identifies the individual(s) at the scene, to whom Company personnel should report.

## **6.1.5. Resource Unit Leader**

- 6.1.5.1. Documents the arrival of all personnel who have been assigned to work at the on-scene location, or as field personnel; may use the National Grid Gas

Organization On-Scene Emergency Responder Sign-In Sheet (an example of which is included in Chapter 32.2 Exhibit C, Appendix A of this ERP).

#### **6.1.6. State Operations Section Chief**

- 6.1.6.1. Gathers preliminary information from the on-scene responder and Gas Dispatch and determines resources required (e.g., Instrumentation & Regulation (I&R), Maintain & Construct (M&C), Customer Meter Services (CMS)).
- 6.1.6.2. Requests additional resources from the State Incident Commander when resource needs cannot be met by resources allocated to the territory.
- 6.1.6.3. Directs all Gas Organization emergency response personnel check in with the Resources Unit Leader.

#### **6.1.7. On-Scene Branch Director**

- 6.1.7.1. Identifies and re-assesses the resource requirements based on the situation and communicates with the external agency Incident Commander and coordinates any immediate necessary activities, when appropriate.
- 6.1.7.2. Assigns an individual to complete the Operational Planning Worksheet, an example of which is included in Chapter 32.2 Exhibit D, Appendix A of this ERP, with the resources required and the resources on hand and provides the information to the State Operations Section Chief so the remaining required resources are requested as soon as possible.

### **6.2. Acquisition of Utility Mutual Assistance Resources**

The Company is a member of the Northeast Gas Association (NGA), which facilitates the sharing of crews between member utilities during Emergencies. In cases where there are not enough resources available from within NGA, the NGA will request additional resources from other Regional Mutual Assistance Groups (RMAGS). A listing of NGA member utilities can be found in Chapter 32.2 Exhibit E to this chapter, which is included in Appendix A of this ERP.

The Emergency Planning Lead will initiate a Request for Assistance through the NGA to obtain mutual assistance from member utilities as requested by the System Planning Officer. Exhibits E through L to this chapter (which are included in Chapter 32.2 as Appendix A) contain an overview of the information that should be supplied to responding utilities when the request for mutual assistance is made.

As a member of the NGA, the Company adheres to the Northeast Gas Association Operations Emergency Mutual Assistance Plan. See Figure 12, "Acquisition of Utility Mutual Assistance Resources Process Workflow" on following page.

As mutual assistance from other utilities is requested, the following information should be tracked and/or communicated to the utility from which resources are being requested:

- Request at least one supervisor for every ten responders,
- Keep detailed records of their activities and work locations,
- Company escorts should have cellular phones and should call in periodically for messages, and
- The hotel they are staying at should be noted so that they may be contacted if necessary.

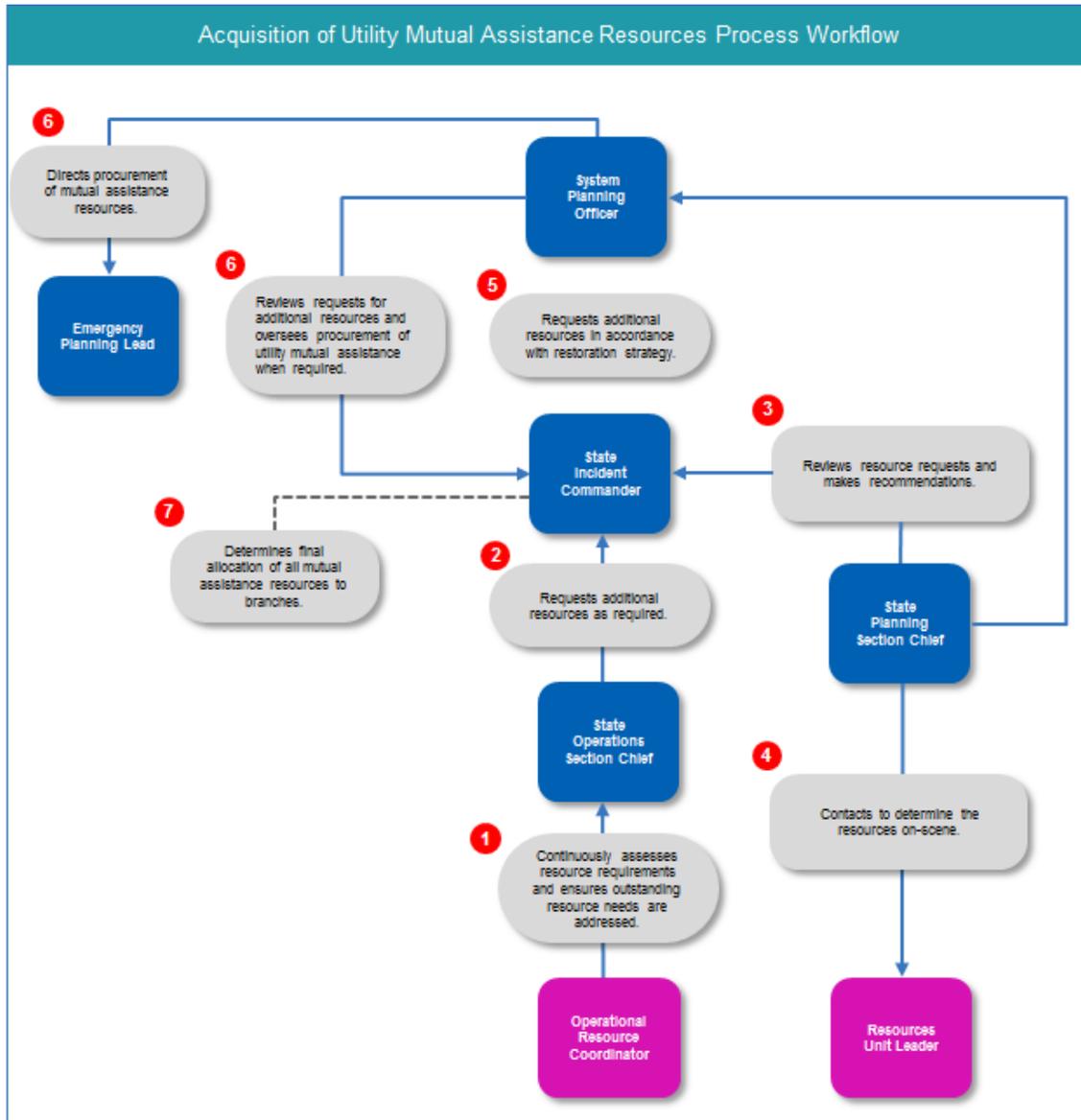


Figure 12: Acquisition of Utility Mutual Assistance Resources Process Workflow

## Roles and Activities

### 6.2.1. System Planning Officer

- 6.2.1.1. Coordinates with State Incident Commanders to review the status of their requests for additional CMS or Construct and Maintain resources as needed in order to support restoration efforts during a System Level Emergency.
- 6.2.1.2. Oversees procurement of utility mutual assistance.

### 6.2.2. State Incident Commander

- 6.2.2.1. Works with System Planning Officer to develop restoration strategy and associated resource requirements during a System Level Emergency.
- 6.2.2.2. Elevates requests for resources to System Planning Officer who will then work to procure mutual assistance resources as needed.
- 6.2.2.3. Allocates mutual assistance resources to affected damage locations.

### 6.2.3. State Planning Section Chief

- 6.2.3.1. Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the State and makes recommendations to the State Incident Commander regarding appropriated resource levels and allocation to the affected locations.
- 6.2.3.2. Contacts Resource Unit Leader and determines resources on-scene and requested (location/status). Considers the need for resources in addition to those resources on-scene or requested.
- 6.2.3.3. Escalates information called for in Exhibit F Chapter 32, Information Supplied to US Utilities by Party Seeking Assistance, to the System Planning Officer so the Emergency Planning Lead can provide it to the utility providing mutual assistance.
- 6.2.3.4. Completes the Contact Information Form (an example of which is included in Chapter 32.2 Exhibit B, Appendix A of this ERP) by entering information for all personnel involved with the Emergency organization.
- 6.2.3.5. Activates use of the Foreign Crew Tracking Excel file as utility mutual assistance resources are acquired.
- 6.2.3.6. Obtains all information necessary to demonstrate applicable National Grid Operator Qualifications prior to any foreign crew beginning work for National Grid.
- 6.2.3.7. During a Type 1 event, determine the need to activate the Metrics and Data Reporting Support to assist Situation Unit Leader.

## 6.2.4 Resource Unit Leader

6.2.4.1 Documents the arrival of all personnel who have been assigned to work at the on-scene location, or as field personnel; may use the National Grid Gas Organization On-Scene Emergency Responder Sign-In Sheet (an example of which is included in Chapter 32.2 Exhibit C, Appendix A of this ERP).

## 6.2.5 Emergency Planning Lead

6.2.5.1 Procures utility mutual assistance resources as directed by the System Planning Officer.

6.2.5.2 Obtains information about the type of assistance that responding utilities will send, such as:

- Number and capability of crews (by utility),
- Type of equipment and material (truck, lighting, etc.), and
- Estimated time of arrival on Company property.

## 6.2.6 State Operations Section Chief

6.2.6.1 Gathers preliminary information from the on-scene responder and Gas Dispatch and determines the resources required (e.g., Instrumentation & Regulation (I&R), Construct & Maintain (C&M), Customer Meter Services (CMS), etc.).

6.2.6.2 Requests additional resources from the State Incident Commander if resource needs cannot be met by resources already on-scene.

## 6.2.7 Operational Resource Coordinator

6.2.7.1 Performs a situational assessment and makes resource recommendations to the State Operations Section Chief.

## 6.3 Acquisition of External Contractors

The Company maintains contact information for a portfolio of contractors. The System Planning Officer will report back to the State Incident Commander with contractor responses and provide the appropriate crew rosters upon notification. The State Incident Commander will provide the System Planning Officer with assignment locations, contact names and phone numbers which will be used to direct the contract personnel. The System Planning Officer's team will provide the appropriate information to the responding contractor company. Upon arrival, contractor resources are on-boarded and directed by the appropriate leadership until demobilized. Refer to Figure 13, "Acquisition of External Contractors Process Workflow" on the following page.

Contractor crew transfer between New England and New York will be completed through the System Planning Officer at the direction of the respective State Incident Commander(s). There will be no contract crew exchanges directly between the New England and New York Jurisdictions; this must be completed through the System Officer in the EOCs. Contract crews in Rhode Island will not be released without the consent of the State Incident Commander or their designee.

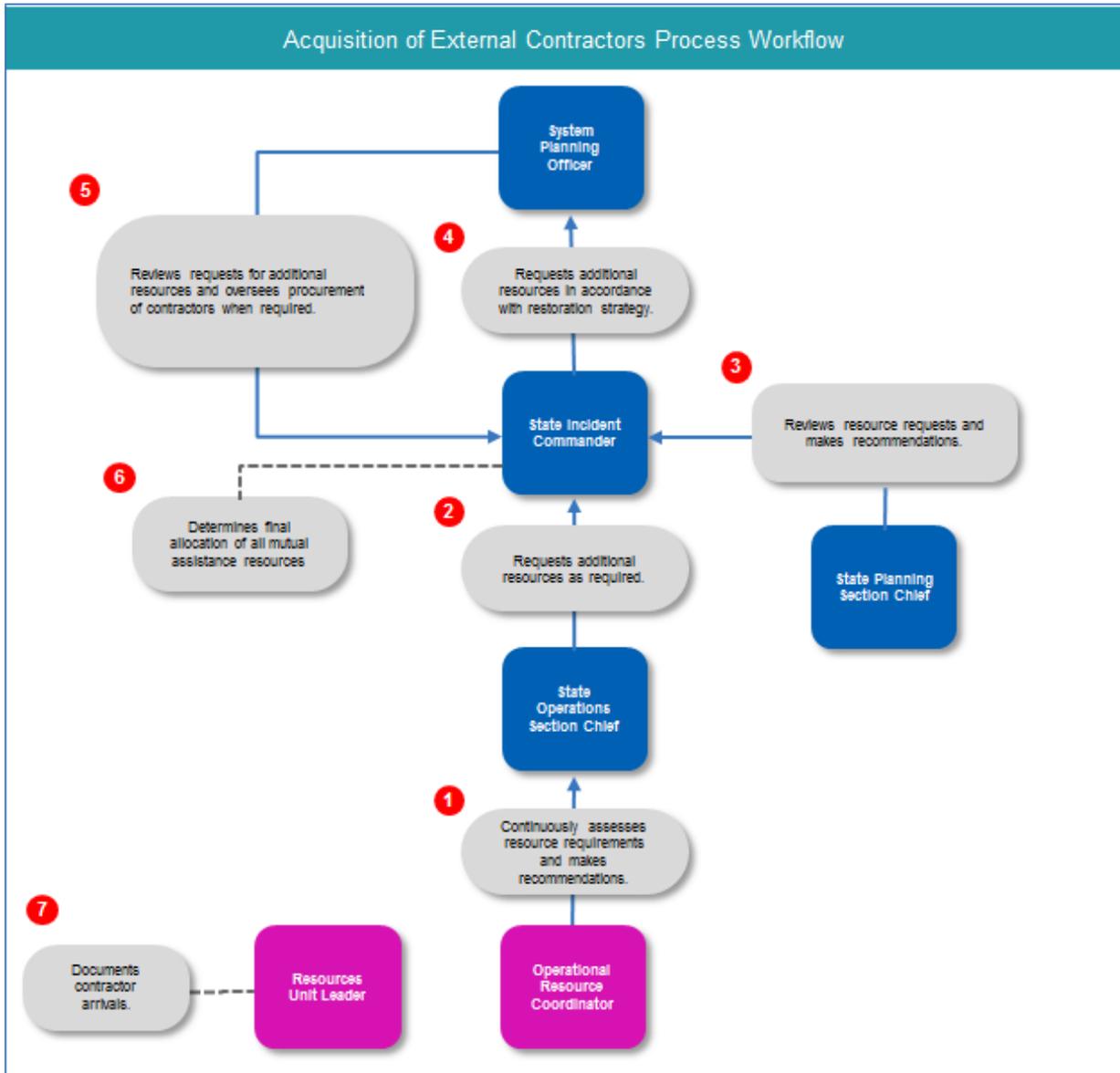


Figure 13: Acquisition of External Contractors Process Workflow

## Roles and Activities

### 6.3.1 System Planning Officer

6.3.1.1 Oversees procurement of external contractors.

- 6.3.1.2 Reports back to the State Incident Commander and/or State Operations Section Chief with contractor company response and provides the appropriate crew rosters upon notification.

### **6.3.2 State Incident Commander**

- 6.3.2.1 Works with System Planning Officer to develop restoration strategy and associated resource requirements.
- 6.3.2.2 Elevates requests for resources to System Planning Officer who will then work to procure contractors as needed.
- 6.3.2.3 Allocates contractors to affected locations.

### **6.3.3 State Planning Section Chief**

- 6.3.3.1 Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the region and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to affected locations.
- 6.3.3.2 Completes the Contact Information Form (an example of which is included as Exhibit B, Chapter 32 Appendix A of this ERP) by entering information (including cell phone numbers) for all personnel involved with the Emergency Organization.
- 6.3.3.3 Activates use of the Foreign Crew Tracking Excel file as contractor resources are acquired.
- 6.3.3.4 Obtains all information necessary to demonstrate applicable National Grid Operator Qualifications prior to any foreign crew beginning work for National Grid.

### **6.3.4 Resource Unit Leader**

- 6.3.4.1 Documents the arrival of all personnel who have been assigned to work at the on-scene location, or as field personnel; may implement use of the National Grid Gas Organization On-Scene Emergency Responder Sign-In Sheet (an example of which is included in Exhibit C Chapter 32 Appendix A of this ERP).

### **6.3.5 State Operations Section Chief**

- 6.3.5.1 Gathers preliminary information from the on-scene responder and Gas Dispatch and determines resources required, (e.g., Instrumentation & Regulation (I&R), Field Operations (FO), Customer Meter Services (CMS), etc.).

6.3.5.2 Requests additional resources from the State Incident Commander if resource needs cannot be met by resources allocated to the affected location.

**6.3.6. Operational Resource Coordinator**

6.3.6.1. Performs a situational assessment of the resource needs and makes resource recommendations to the State Operations Section Chief.

**6.4 Acquisition of Services from Retirees**

In instances when the knowledge and skills of retirees are necessary to provide restoration support, they will be hired as contractors via a third party.

When the State Incident Commander determines a need for retiree assistance, they will contact both Emergency Planning and the State Planning Section Chief in advance of retaining retirees to discuss their specific requirements. Refer to Figure 14, “Acquisition of Services from Retirees Process Workflow” below.

Emergency Planning in coordination with the State Planning Section Chief will utilize the Human Resources Department for assistance in contacting retirees and handling the administrative details of their employment arrangements.

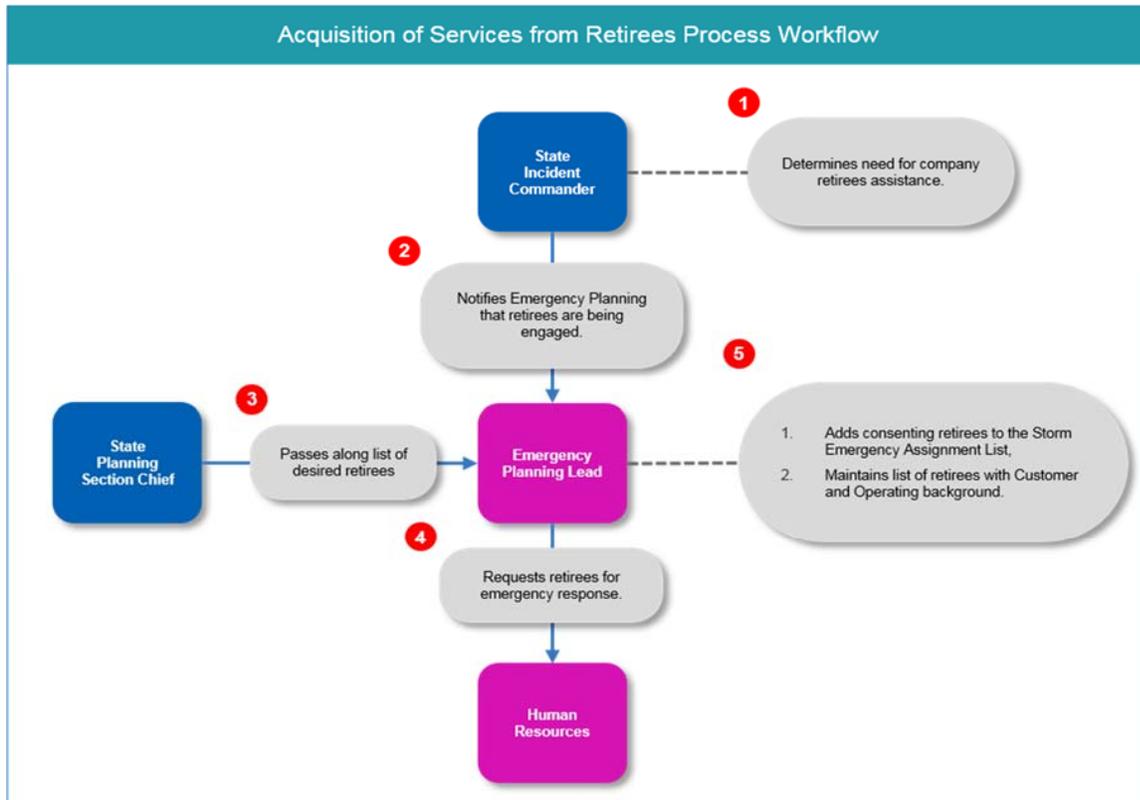


Figure 14: Acquisition of Services from Retirees Process Workflow

## Roles and Activities

### 6.4.1 State Incident Commander

- 6.4.1.1 Determines need for company retirees' assistance.
- 6.4.1.2 Notifies Emergency Planning that retirees are being engaged.

### 6.4.2 Emergency Planning Lead

- 6.4.2.1 Requests Human Resource contact retirees and handle the administrative details of their employment arrangements.
- 6.4.2.2 Adds consenting retirees to Storm Emergency Assignment Listing (SEAL), designating their availability and willingness to be of service during emergencies.
- 6.4.2.3 Maintains list of retirees with Customer and Operating background who could be assigned during an emergency.

### 6.4.3 State Planning Section Chief

- 6.4.3.1 Identifies retirees to fill required positions.
- 6.4.3.2 Provides a list of desired retirees to Emergency Planning.
- 6.4.3.3 Completes the Contact Information Form (an example of which is included in Chapter 32, Exhibit B, Appendix A of this ERP) by entering information (including cell phone numbers) for all personnel involved with the Emergency.

## 6.5 Acquisition of ICS Command and General Staff Resources

The State Incident Commander determines which State Level ICS positions are required to respond to an emergency and identifies the functions they would like to activate at the Operational Level. The State Operations Section Chief determines the ICS positions required to support these functions. The ICS positions activated can vary emergency to emergency and can change over the duration of one emergency based on system conditions and response needs. It is the responsibility of the State Incident Commander and State Operations Section Chief to make the ERO aware that they are directing restoration efforts at the State and Operational Levels.

Once personnel are activated to fill ICS roles in the ERO and they have reported for duty, they should check in with the State Incident Commander or State Operations Section Chief, as appropriate, to inform them that they have assumed the position.

When it is necessary to transfer responsibilities from an outgoing to an incoming ICS Command or General Staff resource, such as during a shift change, the outgoing resource will provide a

situational awareness briefing to the incoming resource. Refer to Figure 15, “Acquisition of Command and Staff ICS Resources Process Workflow” below.

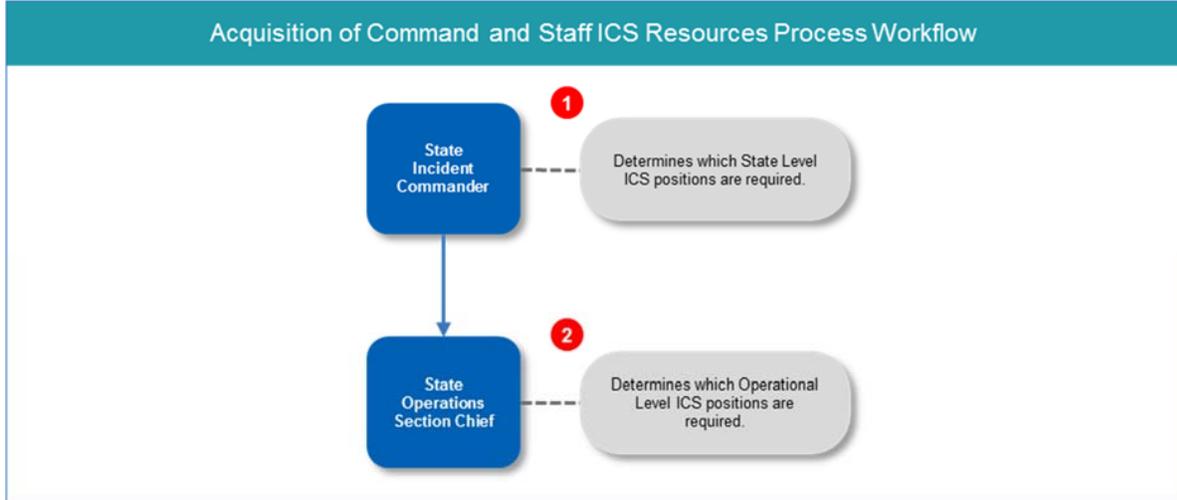


Figure 15: Acquisition of Command and Staff ICS Resources Process Workflow

## Roles and Activities

### 6.5.1 State Incident Commander

6.5.1.1 Determines which State Level ICS positions are required to respond to an emergency.

### 6.5.2 State Planning Section Chief

6.5.2.1 Completes the Contact Information Form (an example of which is included in Chapter 32 Exhibit B, Appendix A of this ERP) by entering information (including cell phone numbers) for all personnel involved with the Emergency Organization.

### 6.5.3 State Operations Section Chief

6.5.3.1 Determines which Operational Level ICS positions are required to oversee the functions desired by the State Incident Commander.

## 6.6 Acquisition of Internal Support Resources

Following the confirmation of the ERO that will be activated by the State Incident Commander (which is covered in Chapter 4.2) the Resource Unit Leader within the Company will determine the staffing level required of the ERO. The Resource Unit Leader will identify personnel available to fill emergency roles within the ERO and reach out to confirm their availability. Any Company personnel could serve in support roles during an emergency response based on their qualifications. Refer to Figure 16, “Acquisition of Internal Support Resources Process Workflow” on the following page.

If additional resources are required to staff the ERO beyond those already identified, the Resource Unit Leader will work with the State Planning Section Chief to identify additional Company personnel in Rhode Island or Massachusetts to fill a role. The Resource Unit Leader will work with the State Incident Commander to identify Company personnel in New York available to fill support roles that were not filled with available Company resources in Rhode Island or Massachusetts. If additional support resources are required after considering Company personnel in other company regions, the State Incident Commander will work with the Company’s procurement and mutual assistance groups to fill these roles. Refer to Figure 16, “Acquisition of Internal Support Resources Process Workflow” below.

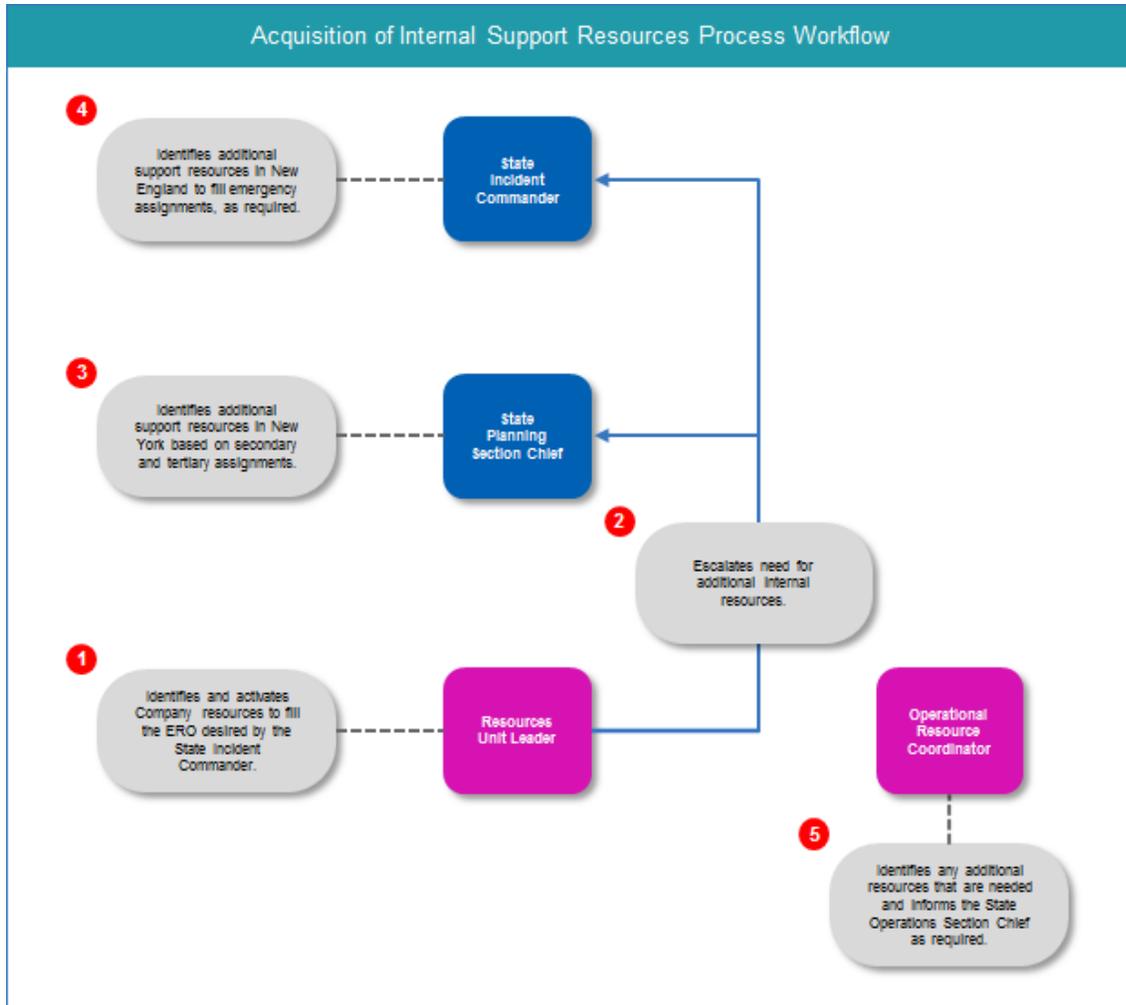


Figure 16: Acquisition of Support Resources Process Workflow

Table 3 on the following page provides a suggested minimum number of personnel resources needed to support the data management process utilized during gas system restoration. Ultimate personnel resource decisions are the discretion of the State Incident Commander.

Table 3: Suggested Amount of Resource Unit Support Team Personnel Needed

Outages	Suggested Support Personnel
50-499	2 per shift
500-999	4 per shift
1,000 or greater	10 per shift

## Roles and Activity

### 6.6.1 State Incident Commander

- 6.6.1.1 Identifies additional support resources in New York to fill emergency assignments not filled with available Company resources in Rhode Island and Massachusetts, as required.
- 6.6.1.2 Coordinates with the appropriate parties to fill any remaining emergency assignments, as required.

### 6.6.2 State Planning Section Chief

- 6.6.2.1 Identifies additional support resources based on secondary and tertiary emergency response assignments in Rhode Island and Massachusetts to fill emergency assignments, as required.
- 6.6.2.2 Completes the Contact Information Form by entering information (including cell phone numbers) for all personnel involved with the Emergency Organization. An example of this form is included in Chapter 32, Exhibit B Appendix A of this ERP.
- 6.6.2.3 Activate the Resource Unit Support Team to process Outage Management cards based on the number of service technicians needed to complete shut off process.

### 6.6.3 Resource Unit Leader

- 6.6.3.1 Identifies and activates Company resources to fill the emergency support assignments within the ERO activated by the State Incident Commander.
- 6.6.3.2 Provides the State Planning Section Chief with updates on requirements for additional support resources.

### 6.6.4 Operational Resource Coordinator

- 6.6.4.1 Identifies any additional resources that are needed in order to meet objectives and informs the State Operations Section Chief of the need to obtain the services of these individuals.

6.6.4.2 After consulting with the State Operations Section Chief, works with the State Planning Section Chief to identify additional resources in Rhode Island to fill support roles.

# Chapter 7: Coordinate Support Logistics



## 7. Coordinate Support Logistics

### Introduction

Well-coordinated logistical support maximizes the time that crews spend working and enables safe and timely service restoration. This chapter describes the process by which the Company coordinates support logistics during an emergency.

The processes and activities in this chapter are initiated once the emergency has been classified, the ERO has been activated (as covered in Chapter 4 of this ERP), and the type and number of resources required to address the emergency have been estimated (as covered in Chapter 6 of this ERP). As the emergency evolves, the processes described in the chapter are revisited to ensure the logistical needs of the ERO are met to promote an efficient emergency response.

The processes, associated roles and interactions with the System Level Plan covered in this chapter can be seen in Figure 17, “Coordinate Support Logistics High Level Overview.”

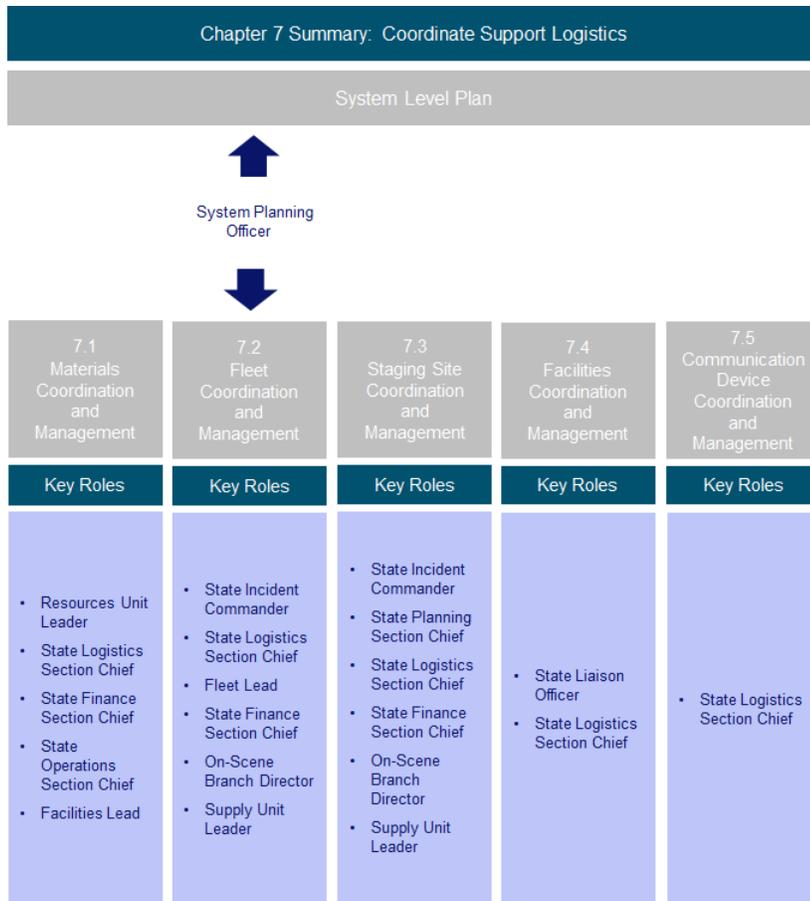


Figure 17: Coordinate Support Logistics High Level Overview

### Processes

*7.1 Materials Coordination and Management*

*7.2 Fleet Coordination and Management*

*7.3 Staging Site Coordination and Management*

*7.4 Facilities Coordination and Management*

*7.5 Communication Device Coordination and Management*

When carrying out logistical support activities, issues and decisions may be escalated through the System Level ICS for the Fleet Coordination and Management process.

During an emergency that does not trigger the activation of the System Level ICS the State Logistics Section Chief activates and oversees the Materials, Fleet and Staging Site Units and the State Finance Officer administers all financial matters pertaining to logistics vendor contracts.

## **Coordinate Support Logistics Overview**

The coordination of support logistics is primarily the responsibility of the State Logistics Section Chief and covers the provision of materials, fleet and communication needs, establishing of staging sites, preparing facilities, and utilizing the mobile On-Scene Command Center while responding to an emergency. To facilitate this, either the System Officer or State Logistics Section Chief activates the logistics support unit to a central location at the System EOC or, alternatively, sets up an adequate workspace for the logistics support units within or near the State EOC. The process overviews contained in this chapter include the identification of roles and activities specific to the individual processes.

During a State Level Emergency, the State Logistics Section Chief is responsible for developing applicable portions of the response or mitigation plan(s) and reviewing proposed tactics for the next Operational Period or periods at planning meetings. Additionally, the State Operations Section Chief tracks the emergency expansion or contraction due to changes in conditions and communicates the size and complexity of the emergency, emergency objectives, emergency activities and current situation, crew movement, and special logistics concerns to the State Logistics Section Chief. The State Logistics Section Chief can then use this information to determine the Company's logistics requirements.

Figure 18, "Support Logistics Management Lifecycle" shown on the following page provides an overview of the Company's resource management in response to an emergency. The various components of this approach are contained in the chapters identified in the graphic.

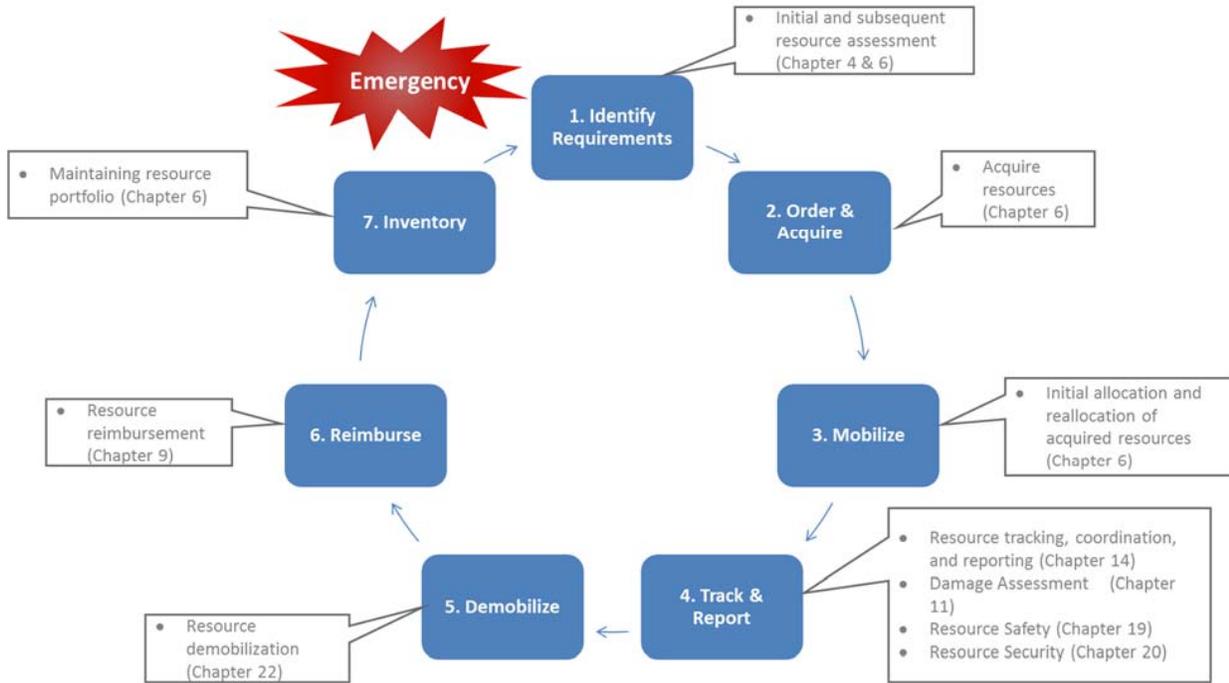


Figure 18: Support Logistics Management Lifecycle

## 7.1. Materials Coordination and Management

In anticipation of a possible emergency, the Materials Lead will review the existing inventory, identify additional supply and equipment needs, and notify the Materials Unit to prepare for those needs. Whenever additional quantities of materials are required for restoration efforts, material management personnel should be called in to operate storerooms. Emergencies of long duration may require 24-hour support operations. The Warehouse Material Coordinator can be dispatched to assist, when necessary, at crew locations.

When material is in short supply, the Materials Unit will provide Corporate Procurement with additional requirements. Supplier emergency phone numbers are maintained by Corporate Procurement and emergency purchase orders will be issued to suppliers and other utilities.

The Supply Unit Leader will communicate the material needs on behalf of field personnel as the emergency progresses.

Figure 19 outlines the “Materials Coordination and Management Process Workflow.”

Tractor trailers, stake trucks, or pickup trucks can be used to transport quantities of materials from local and other storerooms to affected regions. Traveling stores trucks can also be set up, as an emergency storeroom, at any location.

Additional marshaling yards and staging sites can be established as necessary. Staging sites will be mobilized, operated, and demobilized upon the request of the State Incident

Commander. During the demobilization, the site will be cleaned, unused materials will be returned to Inventory, and take down and scrap material will be disposed per normal operation procedures. Vehicles should be restocked while the crews are on rest time at their rest locations.

When utility mutual assistance crews arrive, they will receive material from the Operational Resource Coordinator, such as outage management cards, door hangers, meter locks, and warning tags.

Material Management will maintain an emergency equipment listing. A review of this listing along with possible revisions will be made annually. A listing of manufacturers used during emergency events is located in Exhibit A, Ch. 32.3.

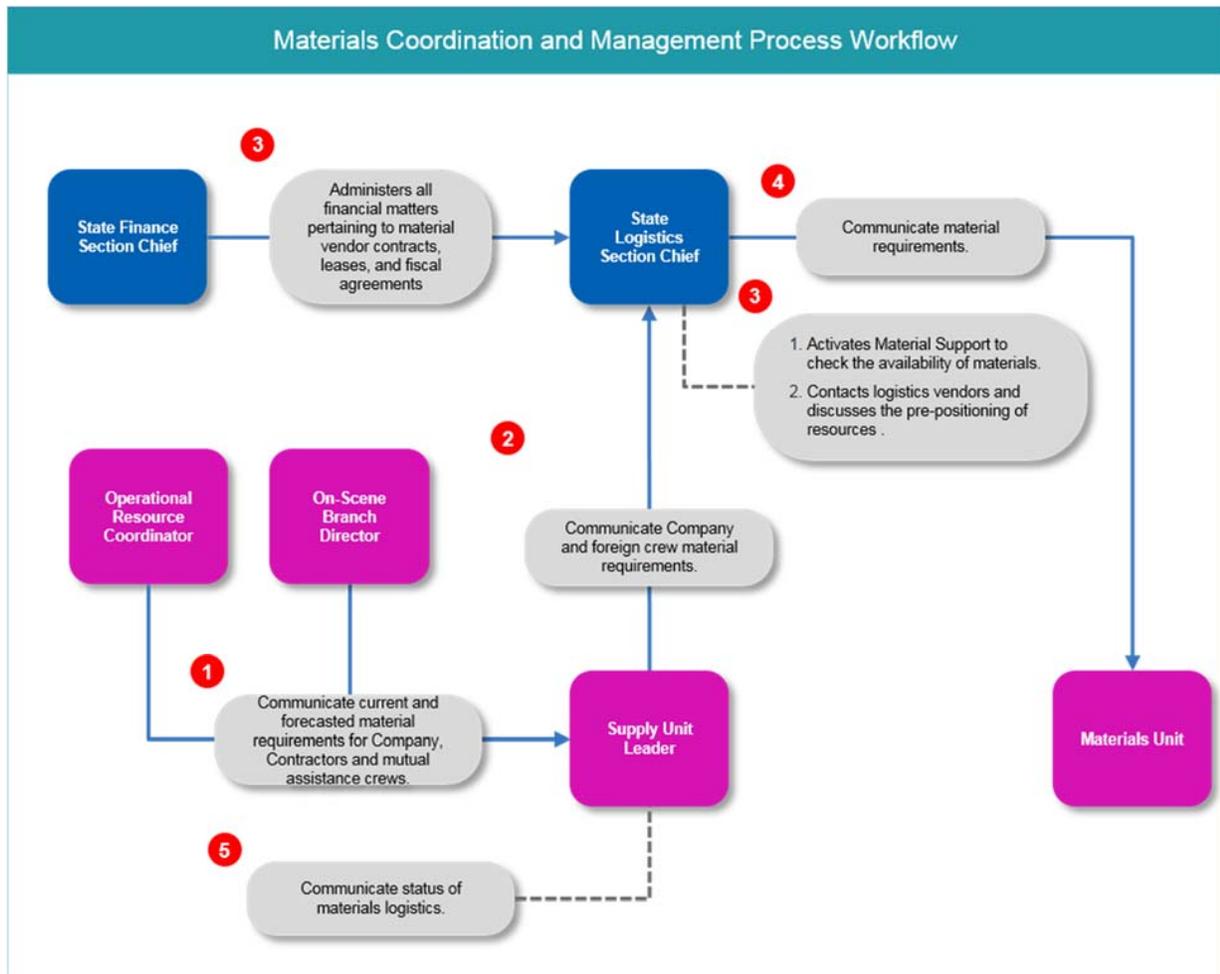


Figure 19: Materials Coordination and Management Process Workflow

## Roles and Activities

### 7.1.1. Operational Resource Coordinator

- 7.1.1.1. Communicates materials needs of utility mutual assistance crews to the State Logistics Section Chief.

### 7.1.2. State Logistics Section Chief

- 7.1.2.1. Activates Materials Support to check the availability of materials in the field and arranges for delivery of materials and/or items at deficient levels when the System Level is not activated.
- 7.1.2.2. If necessary, contacts logistics vendors and discusses the pre-positioning of resources depending on the anticipated impact of the emergency.
- 7.1.2.3. Establishes contact with the Resources Unit Leader and Supply Unit Leader to serve as the single point of contact for material and supply requirements during an emergency.

### 7.1.3. State Finance Section Chief

- 7.1.3.1. Administers all financial matters pertaining to material vendor contracts, leases, and fiscal agreements.

### 7.1.4. On-Scene Branch Director

- 7.1.4.1. Meets with the Supply Unit Leader periodically to coordinate their current and forecasted material requirements.

### 7.1.5. Supply Unit Leader

- 7.1.5.1. Meets with the On-Scene Branch Director and Operational Resource Coordinator periodically to understand their current and forecasted material requirements and communicate these to the Material Lead.
- 7.1.5.2. Communicates status of material logistics to the On-Scene Branch Director and Operational Resource Coordinator.
- 7.1.5.3. Places generators in strategic locations, if necessary.
- 7.1.5.4. Serves as the single point of contact for communicating material needs.

## 7.2. Fleet Coordination and Management

In anticipation of a possible emergency, the Fleet Lead will review the existing inventory, identify additional fleet needs, and notify the staff to prepare for those needs.

The Fleet Lead will provide consultation to ensure that the age, type, and condition of any vehicles and equipment being mobilized are appropriate for the length and duration of the trip.

## Rental of Equipment

When supplemental equipment is needed, the State Logistics Section Chief will contact the Fleet Lead. They will then seek available equipment using the following order of precedence:

- Availability within the Company's Rhode Island fleet,
- Availability within the Company's New England fleet outside of Rhode Island,
- Availability from the Company's Long Island and New York fleets, and
- Equipment obtained from other sources.

The goal of Fleet Services/Procurement is to obtain the necessary equipment when it is needed at the lowest cost.

If a full on-scene ERO is required, the On-Scene Branch Director should call for the Mobile Command Center or make other arrangements for a command center in anticipation of more personnel. Refer to Figure 20, "Fleet Coordination and Management Process Workflow" on the following page.

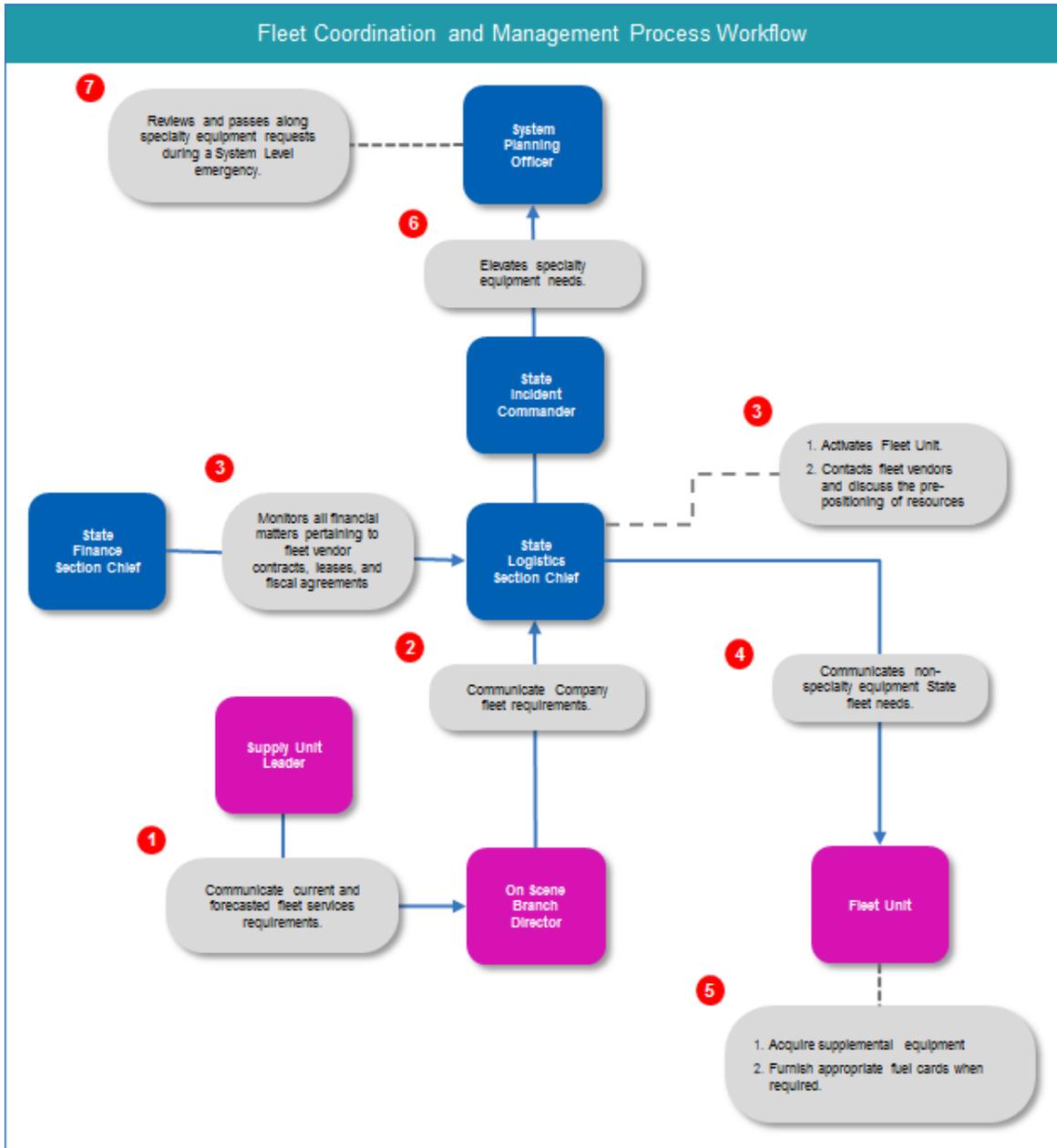


Figure 20: Fleet Coordination and Management Process Workflow

## Roles and Activities

### 7.2.1. System Planning Officer

7.2.1.1. Reviews and provides the specialty equipment requests of the State Incident Commander during a System Level Emergency.

### 7.2.2. State Incident Commander

7.2.2.1. Elevates specialty equipment needs during a System Level Emergency.

### **7.2.3. State Logistics Section Chief**

- 7.2.3.1. Activates the Fleet Unit when the System Level is not activated to assess fleet inventory, releasing vehicles from maintenance if appropriate and arranging for additional vehicles and special equipment, if necessary.
- 7.2.3.2. If necessary, the State Logistics Chief will contact fleet vendors and discuss the early securing of resources depending on the anticipated impact of the emergency.
- 7.2.3.3. Establishes contact with the Supply Unit Leader to serve as the single point of contact for the Fleet Unit and rental vehicles.

### **7.2.4. Fleet Lead**

- 7.2.4.1. Acquires supplemental equipment based on the following order: 1) availability within the Company's New England fleet; 2) availability from the Company's Long Island and New York fleets; and 3) obtaining equipment from other sources. Note that obtaining supplemental equipment from the Company's Long Island and New York fleets and from other sources is overseen at the System Level.
- 7.2.4.2. Furnishes appropriate fuel cards when required.

### **7.2.5. State Finance Section Chief**

- 7.2.5.1. Administers all financial matters pertaining to fleet vendor contracts, leases, and fiscal agreements.

### **7.2.6. On-Scene Branch Director**

- 7.2.6.1. Meets with the Supply Unit Leader periodically to coordinate their current and forecasted fleet support requirements.

### **7.2.7. Supply Unit Leader**

- 7.2.7.1. Meets with the On-Scene Branch Director periodically to understand their current and forecasted fleet support requirements and communicate these requirements to the Fleet Lead.
- 7.2.7.2. Communicates fleet logistics needs to the State Logistics Section Chief.

## **7.3. Staging Site Coordination and Management**

The Staging Site Lead is responsible for implementing items within this section of the plan. The support staff for the staging sites is activated based upon the type of the staging site requested. Refer to Figure 21, "Staging Site Coordination and Management Process Workflow" on page 74.

A staging site is strategically located near or just outside an area with physical or environmental damage caused by natural or manmade Emergencies. Its purpose is to provide a work platform where resources required to restore service can be marshaled and re-supplied. The idea is to locate staging sites relatively close to the site of the emergency but far enough away from it to provide respite for those responding to the emergency.

In anticipation of a possible emergency, the Staging Site Lead will review the availability of the pre-determined staging site locations to ensure that the usage agreement with the sites is still valid.

The State Incident Commander is responsible for determining the type and location of staging sites to support the restoration. Staging sites are activated by the State Logistics Section Chief upon direction from the State Incident Commander.

The services provided at a staging site can range from full-service staging sites to material pods and will include fuel deliveries for trucks, vans, and other equipment.

Descriptions of the typical types of staging sites are outlined in Table 3 “Staging Site Types.”

Table 3: Staging Site Types

Level	Description	Equipment	Trigger Point	Responsible Party
Material Pod	Lowest level support consists of meters, regulators, and associated hardware delivered to requested location(s) that may or may not be staffed. May be for scheduled hours only.	Pick up or rack truck(s), possible material storage pod.	Decision to implement modified operations	Staging Site Lead/Material Lead
Material Only	Material staging area consists of several meters, regulators and associated hardware.	May include all equipment above and tent, portable toilets, lighting, RV, scrap bins, dumpsters & material handling equipment. May include vehicle fueling.	Conditions above and Mutual Assistance Crews requested	Staging Site Lead/Material
Staging Site Lite	Services include truck parking, bus transportation, materials, vehicle fueling. May include medical, box lunches, laundry service and crew gathering area.	Includes all equipment above plus traffic control devices, buses, vehicle fueling equipment, second tent for crew meetings. May include laundry service equipment and box lunch distribution area.	Conditions above plus housing and/or crew support logistics make it impractical to have crews travel to hotels in trucks.	Staging Site Team
Base Camp	Includes above plus breakfast, lunch and dinner for crews, may include alternative housing.	Includes all equipment above plus dining facilities, food prep areas, additional RV units and hand wash stations. May include alternative lodging area and showers.	Conditions above plus local hotels and restaurants' availability reduced to a level unable to support the crews.	Staging Site Team

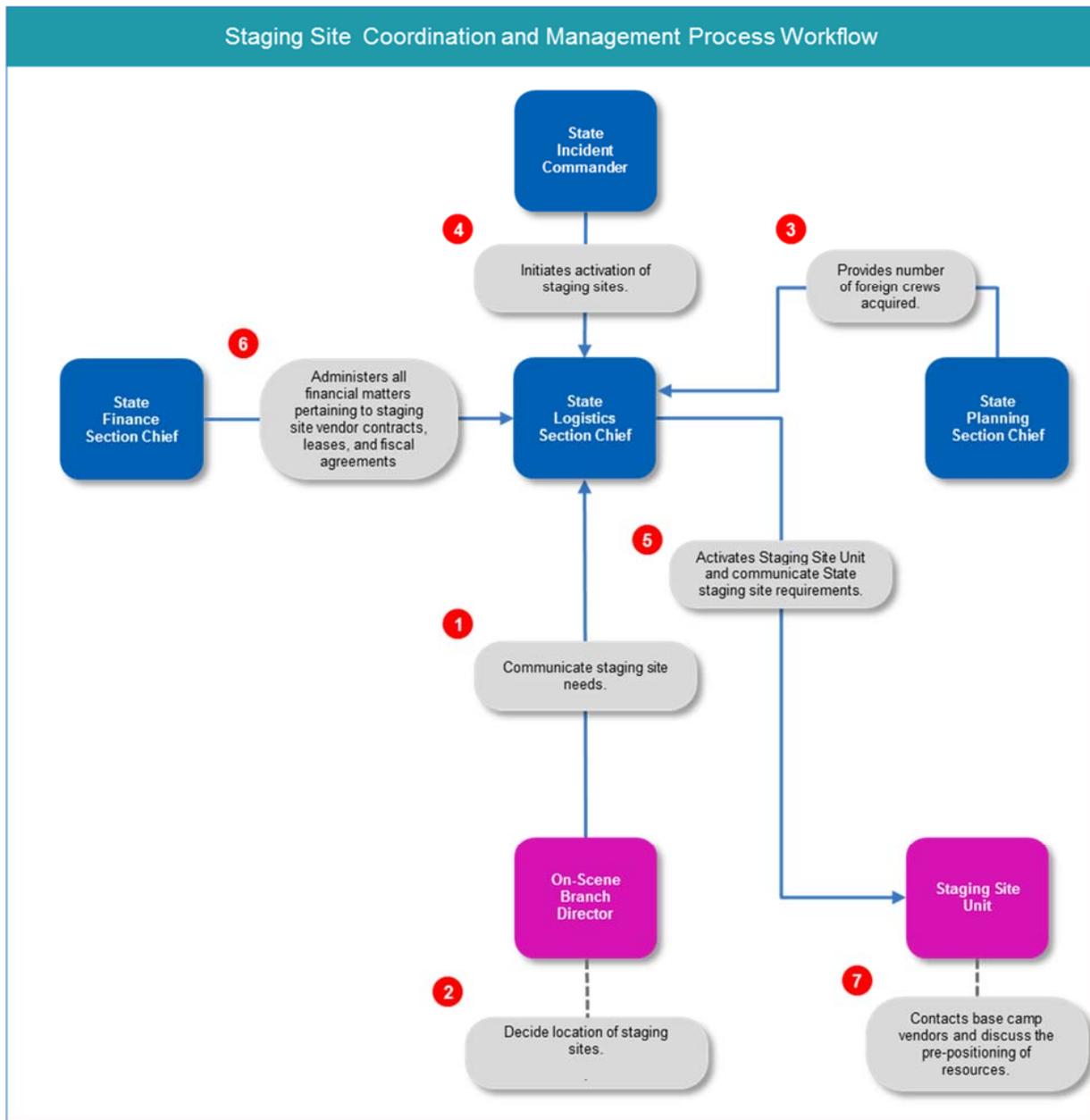


Figure 21: Staging Site Coordination and Management Process Workflow

## Roles and Activities

### 7.3.1. State Incident Commander

7.3.1.1. Initiates activation of staging sites.

### **7.3.2. State Planning Section Chief**

- 7.3.2.1. Contacts the State Logistics Section Chief and provides the number of foreign crews acquired for the emergency response and their work location to ensure bus transportation to and from staging sites is provide as necessary.

### **7.3.3. State Logistics Section Chief**

- 7.3.3.1. Activates Staging Sites Unit upon request of State Incident Commander.
- 7.3.3.2. If necessary, requests Staging Site Unit contact base camp vendors and discuss the pre-positioning of resources depending on the anticipated impact of the emergency.
- 7.3.3.3. Establishes contact with the Supply Unit Leader to serve as the single point of contact for coordination of the activities at the staging sites.

### **7.3.4. State Finance Section Chief**

- 7.3.4.1. Administers all financial matters pertaining to staging site vendor contracts, leases, and fiscal agreements associated with establishing staging sites.

### **7.3.5. On-Scene Branch Director**

- 7.3.5.1. Determines the location of staging sites based on the request to establish them by the State Incident Commander.
- 7.3.5.2. Meets with the Supply Unit Leader periodically to coordinate their current and forecasted staging site support requirements.

### **7.3.6. Supply Unit Leader**

- 7.3.6.1. Communicates material needs to the State Logistics Section Chief.
- 7.3.6.2. Serves as the single point of contact for communicating staging site needs.

## **7.4. Facilities Coordination and Management**

A facilities employee is typically on site at all major office locations and can be dispatched to other sites as needed. Their first priority is to ensure that the facility is in safe working condition. They will respond to and arrange repair for any damage to a company facility. Additionally, this employee will support restoration as needed by setting up conference rooms, arranging for cleaning service or other logistical type needs at the direction of the State Facilities Lead. Refer to Figure 22, “Facilities Coordination and Management Process Workflow” on the following page.

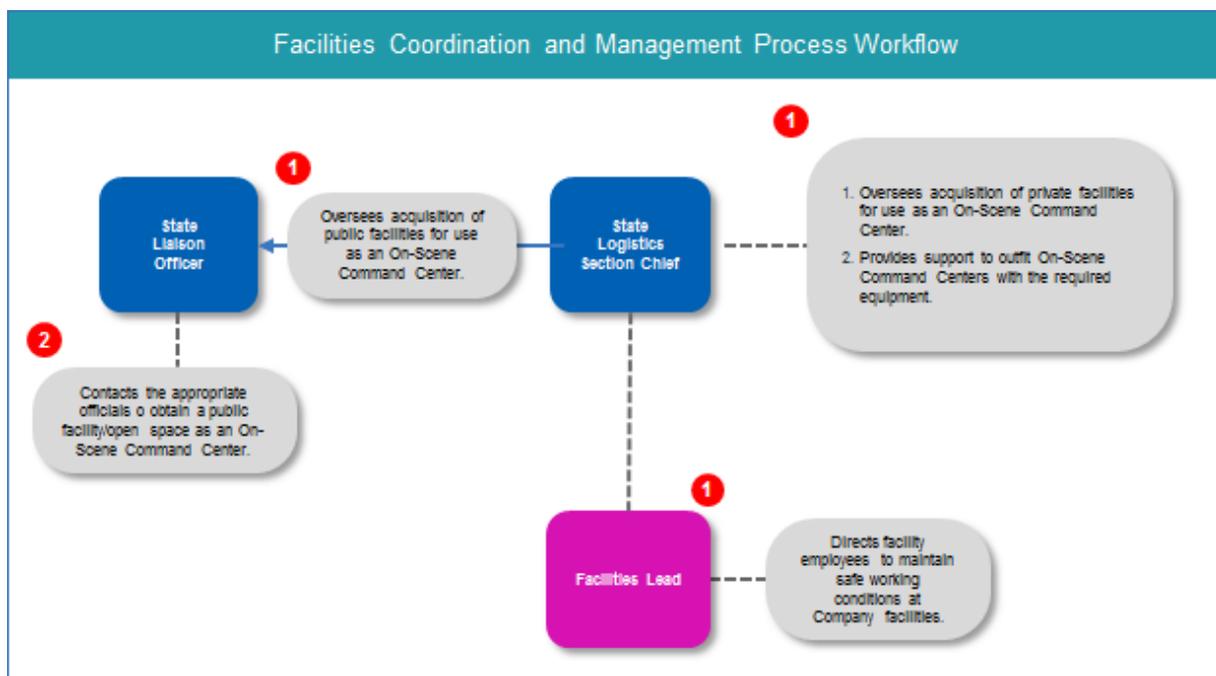


Figure 22: Facilities Coordination and Management Process Workflow

## Roles and Activities

### 7.4.1. State Liaison Officer

- 7.4.1.1. Contacts the appropriate officials to obtain a public facility/open space as an On-Scene Command Center.

### 7.4.2. State Logistics Section Chief

- 7.4.2.1. Works with the State Liaison Officer to get approval to use a public facility as an On-Scene Command Center.
- 7.4.2.2. Oversees the contacting of the owner of private facilities to obtain approval for use of their facility as an On-Scene Command Center.
- 7.4.2.3. Arranges to have additional communications devices, computers and other equipment delivered to and installed at On-Scene Command Centers not located at a Company facility.

### 7.4.3. Facilities Lead

- 7.4.3.1. Directs facility employees to maintain safe working conditions at Company facilities.

## 7.5. Communication Device Coordination and Management

The ERO communications capabilities include the use of commercial telephones, satellite phones, and cellular phones.

The primary means of communications is through the use of telephones. The State EOC is equipped with one phone line. This telephone, in addition to personnel cellular phones, allows communications between the Northborough EOC, Company personnel, and external agencies while a mobile hand-held satellite phone is maintained at the Northborough Gas Dispatch facility.

If the Resource Unit Leader requires additional equipment not available from the Company’s existing inventory during an emergency, either because all units are currently in use or they require specialty equipment not maintained by the Company, the process leads will work with logistics personnel at the Operational or State Level to procure the equipment. Refer to Figure 23, “Communication Device Coordination and Management Process Workflow” below.

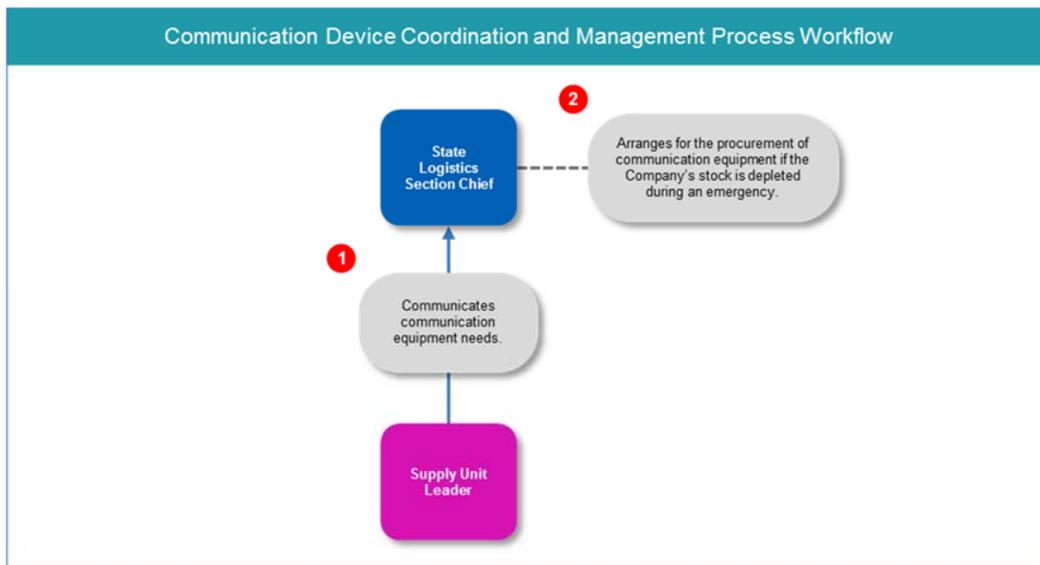


Figure 23: Communication Device Coordination and Management Process Workflow

### Roles and Activities

#### 7.5.1. State Logistics Section Chief

- 7.5.1.1. Arranges for the procurement of communication equipment for the ERO at the State and Operational Levels if the Company’s stock is depleted during an emergency.

#### 7.5.2. Supply Unit Leader

- 7.5.2.1. Communicates need for communication equipment to the State Logistics Section Chief if the Company’s stock is depleted during an emergency.

# Chapter 8: Coordinate Personnel Logistics



## 8. Coordinate Personnel Logistics

### Introduction

Well-coordinated personnel logistical support maximizes the time that crews spend working. This chapter documents how best to provide the means to feed and house resources working in the field during an Emergency.

The processes and activities in this chapter are initiated once the

Chapter 8 Summary: Coordinate Personnel Logistics		
8.1 Meals Coordination and Management	8.2 Lodging Coordination and Management	8.3 Information Services Coordination and Management
Key Roles	Key Roles	Key Roles
<ul style="list-style-type: none"> <li>State Planning Section Chief</li> <li>Resource Unit Leader</li> <li>State Logistics Section Chief</li> <li>State Finance Section Chief</li> <li>On-Scene Branch Director</li> </ul>	<ul style="list-style-type: none"> <li>State Planning Section Chief</li> <li>Resource Unit Leader</li> <li>State Logistics Section Chief</li> <li>State Finance Section Chief</li> <li>On-Scene Branch Director</li> </ul>	<ul style="list-style-type: none"> <li>Information Technology Leader</li> </ul>

Emergency has been classified and the ERO has been activated (as covered in Chapter 4 of this ERP) and the type and number of resources required to address the emergency have been estimated (as covered in Chapter 6 of this ERP). As the Emergency evolves, the processes described in the chapter are revisited to ensure the logistical needs of the organization are met to promote an efficient Emergency Response.

Figure 24: Coordinate Personnel Logistics High Level Overview

The processes and associated roles covered in this chapter can be seen in Figure 24, “Coordinate Personnel Logistics High Level Overview.”

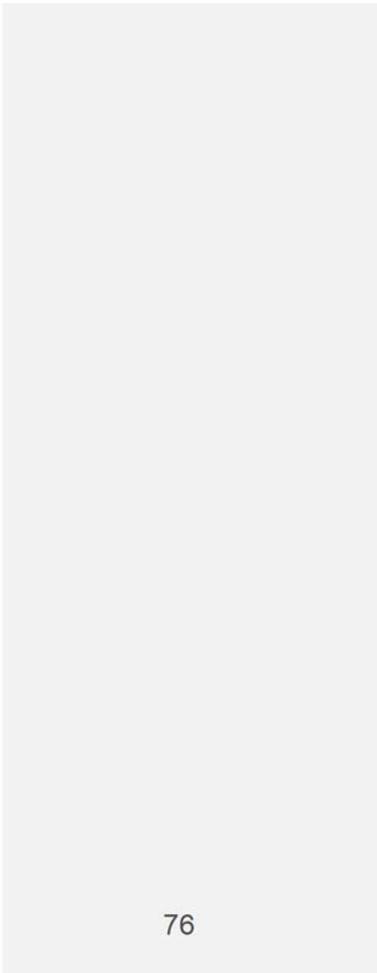
During an Emergency that does not initiate the activation of the System Level ICS the State Logistics Section Chief activates and oversees the Meals and Lodging Unit and the State Finance Officer administers all financial matters pertaining to logistics vendor contracts and emergency event credit cards.

### Processes

*8.1 Meals Coordination and Management*

*8.2 Lodging Coordination and Management*

*8.3 Information Technology Coordination and Management*



## Coordinate Support Logistics Overview

The coordination of personnel logistics is primarily the responsibility of the State Logistics Section Chief and covers the provision of meals and accommodation for restoration resources. To facilitate this, the State Logistics Section Chief sets up an adequate workspace for the logistics support units within or near the State EOC.

The State Logistics Section Chief is responsible for developing applicable portions of the response or mitigation plan(s) and reviewing proposed tactics for the next Operational Period or periods at planning meetings. Additionally, the State Logistics Section Chief tracks the ERO expansion or contraction due to changes in conditions. The State Logistics Section Chief communicates the size and complexity of the emergency, expectations of the State Incident Commander, emergency objectives, emergency activities and current situation, crew movement, and special logistics concerns to the Meals and Lodging Unit. The Meals and Lodging Unit then uses this information to determine the Company's logistics requirements.

The Meals and Lodging Lead, when activated, is responsible for overseeing the Meals and Lodging Unit to provide lodging and meals for all restoration resources as needed.

The process overviews contained in this chapter include the identification of roles and activities specific to the individual processes.

### 8.1. Meals Coordination and Management

The Meals and Lodging Unit will consider meal options that allow the maximization of the crews' productivity including but not limited to box lunches and buffets at the staging sites or lodging locations. When needed, the Meal and Lodging Unit will distribute lists of available meal locations, preferably those which are close to work or lodging locations. In the event of a large-scale Emergency, it may be necessary to send crews to prearranged locations, such as staging sites, banquet halls, fire halls, etc. where catering services are available. Refer to Figure 25, "Meals Coordination and Management Process Workflow" on the following page.

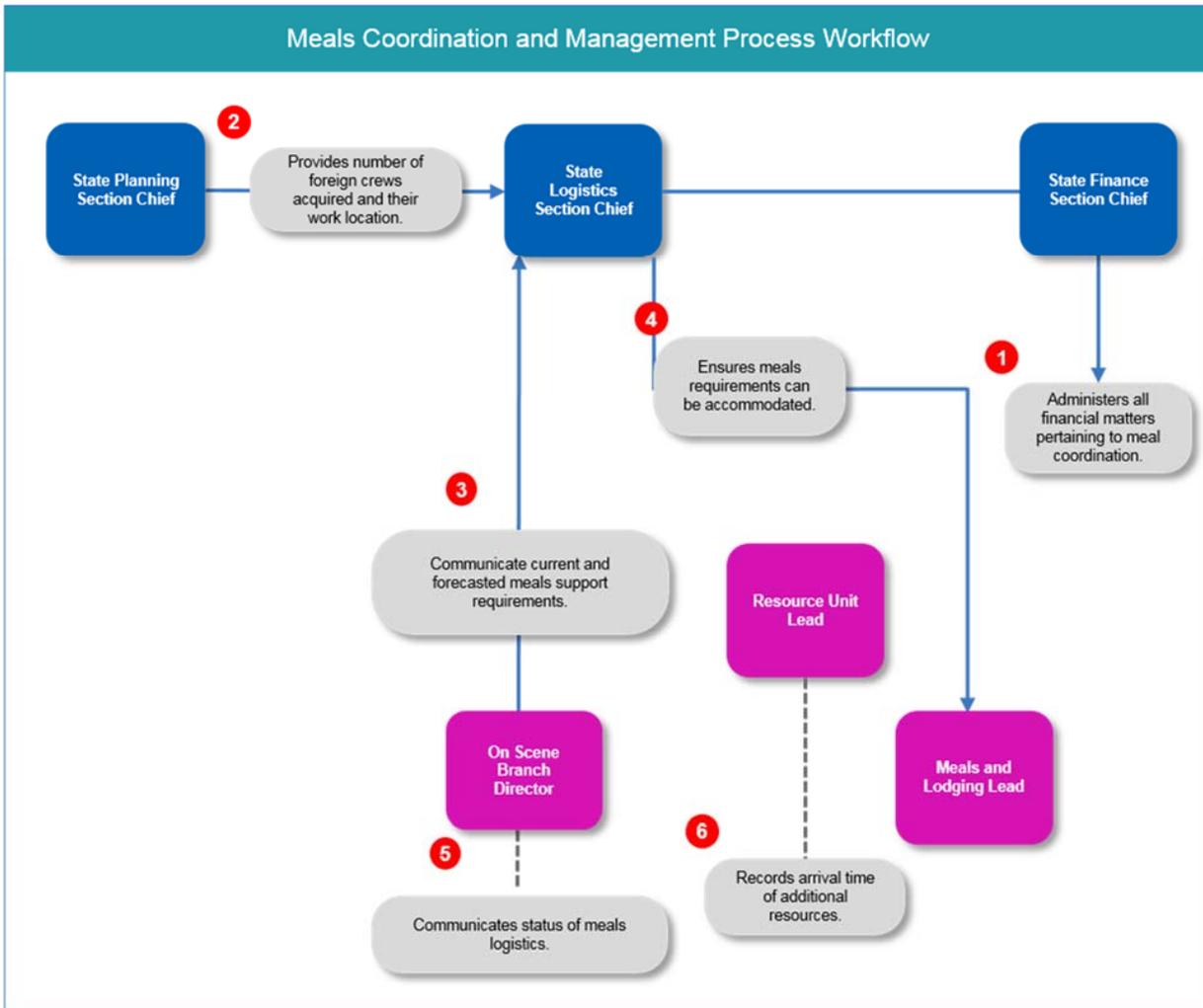


Figure 25: Meals Coordination & Management Process Workflow

## Roles and Activities

### 8.1.1. State Planning Section Chief

- 8.1.1.1. Contacts the State Logistics Section Chief and provides the number of foreign crews for the emergency response and their work location to ensure meals provide as necessary.

### 8.1.2. Resource Unit Leader

- 8.1.2.1. Records arrival time of additional restoration resources procured for the emergency response.

### 8.1.3. State Logistics Section Chief

- 8.1.3.1. Contacts Meals and Lodging Lead and ensures their group can accommodate the anticipated volume of meals required for the ERO personnel.

#### **8.1.4. State Finance Section Chief**

8.1.4.1. Administers all financial matters pertaining to meals vendor contracts and fiscal agreements.

#### **8.1.5. On-Scene Branch Director**

8.1.5.1. Meets with the Supply Unit Leader periodically to coordinate their current and forecasted meals logistical support requirements.

8.1.5.2. Communicates meals logistics needs, including the arrival time of and number of additional restoration resources procured for the Emergency response to the Logistics Section Chief.

### **8.2. Lodging Coordination and Management**

The Meals and Lodging Lead will consider advance booking of a block of rooms on a contingency basis as soon as requests for the outside crews are made by the State Incident Commanders and arrange for lodging accommodations as close to the crews' work location as possible. Generally, two persons will be assigned to a room. Arrangements will also be made to stock and service vehicles at the location where the vehicles are stored during periods of rest.

The Lodging Coordinator will serve as the liaison between the Meals and Lodging Unit and the hotel. If needed, a Hotel Ambassador will be on site at the hotels to assist the crew with check-in, room assignment, check-out, and resolve any lodging issues. Refer to Figure 26, "Lodging Coordination and Management Process Workflow."

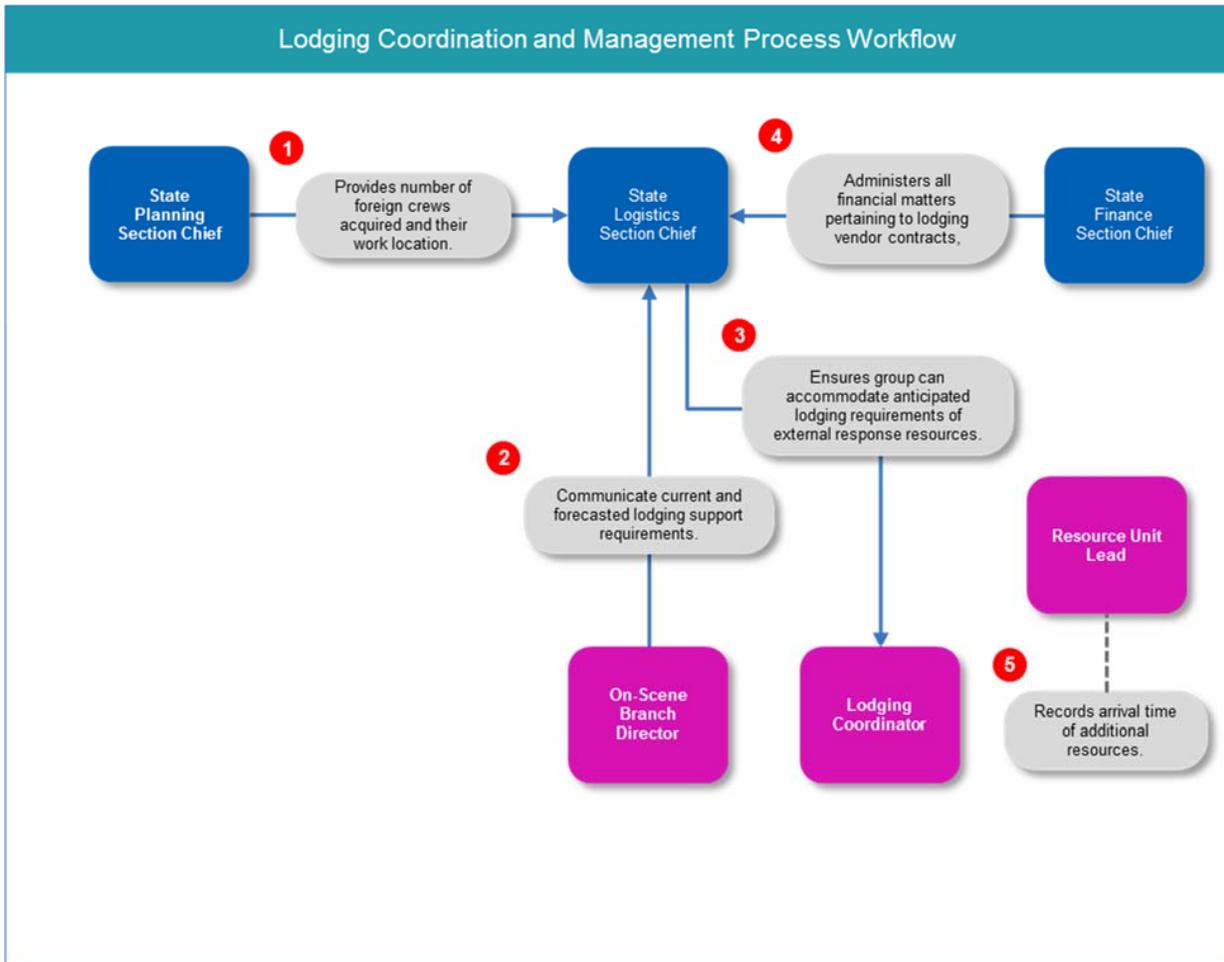


Figure 26: Lodging Coordination and Management Process Workflow

## Roles and Activities

### 8.2.1. State Planning Section Chief

- 8.2.1.1. Contacts the State Logistics Section Chief and provides the number of foreign crews acquired for the emergency response and their work location to ensure lodging is provide as necessary.

### 8.2.2. Resource Unit Leader

- 8.2.2.1. Records arrival time of additional restoration resources procured for the emergency response.

### 8.2.3. State Logistics Section Chief

- 8.2.3.1. Contacts the Meals and Lodging Lead and ensures their unit can accommodate the anticipated lodging requirements for external response resources.

### 8.2.4. State Finance Section Chief

8.2.4.1. Administer all financial matters pertaining to lodging vendor contracts, leases, and fiscal agreements during the Response Stage.

### 8.2.5. On-Scene Branch Director

8.2.5.1. Communicates meals logistics needs, including the arrival time of and number of additional restoration resources procured for the emergency response to the State Logistics Section Chief.

## 8.3. Information Technology Coordination and Management

Information Technology (IT) support resources are available to address any issues that might arise with hardware or software that is critical to a successful emergency response. These resources are coordinated and dispatched by the IT Event Lead. The IT Event Lead may be notified of IT issues during System Level and State Level briefings and may reschedule planned IT maintenance on critical systems in anticipation of an Emergency. Refer to Figure 27, “IT Coordination and Management Process Workflow” below.

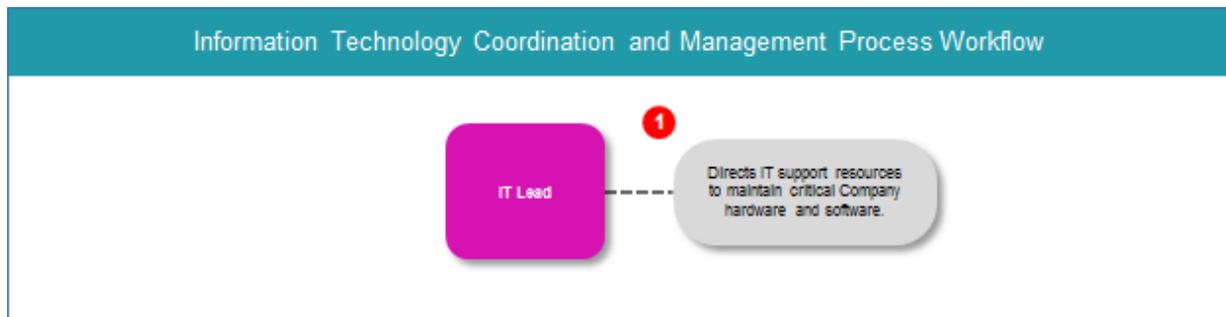


Figure 27: IT Coordination and Management Process Workflow

## Roles and Activities

### 8.3.1. IT Event Lead

- 8.3.1.1. Postpones planned maintenance on critical IT systems in anticipation of an emergency.
- 8.3.1.2. Directs IT support resources to address any issues with Company hardware and software that are critical to a successful emergency response.

# Chapter 9: Financial Accounting Guidelines



## 9. Financial Accounting Guidelines

### Introduction

The purpose of Financial Accounting Guidelines is to ensure that costs incurred during an emergency are both efficiently managed and accurately accounted for in case of internal audit or regulatory request.

The processes and activities in this chapter are initiated once the emergency has been classified and the response plan has been activated (as covered in Chapter 4 of this ERP).

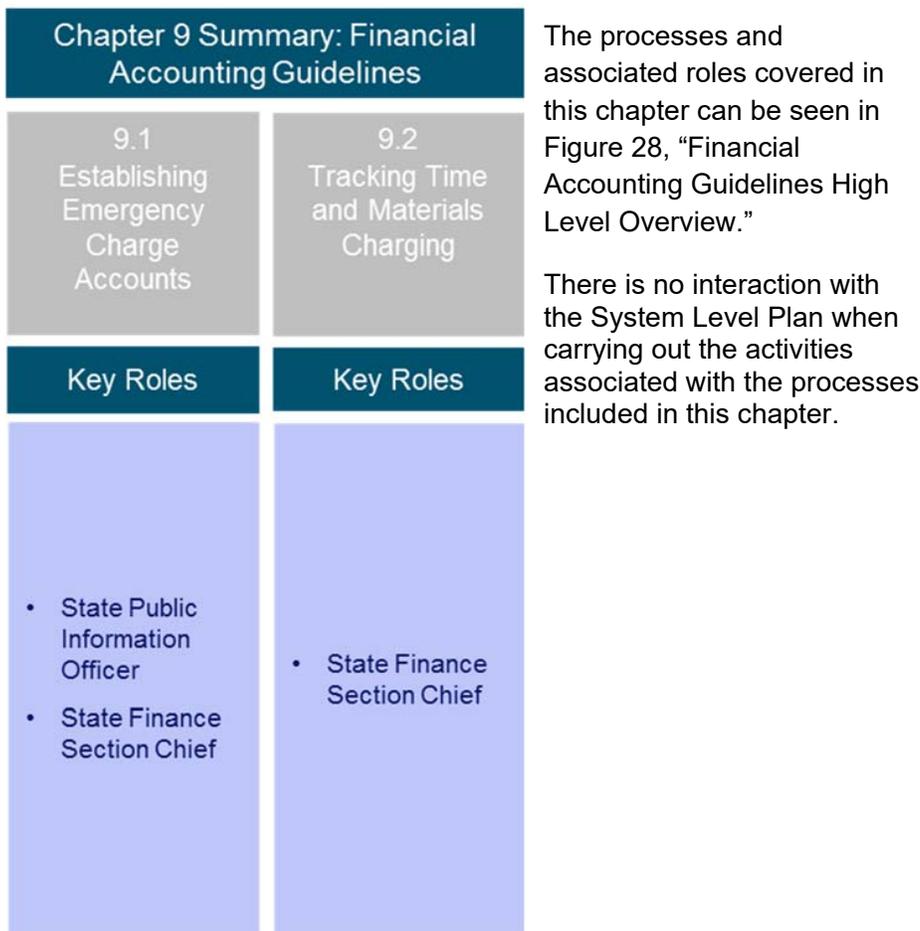


Figure 28: Financial Accounting Guidelines High Level Overview

### 9.1. Establishing Emergency Charge Accounts

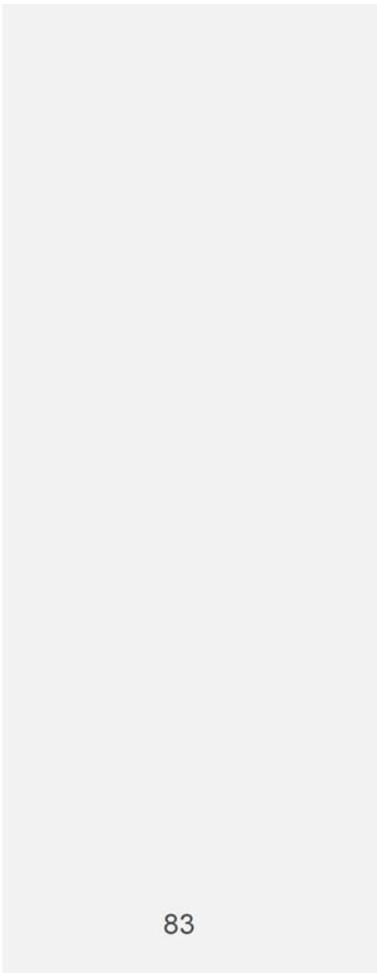
The ERO should use the following guidelines to accumulate costs associated with Emergencies in Rhode Island.

A work order will be created for each emergency during the year. Prior to each emergency, a work request should be taken out in Power Plant

### Processes

*9.1 Establishing Emergency Charge Accounts*

*9.2 Tracking Time and Materials Charging*



using a Gas operation code 2311. This activity will be used for all work except capital work, (e.g. replacing gas mains and service lines, etc.).

When there is capital damage to a gas facility during an emergency, a separate work order must be taken out under the project for each facility that sustains the capital damage. The location of the facility should be on the work order in Power Plant. It is the responsibility of the respective gas organization departments to supply the as-built units to Power Plant prior to unitization. Refer to Figure 29, “Establishing Emergency Charge Accounts Process Workflow” below.

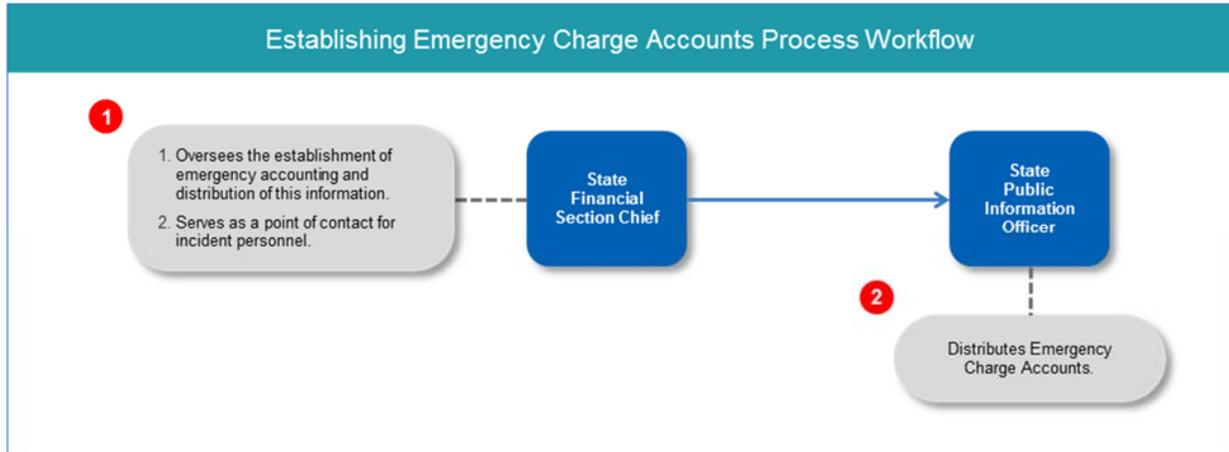


Figure 29: Establishing Emergency Charge Accounts Process Workflow

## Roles and Activities

### 9.1.1. State Public Information Officer

- 9.1.1.1. Ensures the Emergency Charge Accounts are distributed throughout the ERO.
- 9.1.1.2. Serves as a point of contact for incident personnel.

### 9.1.2. State Finance Section Chief

- 9.1.2.1. Oversees the establishment of emergency accounting and distribution to the State Public Information Officer for distribution.
- 9.1.2.2. Serves as a point of contact for incident personnel to discuss and resolve all financial issues and requirements.

## 9.2. Tracking Time and Materials Charging

The ERO, as well as Shared Services, should use the following guidelines to accumulate costs associated with emergencies in Rhode Island. Refer to Figure 30, “Tracking Time and Material Charging Process Workflow.”

- All Gas operation crew labor and transportation should be charged to the work request number for the emergency. When crews are working in other affected jurisdictions, a work request will be set up with the corresponding project/work

order of the jurisdictional area which is receiving the assistance. The operation code charged will be 2311.

- All National Grid USA Service Company gas crew labor and transportation should be charged to the appropriate jurisdictional area project/work order of the jurisdiction in which they are doing the work.
- All other labor, transportation, personal expense, and outside vendor invoices should be charged to the gas emergency project/work order and operation 2311.
- All stock from the emergency should be issued to the project/work request with the appropriate activity related to the work being performed. All item units of measure issued to the event project should have a confirming work request created using the appropriate project/work order and operation.
- At the conclusion of the emergency, all information related to the capital work orders will be sent to Operations Support so an As-Built can be created for each town that had facilities installed/removed. Gas Operations will review the actual capital costs for the emergency based on actual materials issued and the As-Built received from the field.
- If the emergency requires the State 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 operation 2311.
- Stores personnel – during an emergency, Stores personnel will charge their normal stores accounting for their normal 8-hour shift. When Stores personnel work overtime due to an emergency either before or after their normal shift (i.e. standby), they will charge the appropriate event project/work order, using operation 2311.
- Transportation personnel – during an emergency, transportation personnel will charge their normal transportation accounting for their normal 8-hour shift. When transportation personnel work overtime due to an emergency either before or after their normal shift (i.e. standby), they will charge the appropriate event project/work order, using operation 2311.
- Emergency Restoration Services to Other Utilities – Each utility that receives assistance will require a separate work order under the project. The work order should have the date of the emergency and the name of the utility that received the assistance.

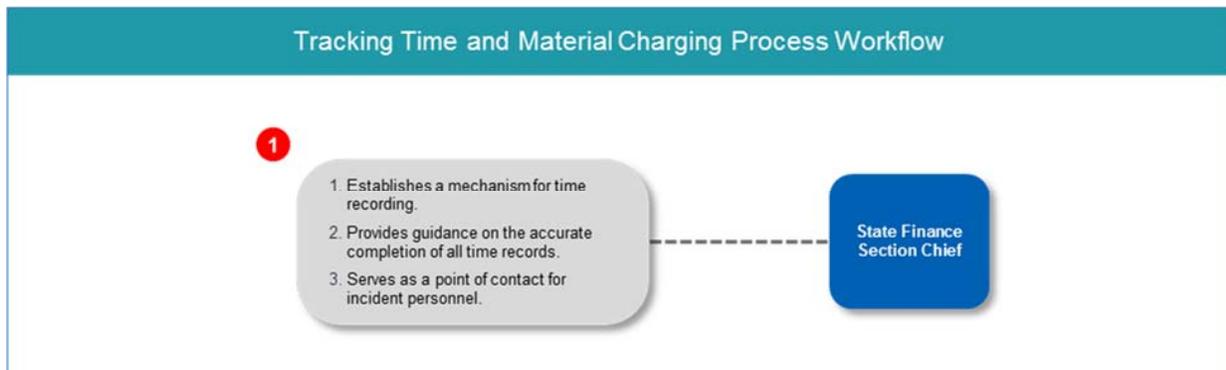


Figure 30: Tracking Time and Materials Charging Process Workflow

## Roles and Activities

### 9.2.1. State Finance Section Chief

- 9.2.1.1. Establishes and maintains a mechanism to account for personnel time recording.
- 9.2.1.2. Provides guidance on the accurate completion of all personnel and equipment time records.
- 9.2.1.3. Serves as a point of contact for incident personnel to discuss and resolve all financial issues and requirements.

## 9.3. Processing Claims

Items such as damage and injury claims and employee expenses reimbursements will be subject to the corporate policies in place.

### Property and Injury Claims

Both the processing of public and employee property damage and public injury claims are received and processed by the claims department as part of their day-to-day activities typically following an Emergency. Cards containing a contact number that the public can use to contact the Company are carried in each Company truck and should be provided as required to facilitate the submission of claims.

In Rhode Island, the telephone number for the public to process claims is (781) 907-3930.

### Employee Expenses Reimbursement

The guideline for the reimbursement of costs incurred by the employee as a result of Company business is detailed in the policies for US Business Travel & Expense Policy, which can be found at: [REDACTED]

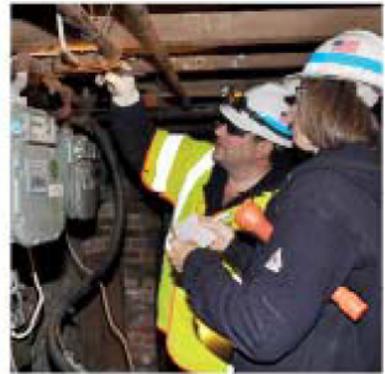
“US Travel and Business Expense Policy” - the “US Business Travel and Expenses” guidelines detail the normal types of expenses and the scenarios when employees shall be reimbursed for costs incurred as a result of Company business. During a major Emergency, instances may arise that require the employee participating in preparing for, responding to, and/or restoring gas service as a result of the Emergency to incur costs that are not detailed in the “US Business Travel & Expense Policy” and/or could be considered “unusual.” These types of “unusual” costs may be associated with employees participating in Emergency restoration required to be out of town for periods of time greater than first anticipated. Examples of “unusual” costs are but not limited to articles of clothing, shoes, coats, gloves, hats.

All expenses incurred as a result of the Emergency should be charged to the Emergency Charge Accounts (refer to Chapter 9.1).

## Roles and Activities

There are no ERO roles associated with this process. Rather this process is carried out during blue sky conditions and the information contained in this section of the ERP is included for informative purposes.

# Chapter 10: Employee Welfare



## 10. Employee Welfare

### Introduction

The purpose of Employee Welfare is to ensure that issues are addressed that might distract employees and foreign restoration crews from concentrating on restoration activities.

The processes and activities in this chapter are initiated once the

Chapter 10 Summary: Employee Welfare		
10.1 Tracking and Addressing Labor Relations Issues	10.2 Providing Employee and Family Assistance	10.3 Communicating Company Policy and Expectations
Key Roles	Key Roles	Key Roles
• None	• None	• None

emergency has been classified and the response plan has been activated (as covered in Chapter 4 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 31, "Employee Welfare High Level Overview."

All of the processes included in this chapter are overseen by System Level ICS Officers. As such, the activities performed to support these programs are identified in detail in the System Level Plan.

Figure 31: Employee Welfare High Level Overview

When the System Level Plan is not activated the Human Resources Officer would evaluate this process on an as needed basis.

### 10.1. Tracking and Addressing Labor Relations Issues

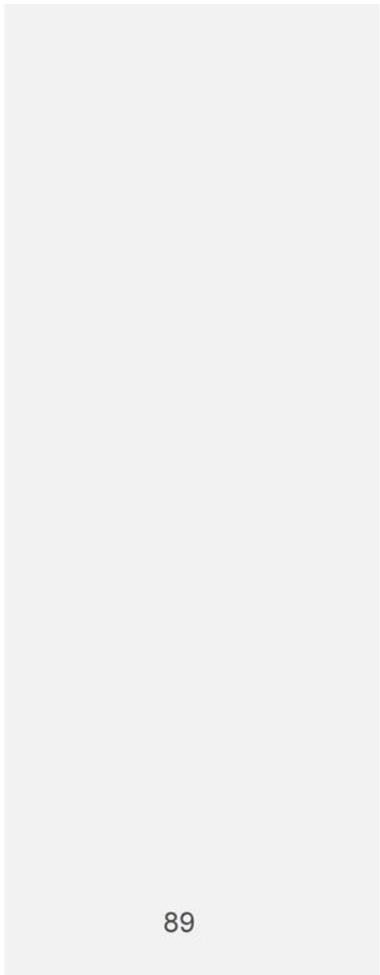
The System Planning Officer works with the System Incident Commander to address labor relations issues. This includes maintaining communications with labor unions to proactively address issues such as the movement of personnel during an emergency and addressing issues with labor unions and individual employees as they arise.

#### Processes

*10.1 Tracking and Addressing Labor Relations Issues*

*10.2 Providing Employee and Family Assistance*

*10.3 Communicating Company Policy and Expectations*



## Roles and Activities

As these issues are overseen by System Level ICS Officers, the activities performed to support these programs are identified in detail in the System Level Plan.

### 10.2. Providing Employee and Family Assistance

The Company offers assistance to employees and their families to help manage their needs through both formal and ad hoc programs depending upon the nature of their requirements during an emergency. The Company's formal Employee Assistance Program (EAP), includes a free and confidential counseling service that provides professional counseling and assistance to employees, dependents, and household members with any type of life or personal challenge. The National Grid EAP is managed by Corporate Counseling Associates (CCA). Assistance is available 24 hours a day/7 days a week at [REDACTED]. The company ID code is [REDACTED].

The EAP will also be utilized to provide support and assistance to employees that have a disaster in their personal lives during a major emergency, including logistical support to provide for the needs of the employee and their family. This will ensure that an employee that is to be utilized for a major emergency response is available to perform their emergency assignment duties as required.

Additional ad hoc assistance will be provided as issues arise, for example establishing employee hotlines and/or establishing food and clothes drives for employees impacted during an emergency.

The **Employee Services Team** will be activated at the discretion of the System Planning Officer, and the extent of the assistance provided will be determined based on the emergency to the employee. The team may consider setting up an Employee/Family Assistance Center to serve as a centralized point to provide service to employee families impacted by disaster. The Center may provide computer access, telephones, information, and assistance in accessing other services. It would also serve as a volunteer coordination center.

The Employee Services Unit is made up of Human Resources and Service Delivery Center (SDC) employees. This unit will scale up and down depending on the emergency.

For EAP Contact Information, refer to the National Grid Infonet on the SHE, Health and Wellbeing page under "Employee Assistance."

In addition to EAP resources during major events, the Company has established an Employee Services Hotline to assist employees who have encountered major impacts (e.g., shelter, access to food, medicine, etc.). HR Representatives can assist employees with any questions they may have and advise them about the resources available to them.

In addition to EAP resources during major events, the Company has established an Employee Services Hotline to assist employees who have encountered major impacts (e.g. shelter, access

to food, medicine, etc.). HR Representatives can assist employees with any questions they may have and advise them about the resources available to them.

## **Roles and Activities**

As these programs and initiatives are overseen by System Level ICS Officers, the activities performed to support these programs are identified in detail in the System Level Plan.

### **10.3. Communicating Company Policy and Expectations**

The communication of Company policies and expectations during an emergency is the responsibility of the System Human Resources Officer, System Public Information Officer and System Planning Officer. The System Human Resources Officer will determine whether any of the recommended emergency protocols should not be followed (i.e. mandatory employee attendance) and work with the System Public Information Officer to ensure any applicable policies are communicated to Company employees through regular employee communication channels.

## **Roles and Activities**

As these programs and initiatives are overseen by System Level ICS Officers, the activities performed to support these programs are identified in detail in the System Level Plan.

# Chapter 11: Damage Assessment



## 11. Damage Assessment

### Introduction

The purpose of Damage Assessment is to identify how the Company assesses physical damage on gas transmission and distribution infrastructure during an emergency.

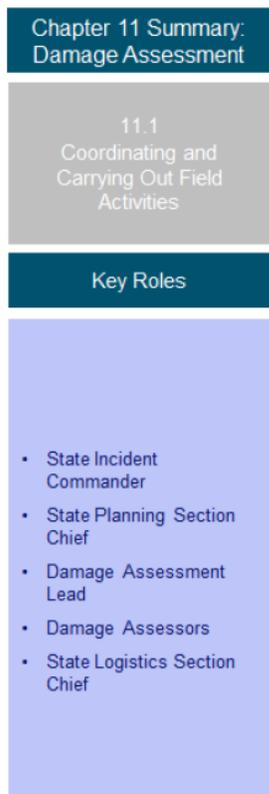


Figure 32: Damage Assessment High Level Overview

The processes and activities in this chapter are initiated once the emergency has been classified and the response plan has been activated (as covered in Chapter 4 of this ERP), the type and number of resources required to address the emergency have been estimated, and the resources have been acquired (as covered in Chapter 6 of this ERP). The data that is collected as part of Damage Assessment is used in prediction of Estimated Time of Restoration (as covered in Chapter 15) and reassess response resource requirements (as covered in Chapter 6). The information is used to communicate to the Company’s regulators the extent of the damage sustained during an emergency (as covered in Chapter 18.4).

The processes and associated roles covered in this chapter can be seen in Figure 32, “Damage Assessment High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

### Processes

#### 11.1 Coordinating and Carrying Out Field Activities

### 11.1. Coordinating and Carrying Out Field Activities

Activities are undertaken to prepare for the Damage Assessment Process where an emergency is anticipated. Preparations begin up to 72-hours in advance of an impending emergency with the State Planning Section Chief making arrangements for the deployment of Damage Assessors to the potentially affected areas in advance of, or following the start of an emergency.

When deemed appropriate by the State Incident Commander, the Damage Assessment Leads will activate their respective operations to ensure that Day and Night office personnel are contacted and prepared for their emergency and roles, maps and records are stocked, appropriate facilities are determined and adequate space is provided to run the office and field crews, computer and telecommunications are working, and contact lists are posted. Damage Assessment Leads will reach out to the State Logistics Section Chief for additional needs.

Concurrently, or immediately following an emergency (when there is sufficient daylight and it is safe to do so), a survey of the impacted gas system will commence.

Initial damage survey assessment is intended to provide the State Incident Commander with an immediate preliminary damage assessment. Data collected during the comprehensive house to house survey of the affected area(s) will be compiled and used to calculate more objective estimates needed to repair the observed damage. These estimates, in conjunction with available and projected resources and customer calls allow the Company to:

- Adjust the appropriate level of event response,
- Adjust restoration resource quantities and locations,
- Generate ETRs upon the completion of damage assessment or after the first 24 hours of damage assessment, whichever occurs first and,
- Generate customer-specific ETRs with high confidence when isolated pockets of outages remain.

When gas system damage assessment surveys are complete, the Damage Assessment Lead will communicate with the State Planning Section Chief so that a transition of their support can be made available for other restoration activities such as:

- Restoration Crew Supervisor Support
- Support with Prioritization of work Assignments
- Supporting outage management recordkeeping and reporting
- Support of outage calls considered priorities
- Support of Municipality Liaison Activities

Refer to Figure 33, “Coordinating and Carrying-Out Field Activities Process Workflow” on the following page.

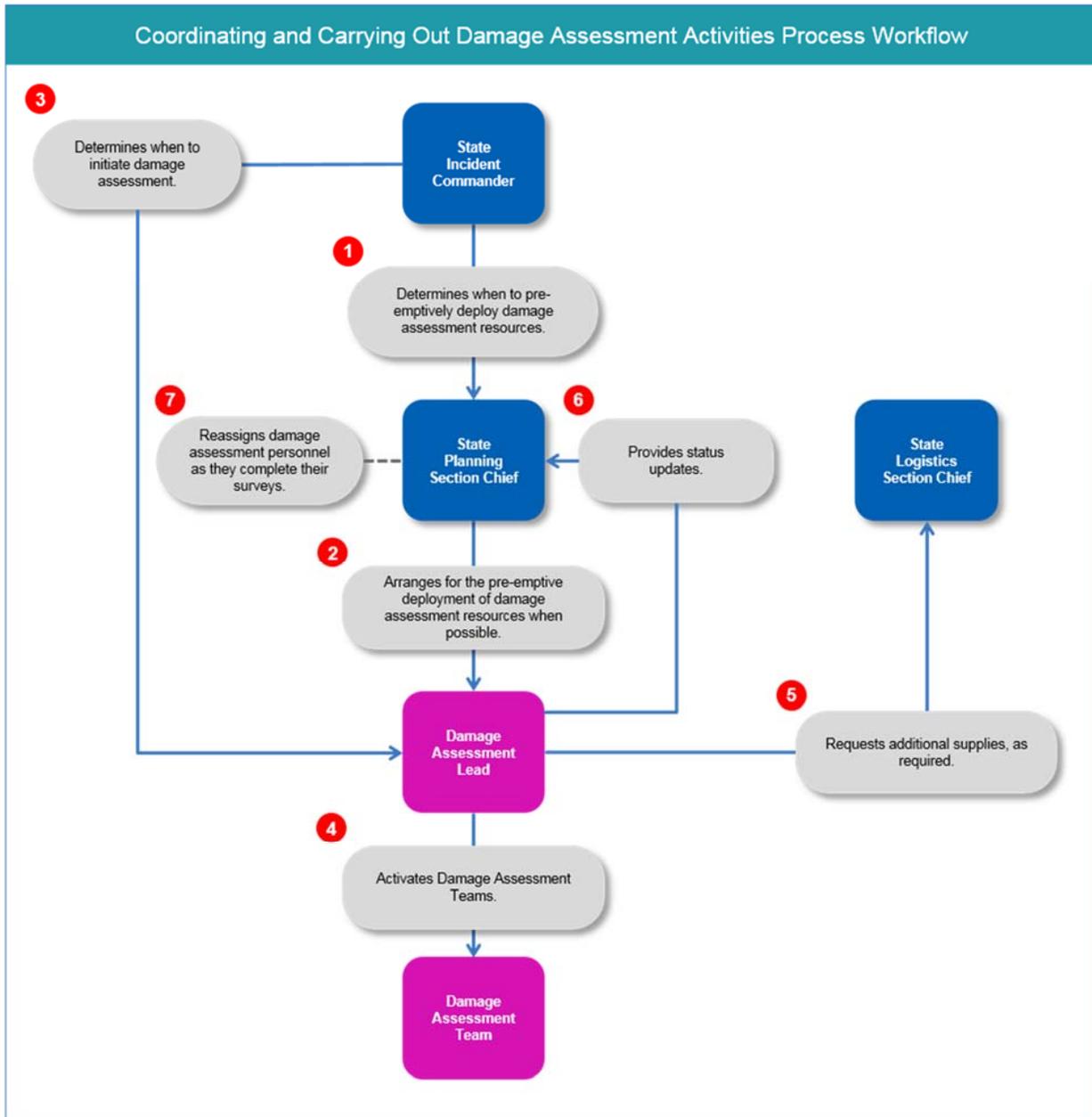


Figure 33: Coordinating and Carrying Out Field Activities Process Workflow

## Roles and Activities

### 11.1.1. State Incident Commander

- 11.1.1.1. Determines when to pre-emptively deploy damage assessment resources and informs the State Planning Section Chief to do so.
- 11.1.1.2. Informs the Damage Assessment Leads to initiate the damage assessment process.

### **11.1.2. State Planning Section Chief**

11.1.2.1. Arranges for the pre-emptive deployment of damage assessment personnel prior to an anticipated emergency, if applicable.

11.1.2.2. Reassigns damage assessment personnel following the completion of damage assessment surveys.

### **11.1.3. Damage Assessment Lead**

11.1.3.1. Activates Damage Assessors and support personnel.

11.1.3.2. Reviews availability of supplies to support the damage assessment process and coordinates with the State Logistics Section Chief to acquire additional supplies, as needed.

11.1.3.3. Informs the State Planning Section Chief when the damage assessment process is completed.

### **11.1.4. Damage Assessors**

11.1.4.1. Conducts damage assessment surveys.

### **11.1.5. State Logistics Section Chief**

11.1.5.1. Provides logistics support to Damage Assessment Leads, as required.

# Chapter 12: Load Shedding



## 12. Load Shedding

### Introduction

Load Shedding, or load reduction, occurs when demand on the distribution network exceeds available supply. In these circumstances, to avoid a partial or complete loss of supply across sections of the network, there may be a need to curtail customer withdrawals from the network to ensure the network’s minimum pressure is maintained.

The processes and activities in this chapter can be initiated at any point during an emergency and do not necessarily require another process included in this ERP be carried out first.

### Processes

---

#### 12.1 Load Shedding

<b>Chapter 12 Summary: Load Shedding</b>
12.1 Load Shedding
<b>Key Roles</b>
<ul style="list-style-type: none"> <li>• none</li> </ul>

There are no ERO roles or interactions with the System Level Plan associated with the processes in this chapter. Rather these processes are carried out by the Control Centers and the information contained in this chapter is included for informative purposes. See Figure 34, “Load Shedding High Level Overview.”

### 12.1. Load Shedding

The load shedding plan (GEN02003 and GEN02005) describes the actions that will be considered and implemented before the highly unlikely event of reducing load by shutting off gas to specific, controlled areas, the management of the outage, and the eventual restoration of service once conditions are deemed safe.

Detailed policies for the methodology for target load reduction reside in GCON02020 and GCON02030. GCON02020 describes the process of identifying a significant supply shortfall or emergency situation, and the steps to take to make contact with large volume customers that may offset the supply shortfall, thereby limiting customer outages. GCON02030 describes further measures that can be taken once GCON02020 is in effect or if it is

Figure 34: Load Shedding High Level Overview

determined that the actions in GCON02020 must be bypassed. The actions defined within the plan are intended to protect the greater gas distribution systems and the customers they serve and can only be implemented following authorization from the Chief Operating Officer (COO) Gas or the Gas Chief Engineer. The plans aim to make adequate reductions in system load to minimize scope and duration of unavoidable adverse effects to customers. The plan reflects National Grid's concern for customers in the priorities it sets for a staged approach beginning with voluntary reductions by customers, load reduction by large use customers and, if necessary, moving to a load curtailment strategy aimed to minimize impacts to customers as much as possible, and the plan for rapid recovery.

In extreme cases when all other methods have been exhausted, load shedding may be used for involuntary termination of supply to firm customers. Load shedding may include terminating supply to individual gas customers or isolating one or more large sections of service area (referred to as sectionalizing). The selection of the area or areas to be affected is based upon minimizing the number of customers affected to obtain the needed level of load shedding, and minimizing the time necessary to isolate the area and remove the demand in order to maintain service to the remaining connected system.

## **Roles and Activities**

There are no ERO roles associated with this process. Rather the information contained in this section of the ERP is included for informative purposes.

# Chapter 13: Modes of Operation



## 13. Modes of Operation

### Introduction

The purpose of Modes of Operation is to describe where responsibility for certain activities lies within the organization under centralized and decentralized operations during an emergency. Chapter 14 describes in detail how restoration activities are conducted during normal (centralized) operations and, as such, the roles and activities conducted under modified system operations are included in Chapter 14.

Chapter 13 Summary: Modes of Operation		The processes and activities in this chapter are a consideration in the establishment of the ERO (as covered in Chapter 4 of this ERP) and will direct the acquisition of the appropriate restoration personnel (as covered in Chapter 6 of this ERP).
13.1 Normal Operations	13.2 Modified System Operations	
Key Roles	Key Roles	Roles and activities for centralized operations are included in this chapter and can be seen in Figure 35, "Modes of Operation High Level Overview".
<ul style="list-style-type: none"> <li>NE Gas Control Center Operator</li> </ul>	<ul style="list-style-type: none"> <li>NE Gas Control Center</li> <li>NY Gas Control Center</li> <li>Technical Specialist</li> </ul>	<p>There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.</p> <p>The occurrence of a severe weather event (as defined or communicated by the National Weather Service and/or contracted weather service providers) may result in operational contingencies that require activation of the ERO.</p>

**Figure 35: Modes of Operation High Level Overview**

National Grid's Extreme Weather Plan implements an annual readiness assessment which takes place in the April - May and November – December time frames. This assessment process ensures that each regional Gas Organization has performed a review their respective critical functions via use of checklists to validate pre-season readiness. This assessment process is explained in detail in Chapter 4.1 of this ERP.

### Processes

#### 13.1 Normal Operations

#### 13.2 Modified System Operations

Constant monitoring of weather and advisories by professional weather forecasting services provides guidance for implementation of the National Grid Extreme Weather Plan. Pre-impact meetings ensure proper planning is accomplished to ensure readiness of the gas system and that projects in progress are secured to mitigate adverse effects.

For weather events where the decision is made to activate the ERO, the Gas Organization will coordinate mobilization efforts including distribution of emergency notifications, determination of actions to be taken and assignment of roles and responsibilities based on Incident Command structure. Pre-impact/landfall considerations will include the evaluation of equipment and facilities located in low lying areas that are prone to flooding. The Extreme Weather Plan is implemented in a coordinated manner and does not supersede the existing Gas Emergency Plan.

For additional information on this process, please refer to the Extreme Weather Plan.

In addition to weather related events, additional incidents including third-party damages, over pressurization, water main rupture, etc. can adversely affect gas system operations with little or no advance warning.

Refer to Figure 36, "Breakdown of Responsibilities (Normal vs Modified Operations)" on the following page for an outline.

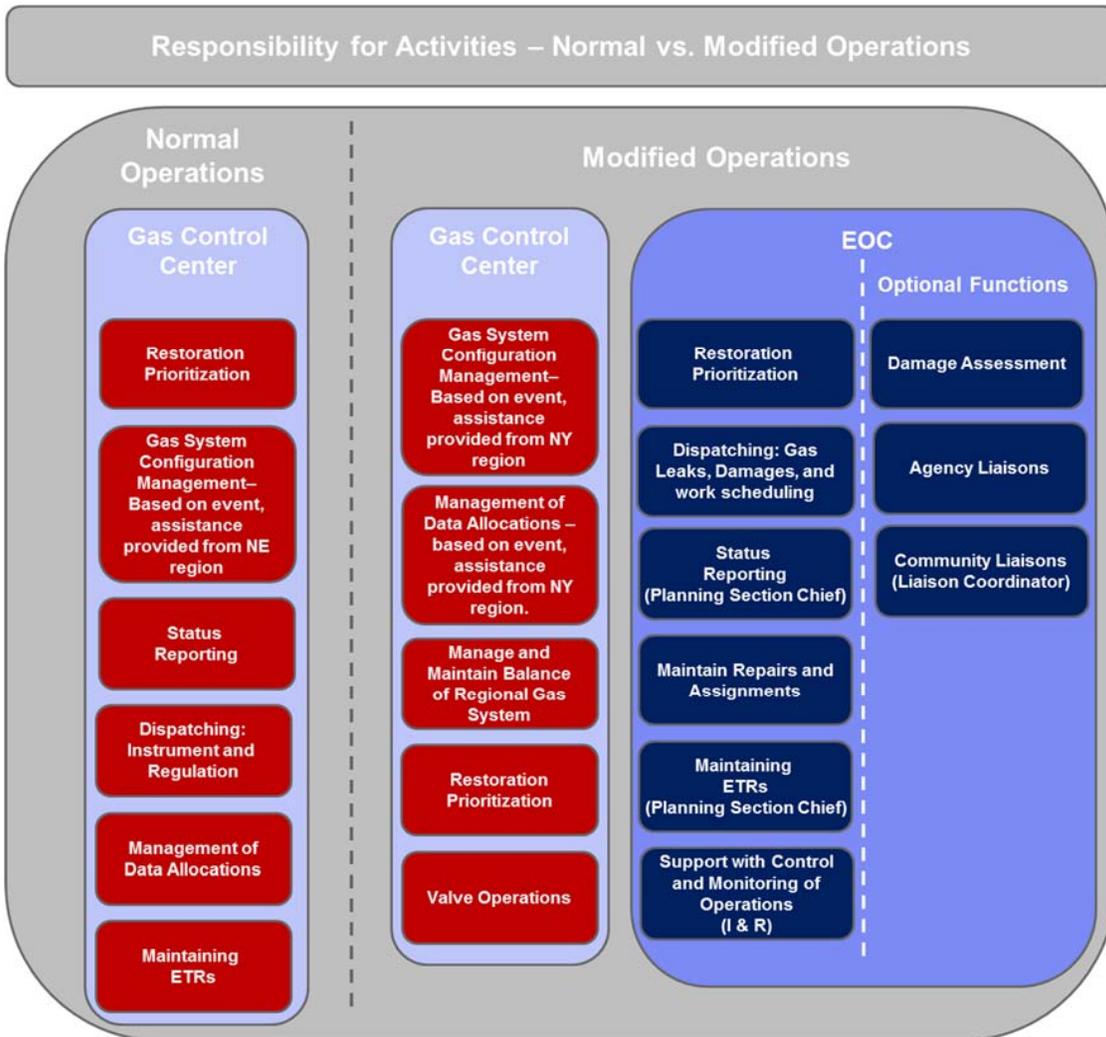


Figure 36: Breakdown of Responsibilities (Normal vs. Modified Operations)

### 13.1. Normal Operations

The New England Gas Control Center provides oversight of National Grid’s SCADA System and of gas supply dispatching. Gas Control dispatches gas supplies to meet system requirements, provides overall control of the distribution system, and regulates the pressures and flow rates in the distribution system. It is staffed on a 24-hour basis and is a focal point for handling gas emergencies involving transmission and distribution mains or production facilities. Gas Control is responsible for the daily operational control of National Grid’s Gas Transmission and Distribution systems and the safety and reliability of our delivery systems. Gas Control monitors, controls and coordinates all gas main line activities that affect the transportation of natural gas from the interconnects with interstate pipelines to our customers, this includes both planned and unplanned gas system outages and emergencies. As such, Gas Control maintains the responsibility to evaluate, approve and confirm the appropriateness of any planned system configuration changes, maintain documentation on interim configuration information and coordinate the review and documentation of final system configuration updates as needed to

ensure the safety and reliability of the gas system. Refer to Figure 37, “Normal Operations Process Workflow” below.

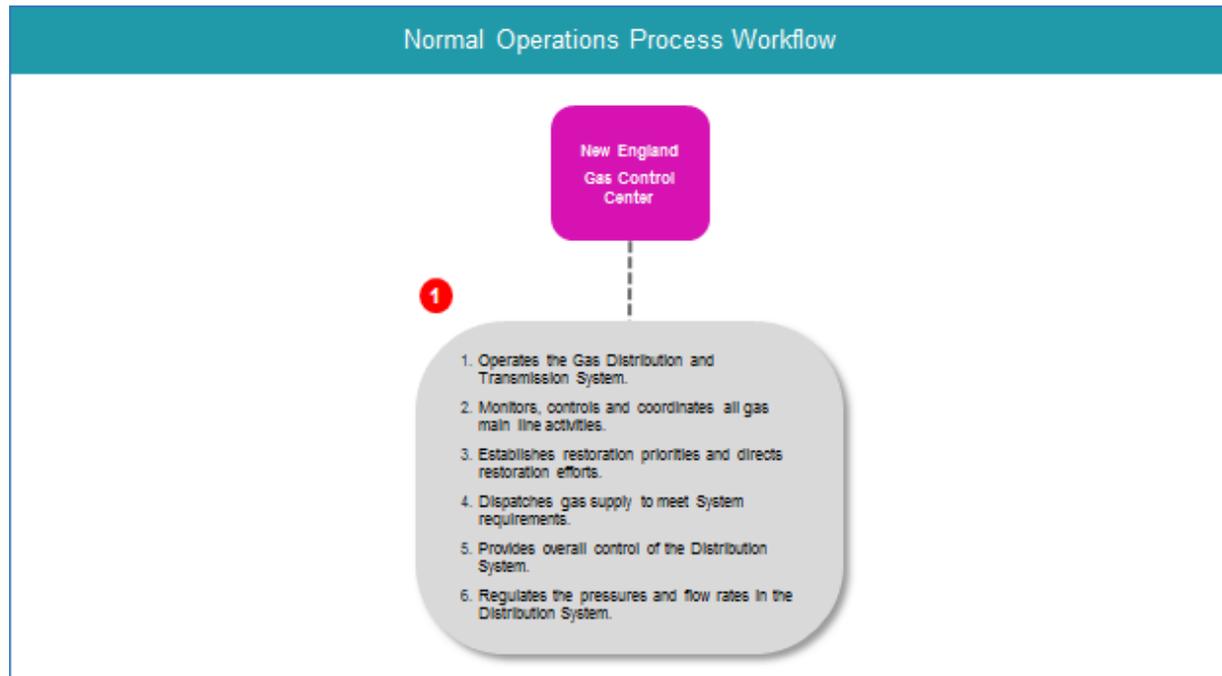


Figure 37: Normal Operations Process Workflow

## Roles and Activities

### 13.1.1. New England Gas Control Center

- 13.1.1.1. Operates the Gas Distribution and Transmission system.
- 13.1.1.2. Monitors, controls and coordinates all gas main line activities.
- 13.1.1.3. Establishes restoration priorities and directs restoration efforts.
- 13.1.1.4. Dispatches gas supplies to meet system requirements.
- 13.1.1.5. Provides overall control of the Distribution System.
- 13.1.1.6. Regulates the pressures and flow rates in the Distribution System.

### 13.2. Modified System Operations

A gas emergency event may involve specific conditions based on adverse weather conditions, gas system operating impact to one or more regions, gas system outage affecting a large number of customers, etc. During these emergency events, normal gas system operations continue to take place in support of the unaffected areas. Additionally, focus will also be placed

on the emergency affected area by Gas Control with supplemental support by operational and engineering organizations. As with most emergency situations, normal operational activities may be scaled back to place needed emphasis and support on emergency response-based issues, allowing greater operational support of the emergency event. As needed, engineering support will be provided for the emergency event in the role of Technical Specialist. The Technical Specialist will support development of listings of customers affected by a system outage, evaluation of any adverse effects on the gas system, system configuration support, and any additional actions, as needed. Operational organizations may scale back normal operations and provide assistance with restoration activities. Refer to Figure 38, “Modified System Operations Process Workflow” below.

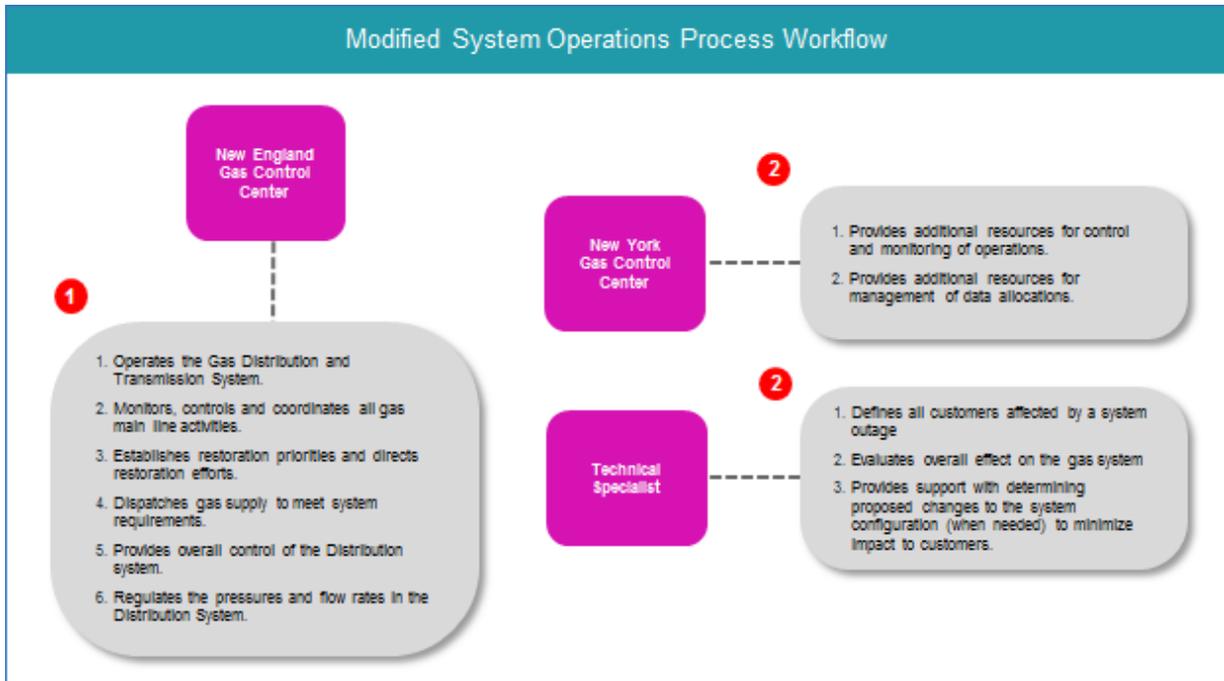


Figure 38: Modified System Operations Process Workflow

## Roles and Activities

### 13.2.1. New England Gas Control Center

- 13.2.1.1. Operates the Gas Distribution and Transmission System.
- 13.2.1.2. Monitors, controls and coordinates all gas main line activities.
- 13.2.1.3. Establishes restoration priorities and directs restoration efforts.
- 13.2.1.4. Dispatches gas supplies to meet system requirements.
- 13.2.1.5. Provides overall control of the Distribution System.
- 13.2.1.6. Regulates the pressures and flow rates in the Distribution System.

### **13.2.2. New York Gas Control Center**

13.2.2.1. Provides additional resources for control and monitoring of operations.

13.2.2.2. Provides additional resources for management of data allocations.

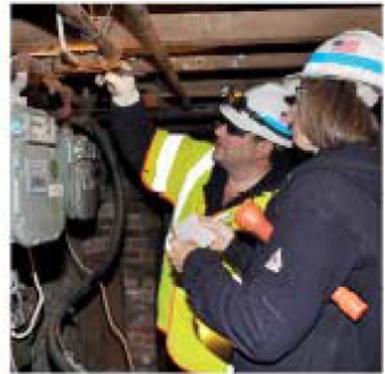
### **13.2.3. Technical Specialist**

13.2.3.1. Defines all customers affected by a system outage

13.2.3.2. Evaluates overall effect on the gas system

13.2.3.3. Provides support with determining proposed changes to the system configuration (when needed) to minimize impact to customers.

# Chapter 14: Coordination of Restoration Activities



## 14. Coordination of Restoration Activities

### Introduction

The purpose of Coordination of Restoration Activities is to identify how the Company carries out gas service restoration activities to address outages stemming from an emergency.

**Chapter 14 Summary:  
Coordination of  
Restoration Activities**

**14.1  
Conducting Restoration  
Activities on Distribution  
Piping**

**Key Roles**

- State Incident Commander
- State Planning Section Chief
- Resources Unit Leader
- Dispatch & Scheduling Supervisor
- Emergency Planning Lead
- First Responder
- State Operations Section Chief
- On-Scene Branch Director
- Section Deputy

The processes and activities in this chapter are initiated once the emergency has been classified and the response plan has been activated and the level of decentralization is determined (as covered in Chapter 4 of this ERP), the type and number of resources required to address the emergency have been estimated and the resources have been acquired (as covered in Chapter 6 of this ERP), and Damage Assessment has been conducted (as covered in Chapter 11 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 39, “Coordination of Restoration Activities High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

### 14.1. Conducting Restoration Activities on Distribution Piping

The Gas Organization implements a response and restoration process structured based on ICS.

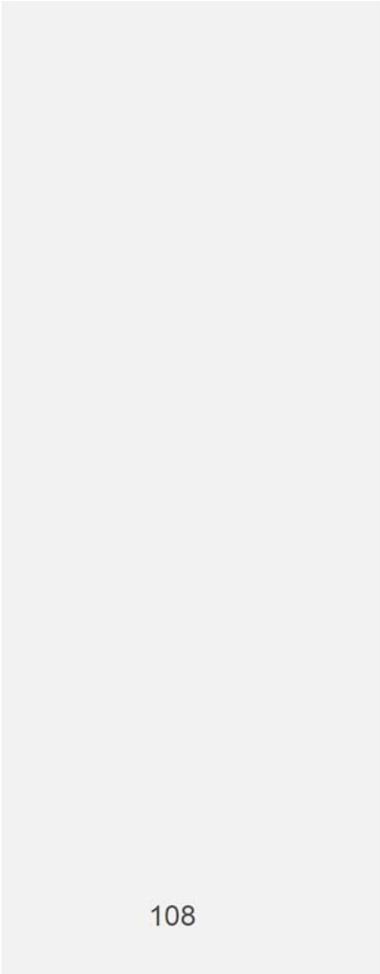
Whenever a significant emergency capable of causing interruptions to gas service does or is anticipated to occur, the State Incident Commander, with support from Emergency Planning, will determine the necessary level of the

Company’s response as dictated by established Operating Conditions. The classification of an Emergency Event Type is primarily dependent upon the number of customers interrupted and the estimated duration of the restoration activities, but is additionally based on the actual or anticipated severity and complexity of the restoration operation.

### Processes

#### 14.1 Coordinating Restoration Activities on Distribution Piping

**Figure 39:  
Coordination of  
Restoration  
Activities High Level  
Overview**



When weather or natural/human causes (e.g., major equipment failure, civil unrest, terrorism, wildfire, etc.) threaten to cause conditions that result in substantial loss of gas service, which may not be handled effectively through normal operating procedures, an emergency can be declared by the, RI State Jurisdictional leadership and/or, the VP Gas Field Operations New England, or VP of Emergency Planning. Any potential event that Emergency Planning determines poses a threat to the system triggers a call with the VP of Field Operations New England at which point they will decide whether to appoint the State Incident Commander.

The VP Gas Field Operations New England, his/her appointed designee, or the State Incident Commander when appointed is responsible to analyze the severity and complexity of the emergency. This helps to identify resource requirements and appropriately utilize the incident command structure. This analysis typically begins in the Pre-Event Stage (when possible) and continues in every Operational Period throughout the Response Stage.

The severity and complexity analysis is based on factors including, but not limited to:

- Safety,
- Size of the emergency and impacts to life and property,
- Extent of potential or known damage,
- Type of damage,
- Availability of supplemental resources,
- Level of command required to direct restoration efforts,
- Current operational situation (number of outages, resources, supplies, etc.),
- Current/forecasted weather conditions,
- Confidence level of forecasted weather,
- Damage assessments,
- Restoration priorities,
- Forecasted resource requirements, and
- Other situational specific factors.

The severity and complexity analysis must account for not only the forecasted impact of the emergency, but also factors such as likely best and worst case scenarios, the amount of uncertainty in the forecast as well as the potential breadth of impact to other utilities. These factors impact the pre-staging of resources. Early in the Response Stage, one of the most difficult yet critical objectives is to secure an appropriate amount of resources. This maintains the flexibility to scale up or down to optimum levels as the impact of the event becomes more certain.

During unanticipated events and throughout the Response Stage, the Company is constantly reassessing resource requirements. Based on this assessment the Company will add or release supplemental resources. The Company typically has the following sources of crews and service workers:

- Local Company employees,
- Company employees from outside of the impacted service territory,

- Contractors, and
- Mutual assistance from other utilities.

Upon completion of the severity and complexity analysis the VP Gas Field Operations New England or State Incident Commander (when appointed) is responsible for establishing and/or changing the Event Type (refer to Table 1), as needed. It is critical to maintain flexibility and scalability when determining the appropriate ERO and size, therefore the Event Type does not necessarily stipulate a mandated level of ERO activation. Rather, the determination of response type activation and staffing is at the discretion of the VP of Field Operations New England, his/her appointed designee or the State Incident Commander when appointed.

The Event Type, along with the additional factors listed above, should be considered when determining which response and support functions are activated. The transition from one Event Type to another, either higher or lower, is accomplished solely at the discretion of the VP Gas Field Operations New England, his/her appointed designee or the State Incident Commander, based on the recommendations of the State Planning Section Chief, Gas Control Center, other key staff, and also an assessment of the event severity and complexity.

Once established or changed, the Event Type will be communicated to all currently engaged leaders and organizations as well as others expected to support restoration activities.

National Grid's Emergency Response Plan takes a systematic approach toward the coordination of restoration activities. An initial evaluation is performed to determine the cause of the outage (water intrusion, damaged main, supply, etc.). Based on the cause of damage, the following specific actions are then taken:

- Isolate the affected area,
- Shut down of individual gas services,
- Making any needed system repairs,
- Methodically re-introducing gas into the affected portion of the system, and
- Re-lighting customer's gas service.

These actions may lead to temporary disruptions and may not result in bringing back critical customers or the largest number of affected customers first. Other actions, such as use of bottle trucks may be implemented to serve gas to critical facilities, such as hospitals.

Refer to Figure 40, "Conducting Restoration Activities on Distribution Lines Process Workflow" on the following page.

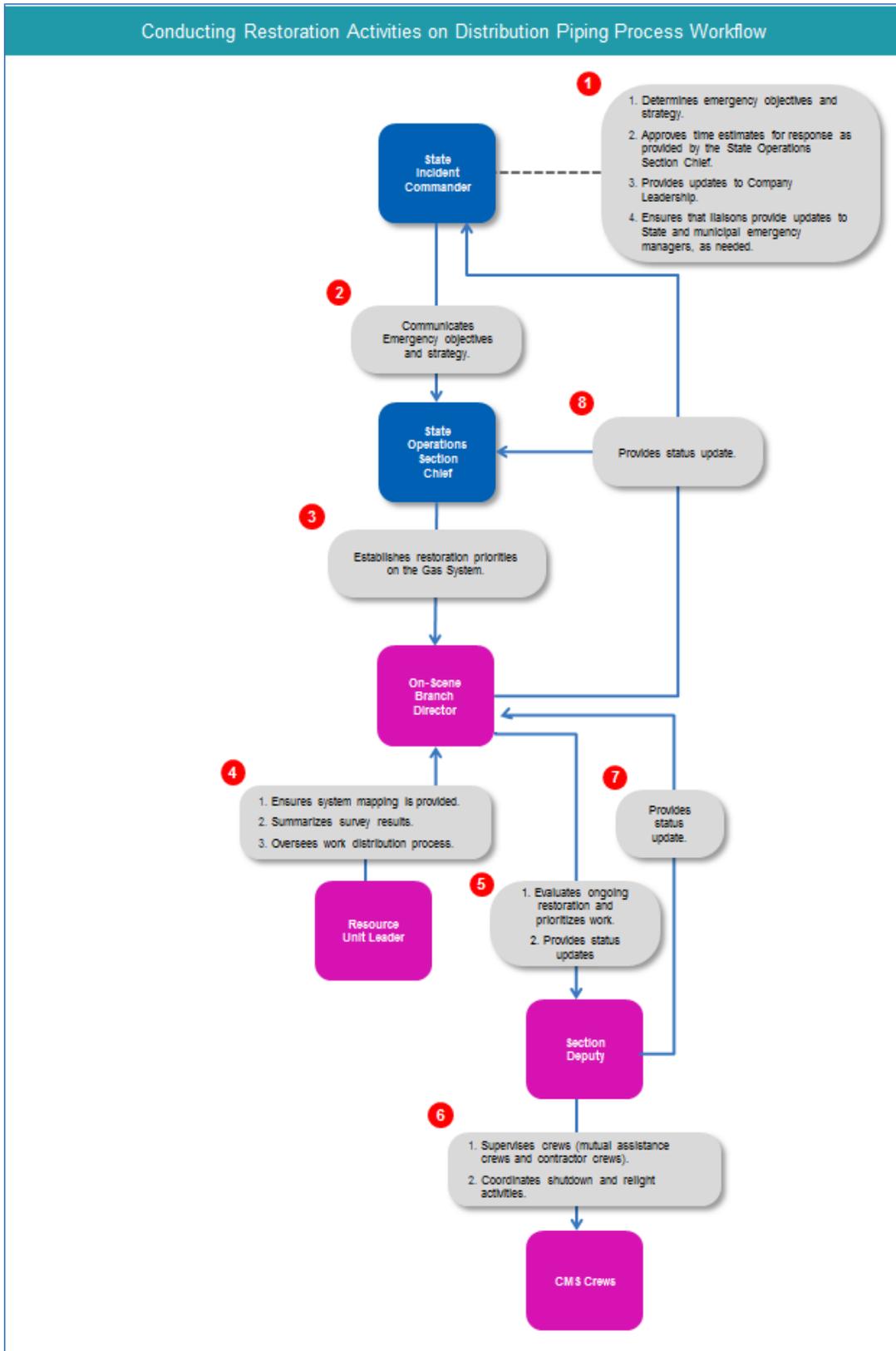


Figure 40: Conducting Restoration Activities on Distribution Piping Process Workflow

## Roles and Activities

### 14.1.1. State Incident Commander

14.1.1.1. Periodically contacts the On-Scene Branch Director and:

- Obtains an emergency status update,
- Determines what emergency response actions are being taken by other response organizations,
- Determines emergency objectives and strategies to be followed,
- Inquires about plotter availability at the on-scene location. If plotters are unavailable, instructs actions to be taken to use “runners” from a Company facility to the on-scene location for delivery of updated maps.

14.1.1.2. Approves estimates regarding the following (within the On-Scene Branch Director checklist, guidance is provided for the development and delivery of a consistent message that must be provided to the State Incident Commander):

- Time required for repair,
- Time required to shut down all meters,
- Time required for gas-in and purging of all mains,
- Time required to break-down impacted areas into zones, establish the field organization, and begin the shutdown/re-light process, and
- Time required for re-lights.

14.1.1.3. Periodically contacts the appropriate Leadership representatives and provides an update of emergency events.

14.1.1.4. During a Gas System Emergency that requires a significant Gas Organization response, ensures that liaisons provide State and Municipal Emergency Managers (or their designee) with a daily written report containing the following information:

- The communities and numbers of customers affected, and
- The status of the restoration efforts including the expected date that service will be restored to all customers, if known. The Company may provide such information more frequently if warranted by the circumstances of the incident and will continue to provide daily updates until service is restored to all customers.

### 14.1.2. State Planning Section Chief

14.1.2.1. Takes appropriate actions to activate the Gas Emergency Operations Center.

- 14.1.2.2. Validates Resource Unit Leader's decisions for external utility resource needs assessment and obtains approval from the State Incident Commander to acquire resources.

#### **14.1.3. Operational Resource Coordinator**

- 14.1.3.1. Summarizes Damage Survey results.
- 14.1.3.2. Maintains oversight of work distribution process.
- 14.1.3.3. Evaluates the need for potential external resources and internal support from other regions.
- 14.1.3.4. Performs an assessment of Mutual Assistance needs beyond northeast region.
- 14.1.3.5. Communicates needs assessment with State Planning Section Chief.
- 14.1.3.6. Ensures system mapping is provided.

#### **14.1.4. Situation Unit Leader**

- 14.1.4.1. Monitors progress of meeting objectives.
- 14.1.4.2. Compiles, maintains and displays incident status information for Incident Command staff and Emergency Operations Center.
- 14.1.4.3. Ensures displays, maps and charts are kept up to date and documented.
- 14.1.4.4. Develops an event planning timeline that includes Estimated Completion Date (ECD) for shut off, repairs, dewatering, purge/re-gas, and relight processes, establishes metrics respective with those actions and manages reporting of progress on a regularly scheduled basis.

#### **14.1.5. Dispatch Supervisor**

- 14.1.5.1. Classifies the emergency incident and notifies the First Responder.
- 14.1.5.2. Develops and distributes regulatory updates.
- 14.1.5.3. Distributes event notifications as needed based on Gas Emergency Notification Chart, refer to Chapter 32.1, Exhibit A.

#### **14.1.6. Emergency Planning Lead**

- 14.1.6.1. Implements the Mutual Assistance Plan to manage the acquisition of external resources.

#### **14.1.7. First Responder**

- 14.1.7.1. Performs an assessment of the emergency condition.

14.1.7.2. Follows standard operating procedures.

14.1.7.3. Communicates situation assessment to Dispatch and CMS Supervisor.

#### **14.1.8. State Operations Section Chief**

14.1.8.1. Periodically contacts the Incident Commander and:

- Provides an emergency status update,
- Indicates what emergency response actions are being taken by the Company and other response organizations,
- For multi-day Emergencies, holds a meeting at all shift changes and /or when the On-Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation, Claims, Public Information Officer, Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of restoration times for various areas affected, and
- When determined necessary, ensures the prompt deployment of CNG trailers to restore critical facilities affected by the gas outage.

#### **14.1.9. On-Scene Branch Director**

14.1.9.1. Provides an update to the State Operations Section Chief and/or State Incident Commander and Gas Dispatch.

14.1.9.2. Provides reasonable timing recommendations for field activities that will be reported to the EOC.

14.1.9.3. Ensures Gas Control approves all system valve operations.

14.1.9.4. For multi-day Emergencies, holds a meeting at all shift changes and/or when the On-Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation, Claims, Public Information Officer, and Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of restoration times for various areas affected. The output from these meetings will be used to develop and communicate a restoration progress update for delivery to field personnel.

14.1.9.5. Periodically contacts the State Operations Section Chief and:

- Provides an emergency status update.
- Indicates what emergency response actions are being taken by National Grid and other response organizations.

14.1.9.6. Ensures the implementation of applicable emergency procedures.

14.1.9.7. Provides On-Scene Operation Support based on established ICS Structure (as needed depending on quantity of customer outages and additional event considerations and will include Planning, Logistics, and Finance Section Chief Positions.

#### **14.1.10. Section Deputy**

14.1.10.1. Both Managers and Lead Supervisors (CMS and Maintain & Construct) would normally fulfil the responsibilities of this position for their respective organizations.

14.1.10.2. Defines resources and allocates as needed.

14.1.10.3. May consult with other areas as needed.

# Chapter 15: Developing and Reporting ETRs



## 15. Developing and Reporting ETRs

### Introduction

The purpose of Developing and Reporting Estimated Time of Restoration (ETR) is to identify the rules that govern the development of ETR for the purpose of keeping external stakeholders updated on the predicted time of service restoration.

Chapter 15 Summary:  
Developing and Reporting ETRs

15.1  
Developing and Reporting ETRs

Key Roles

- State Incident Commander
- State Public Information Officer
- State Planning Section Chief
- State Operations Section Chief

The processes and activities in this chapter are initiated once the emergency has been classified, the response plan has been activated, the mode of operation has been established (as covered in Chapter 13 of this ERP), the number of crews available to restore service has been estimated (as covered in Chapter 6 of this ERP), and relies on the understanding of damage to the Gas Transmission and Distribution Systems developed as a result of Damage Assessment (as covered in Chapter 11 of this ERP) and Service Restoration activities (as covered in Chapter 14 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 41, “Developing and Reporting ETRs High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

Figure 41:  
Developing and Reporting ETRs High Level Overview

### Developing and Reporting ETRs Overview

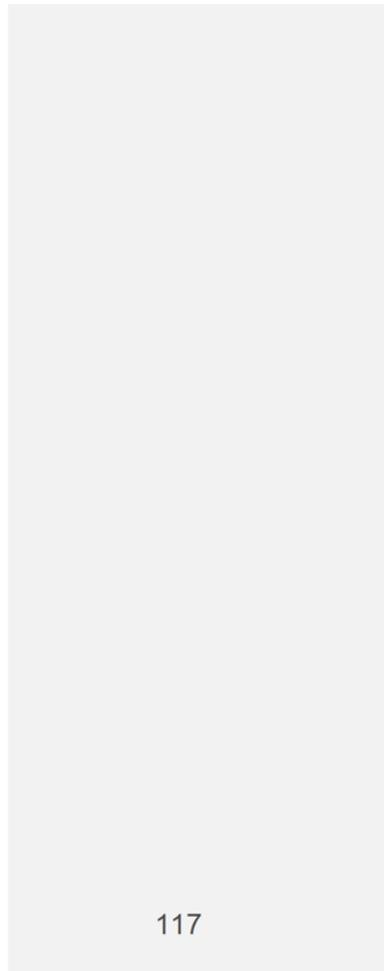
Providing an accurate ETR improves customer service and provides information required for customers to properly plan for shelter and welfare during emergencies. The intent is to provide timely and accurate ETRs with as much detail as possible, given the amount of information available at the time.

During Type 1 or 2 Emergencies, the Company is required to maintain a communications system with customers which includes:

- Continuous access to staff assistance;

### Processes

#### 15.1 Developing and Reporting ETRs



- Three times daily updates on estimated return of service including via telephone;
- One other form of appropriate media outreach.

Such updates must begin upon completion of a damage assessment or after the first 24-hours of a damage assessment, whichever occurs first.

The initial ETRs are summarized at a local and global level. As resources are assigned and more information becomes available the company will refine the specificity of ETRs to define current customer outages, total restorations and updates from previous reporting, equipment replacement information, and when necessary, low pressure safety inspections. This time frame for refinement of ETRs may vary significantly depending on complexity and severity.

The results of the damage assessment process will provide a summary of the survey results to the State Planning Section Chief in a manner to determine the estimated hours of work to complete the restoration and estimated time of restoration.

### **15.1. Developing and Reporting ETRs**

During Emergencies where the ICS organization has been activated, it is the responsibility of the State Planning Section Chief to implement a process that develops ETRs based on current and anticipated event conditions, as well as the timeframe to put them into effect to provide communication with customers and regulatory agencies.

The Situation Unit Leader will develop an event planning timeline that includes Estimated Completion Date (ECD) for shut off, repairs, dewatering, purge/re-gas, and relight processes, establishes metrics respective with those actions and manages reporting of progress on a regularly scheduled basis. Implementation of the ETR process should be considered early during the initial response phase, and during the Pre-Event phase, whenever possible. The Situation Unit Leader should utilize the Estimated Analysis of Resources (found in Chapter 32.5 of this ERP) to aid in the development process.

### **Standardized Report Structure**

For large scale Emergencies that require activation of the Company EOC, a standardized reporting structure, which is included in Exhibit A to this chapter, will be implemented to provide a clear description of customer outage and restoration information. The State Planning Section Chief has overall responsibility for compilation and report development of customer outage and restoration status for local, county, and State Regulatory representatives. The State Liaison Officer will ensure distribution of periodic reports to State Regulatory and Emergency Management Agencies regarding emergency conditions and restoration performance during the event. Specific times for daily reporting will be established based on the severity of the incident, but will occur as a minimum once daily. During major events, Regulatory Affairs maintains a matrix of all contacts for ease in preparation of reporting.

As covered in detail in Chapter 18.1 – 18.2, for incidents that initiate the State EOC, specific National Grid representatives have been designated and will be deployed as Liaisons at the

respective State EOC for the duration of the event. Liaisons have also been designated to support the county, or municipality EOCs when requested.

Liaisons will coordinate communications and have the ability to view gas system mapping. In addition, the liaisons will provide customer outage update reporting 3 times daily for the affected city or town.

ETRs are reported in the following ways:

- i. Via telephone by the Customer Contact Center representative.
- ii. Appropriate media outreach, including social media.
- iii. Community Liaisons (used when State EOCs are activated).

Refer to Figure 42, "Developing and Reporting ETRs Process Workflow" on the following page.

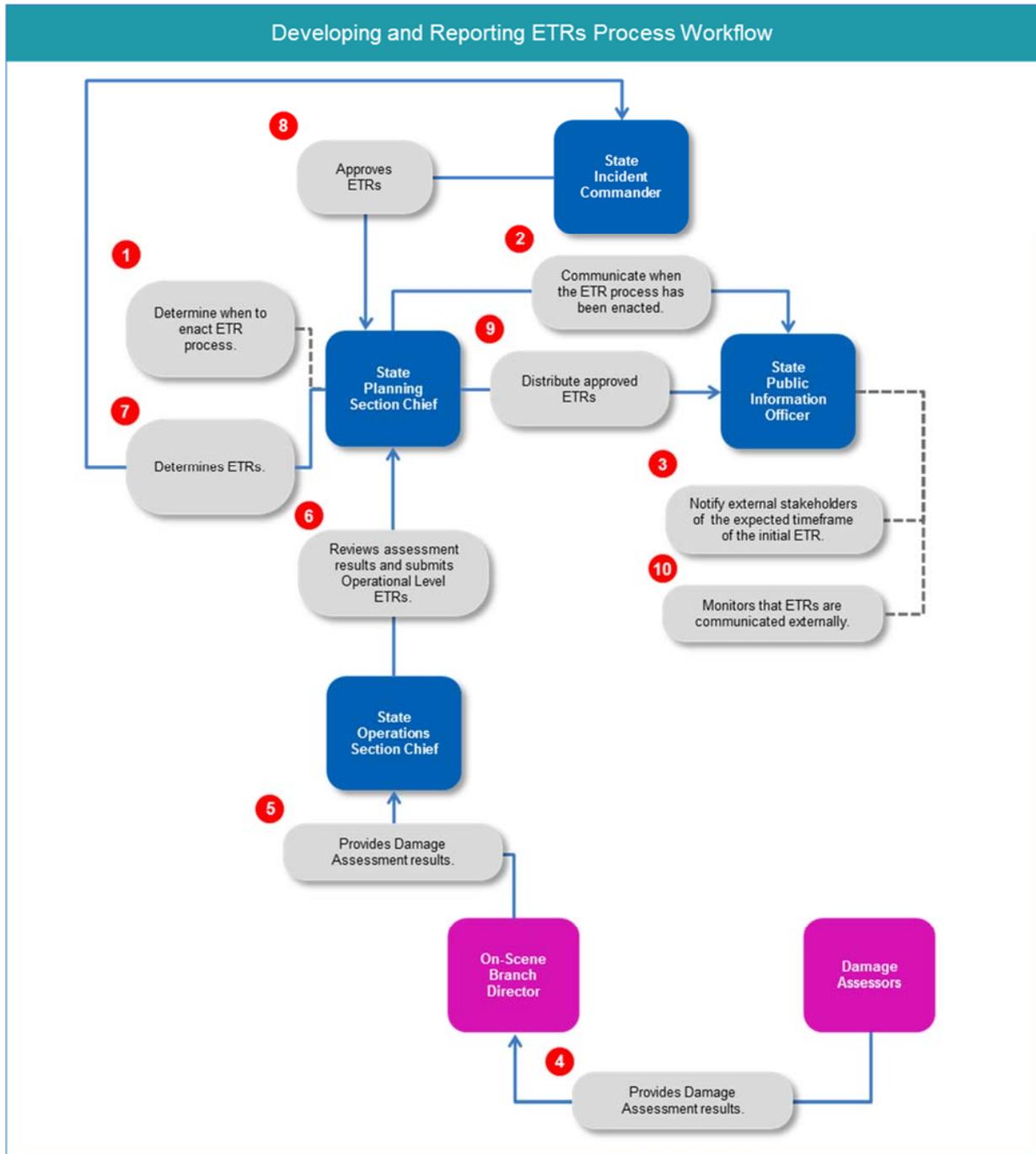


Figure 42: Developing and Reporting ETRs Process Workflow

## Roles and Activities

### 15.1.1. State Incident Commander

15.1.1.1. Approves ETRs for public distribution during the emergency.

### **15.1.2. State Public Information Officer**

- 15.1.2.1. Notifies appropriate regulators, public officials and media outlets of the expected timeframe for the initial ETR.
- 15.1.2.2. Monitors that ETRs are communicated via telephone and at least 1 other form of appropriate media outreach.

### **15.1.3. State Planning Section Chief**

- 15.1.3.1. Determines when it is necessary to enact custom ETR rules and notifies the State Public Information Officer of the following during the Pre-Event Stage, when practical:
  - The time that Damage Assessment begins or is expected to begin.
  - The time that the first ETR update is expected to be due. (No later than completion of Damage Assessment or 24 hours from the beginning of the emergency).
  - The reporting period for subsequent reports daily.
  - Time that Emergency Event ETR Rules will end.
- 15.1.3.2. Determines an event ETR based on feedback from the field, obtains ETR approval from the State Incident Commander, and distributes approved ETRs to the State Public Information Officer.

### **15.1.4. Situation Unit Leader**

- 15.1.4.1. Monitors progress of meeting objectives.
- 15.1.4.2. Compiles, maintains and displays incident status information for Incident Command staff and Emergency Operations Center.
- 15.1.4.3. Ensures displays, maps and charts are kept up to date and documented.
- 15.1.4.4. Develops an event planning timeline that includes Estimate Completion Date (ECD) for shut off, repairs, dewatering, purge/re-gas, and relight processes, establishes metrics respective with those actions and manages reporting of progress on a regularly scheduled basis.

### **15.1.5. State Operations Section Chief**

- 15.1.5.1. Approves Operational Level ETRs prior to submission to the State Planning Section Chief during the Response Stage.
- 15.1.5.2. Provides estimates regarding the various restoration activities (repairs, customer shut-offs, purging, etc.) and when service will be restored. Refines

the specificity of ETRs to define current customer outages, total restorations and updates from previous reporting, equipment replacement information, and when necessary, low pressure safety inspections. Communicates this information to the State Planning Section Chief.

15.1.5.3. Considers the following:

- Time required for repair,
- Time required to shut down all meters – with the anticipation of a high “Can’t Get In” (CGI) rate,
- Time required for gas-in and purging of all mains,
- Time required to break-down impacted areas into zones, establish the field organization, and begin the shutdown/re-light process,
- Time required for re-lights – expecting high CGI rates.

# Chapter 16: Internal Communications



## 16. Internal Communications

### Introduction

Chapter 16 Summary: Internal Communications	
16.1 Conducting State Level Conference Calls and Briefings	16.1 Conducting Broader Company Communications
Key Roles	Key Roles
<ul style="list-style-type: none"> <li>• State Incident Commander</li> <li>• State Safety, Health and Environmental Officer</li> <li>• State Public Information Officer</li> <li>• State Liaison Officer</li> <li>• State Planning Section Chief</li> <li>• State Logistics Section Chief</li> <li>• State Security Officer</li> <li>• State Finance Section Chief</li> <li>• State Human Resources Section Chief</li> <li>• On-Scene Branch Director</li> <li>• State Operations Section Chief</li> <li>• CMS Operations Section Chief</li> </ul>	<ul style="list-style-type: none"> <li>• State Incident Commander</li> <li>• State Public Information Officer</li> <li>• On-Scene Branch Director</li> </ul>

Figure 43: Internal Communications High Level Overview

Effective communications ensure that all restoration and support resources receive and understand a unified message throughout the emergency so that their actions remain aligned with the objectives of the leadership team. The purpose of this chapter is to describe communications that are carried out in response to an emergency. This includes the State Level briefings conducted to plan for and track the Company's restoration progress. Sharing of information among ICS Command and General Staff and other Company communications allows for dissemination of general facts around the emergency and the Company's response.

The processes and activities in this chapter are initiated once the emergency has been classified, the ERO has been activated, and personnel have been activated to fill the required ICS positions (as covered in Chapter 6 of this ERP).

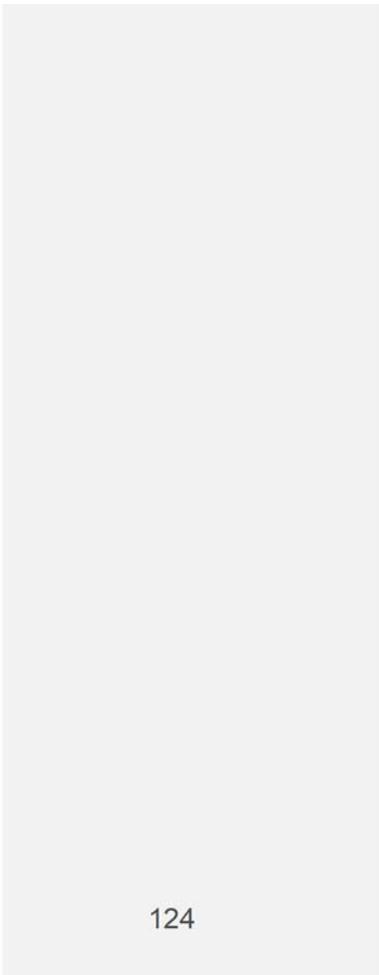
The processes and associated roles covered in this chapter can be seen in Figure 43, "Internal Communications High Level Overview."

There is no interaction with the System Level ICS when carrying out the activities associated with the processes included in this chapter.

### Processes

*16.1 Conducting State Level Briefings*

*16.2 Conducting Broader Company Communications*



## 16.1. Conducting State Level Conference Calls and Briefings

Conference calls and briefings are conducted at the State Level to maintain situational awareness and relay the specifics of the emergency. These calls will be led by the State Incident Commander. ICS Command and General Staff personnel will provide status summaries of the activities they oversee. The summaries will be used to establish strategies and drive changes around objectives highlighted in the Incident Action Plan for the current and forthcoming operational periods. Certain ERO personnel at the Operational Level will also participate in these calls and briefings, specifically the On-Scene Branch Director and others, as required. These calls and briefings may begin up to three days in advance of an emergency, when the emergency is foreseen, and continue through the end of the emergency to communicate relevant information as required. The typical agenda for this call is presented in Appendix A- Exhibit A to this chapter. In addition, Chapter 32.5 Exhibit B provides a Job Aid to guide the Incident Commander through facilitation of the meeting agenda.

As described in the System Level Plan, the State Incident Commander will attend System Level briefings/conference calls during emergencies where the System Level is activated. They will provide status updates on State Level activities and make requests for any required System Level support.

Refer to Figure 44, “Conducting State Level Conference Calls and Briefings Process Workflow.”

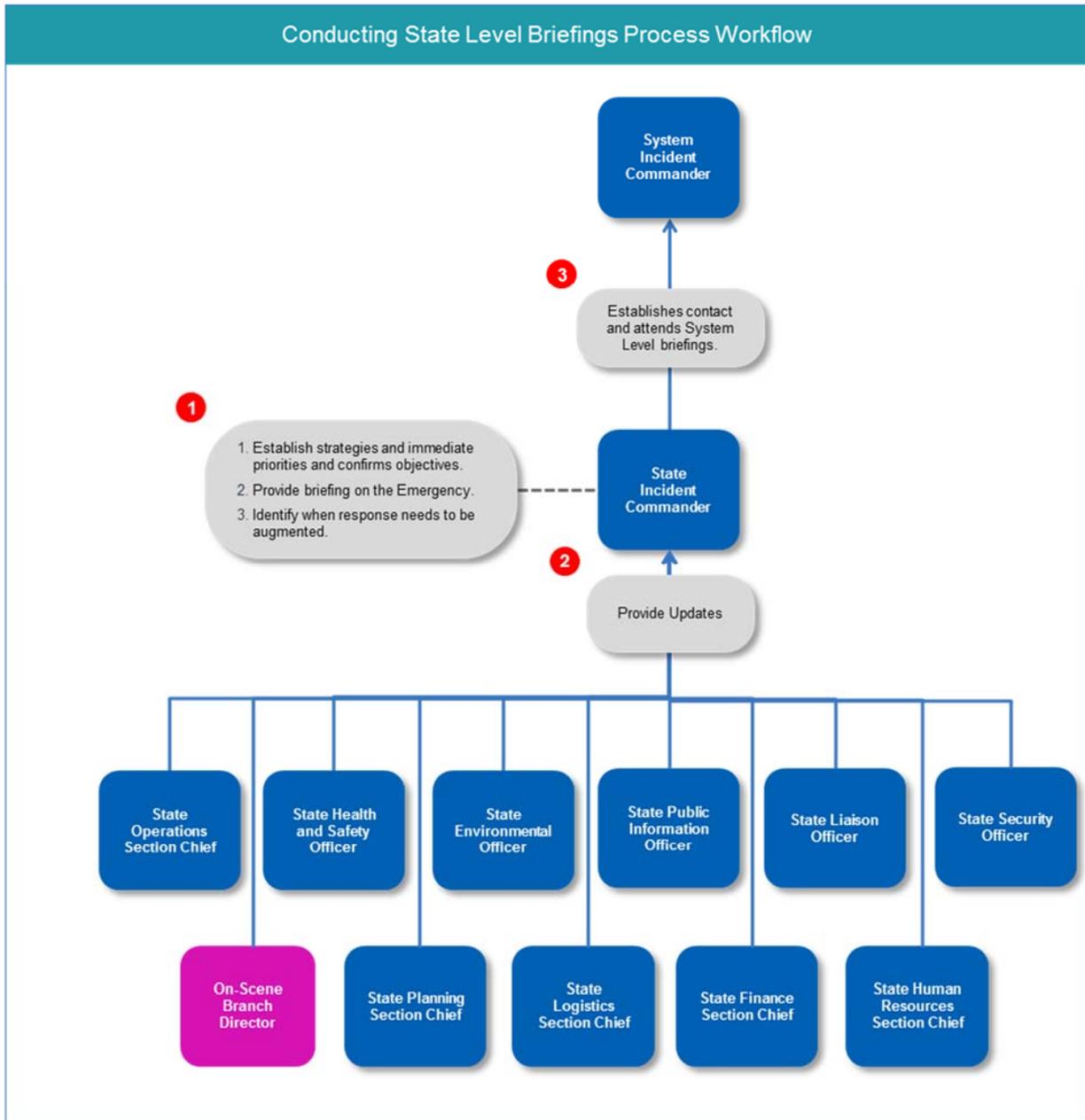


Figure 44: Conducting State Level Conference Calls and Briefings Process Workflow

## Roles and Activities

### 16.1.1. State Incident Commander

- 16.1.1.1. Establishes strategies and immediate priorities and confirms objectives for the current operational period which will be included in the Incident Action Plan (which is discussed in detail in chapter 21.1) and defines objectives for the next operational period once restoration has commenced.

16.1.1.2. Establishes and conducts regular briefings with ICS Command and General Staff (includes State Level, State Operations Section Chief, On-Scene Branch Director and others, as needed) beginning three days in advance, if possible, (refer to Extreme Weather Plan) of an anticipated emergency and through the duration of an emergency to maintain situational awareness during the Response Stage. These calls cover, among other things:

- Size and complexity of the emergency,
- Emergency objectives,
- Agencies/organizations/stakeholders involved,
- Political ramifications,
- Employee or public injuries and safety concerns,
- Environmental concerns,
- Emergency activities and current situation, and
- Special concerns.

16.1.1.3. Identifies operational situation changes that require augmentation or demobilization of resources, revises the level of response activation and communicates it to State Level ICS Command and General staff during an emergency.

16.1.1.4. Establishes contact with the System Incident Commander (System Level) when applicable.

16.1.1.5. Attends System Level briefings/conference calls and provides status updates on State Level activities and make requests for any required System Level support.

## 16.1.2. State Safety and Health Officer

16.1.2.1. Provides an update on any issues with the Safety and Health organization's preparation and activities.

16.1.2.2. Provides an update on any safety incidents that occur during an emergency including actions being taken to mitigate the incident, number and severity of injuries, and outside emergencies response agencies responding to the incident.

## 16.1.3. State Environmental Officer

16.1.3.1. Provides an update on any issues with the Environmental organization's preparation and activities.

- 16.1.3.2. Provides an update on any environmental incidents that occur during an emergency including actions being taken to mitigate the incident, number and severity of injuries, and outside emergency response agencies responding to the incident.

#### **16.1.4. State Public Information Officer**

- 16.1.4.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
- 16.1.4.2. Provides an overview of the level of public interest in the emergency, the public information strategy, speaker preparation, information sources (including news releases, fact sheets, videos, photos, news clips) and the information cycle for interviews, news briefings, and town meeting schedules.

#### **16.1.5. State Liaison Officer**

- 16.1.5.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
- 16.1.5.2. Provides an overview of agencies and stakeholders impacted by or responding to the emergency, updates on the strategic level government response, available resources, status of cooperating agency activities in support of the emergency, and stakeholders' issues and concerns.

#### **16.1.6. State Planning Section Chief**

- 16.1.6.1. Provides feedback on the current ERO, response activities, and objectives; provides updates on resource status, weather and other pertinent facts of the emergency; and recommends changes to the ERO layout and personnel of the ERO.
- 16.1.6.2. Makes recommendations on additional actions or alternative strategies needed to reach the strategic objectives and provides periodic predictions (based on changes in weather, manpower, and resource availability) on incident potential.

#### **16.1.7. State Logistics Section Chief**

- 16.1.7.1. Provides an overview of the current disposition of logistics support for the Company during the emergency.

#### **16.1.8. State Security Officer**

- 16.1.8.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.

- 16.1.8.2. Provides an overview of any security incidents, information on any on-going law enforcement investigations, the status of security at the incident site and Company facilities, available security resources, stakeholders' concerns/issues, the status of cooperating agency activities in support of an incident, location of shelters (if utilized), and any evacuation of facilities and assembly areas including results of employee accountability surveys.

#### **16.1.9. State Finance Section Chief**

- 16.1.9.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
- 16.1.9.2. Provides an overview of the current disposition of matters related to emergency response financial activities during the emergency.

#### **16.1.10. State Human Resources Section Chief**

- 16.1.10.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
- 16.1.10.2. Provides an overview of any significant employee or labor issues.

#### **16.1.11. State Operations Section Chief**

- 16.1.11.1. Provides an update on the emergency response including primary and alternate strategies/tactics.
- 16.1.11.2. Makes requests for State Level assistance with resource, facility and specialty equipment needs (helicopter, heavy lift, etc.).

#### **16.1.12. On-Scene Branch Director**

- 16.1.12.1. Provides an overview of issues encountered in the field with regard to the overall coordinated response to the emergency including: personnel, logistics, technical support, engineering, and operations.
- 16.1.12.2. Expresses concerns and identifies the activities of Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene.
- 16.1.12.3. Provides a summary of activities performed in the field against those included in the Incident Action Plan.

## **16.2. Conducting Broader Company Communications**

Internal Communications is an important requirement during extended outages. Effective employee communications is a valuable motivational tool, and research indicates that the public frequently contacts field crews and district offices for information on restoration efforts.

Employees will be kept informed during an emergency via email, broadcast telephone/messages, fact sheets, and the Company Infonet website, E-mail system, and broadcast telephone or text messages. The State Public Information Officer will be responsible for implementing the messages when directed by the State Incident Commander. The State Public Information Officer also will handle all video and photo documentation of the emergency.

When the System Level Plan is activated, the System Public Information Officer is responsible for developing the messages while the System Incident Commander retains authority for approving them. Approved messages will be distributed by the System Public Information Officer to the State Public Information Officer for distribution to Company personnel. Refer to Figure 45, “Conducting Broader Company Communications Process Workflow.”

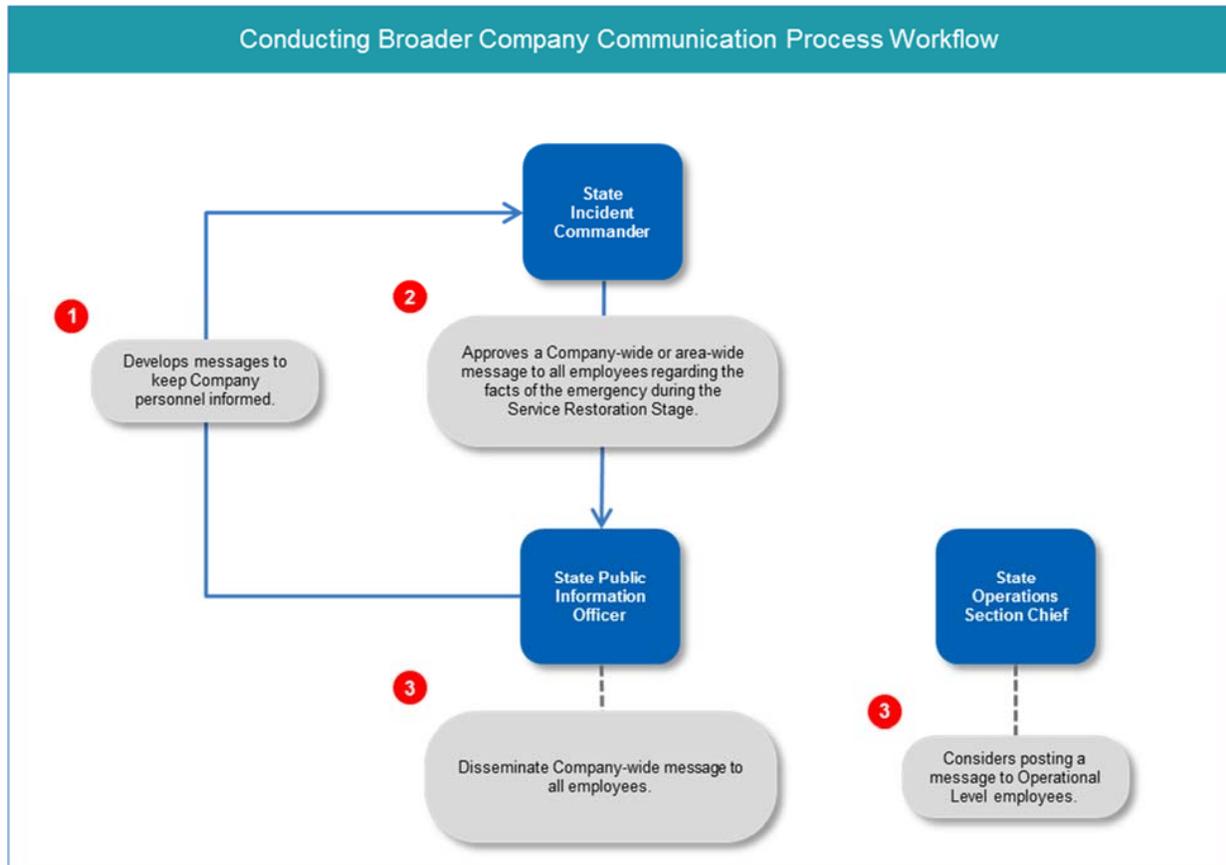


Figure 45: Conducting Broader Company Communications Process Workflow

## Roles and Activities

### 16.2.1. State Incident Commander

- 16.2.1.1. Approves a Company-wide or area-wide message to all employees regarding the facts of the emergency during the Response Stage and works with the State Public Information Officer to develop and disseminate this message; provides periodic updates.

## **16.2.2. State Public Information Officer**

- 16.2.2.1. Disseminates Company-wide or area-wide messages developed by the State Incident Commander to all employees regarding the facts of the emergency.

## **16.2.3. State Operations Section Chief**

- 16.2.3.1. Considers posting a message to all Operational Level employees regarding the facts and objectives of the incident and provides periodic updates.

# Chapter 17: Public Information Communications



## 17. Public Information Communications

### Introduction

The purpose of Public Information Communications is to identify how the Company develops and disseminates consistent information about the emergency and restoration efforts to external stakeholders.

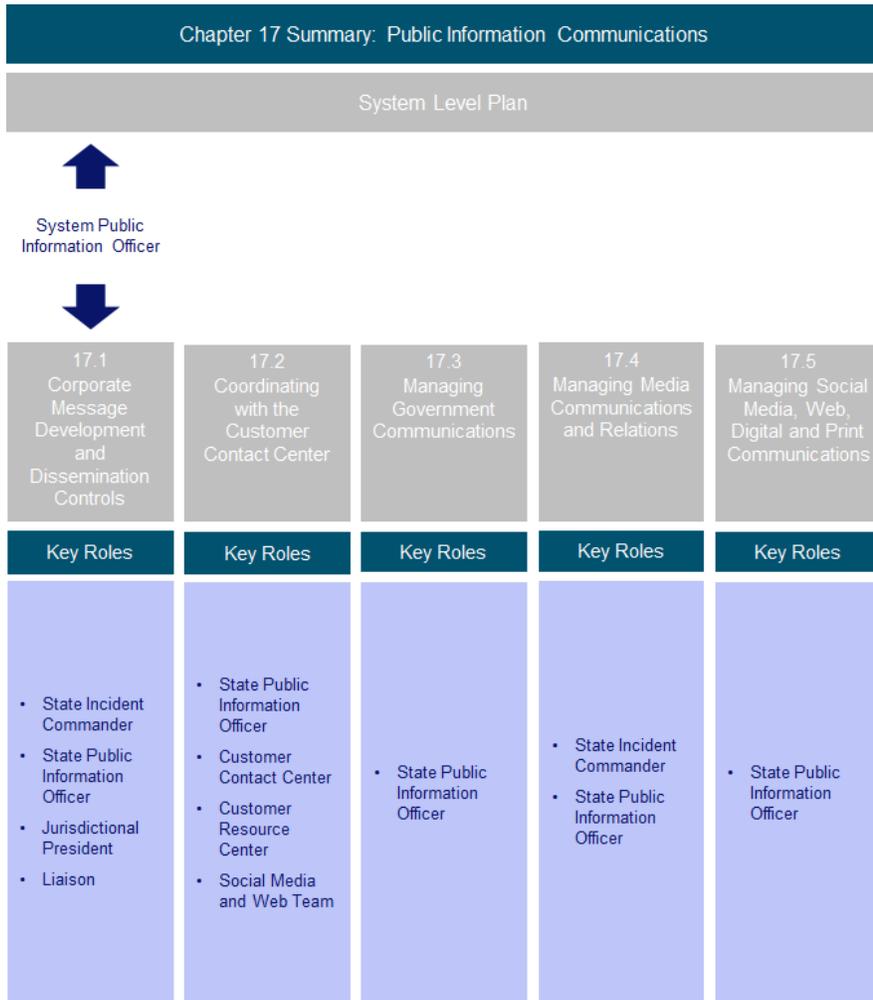


Figure 46: Public Information Communications High Level Overview

The processes and activities in this chapter are implemented once the emergency has been classified, the response plan has been activated, the level of decentralization is determined (as covered in Chapter 4 of this ERP) and personnel have been activated to fill ICS positions (as covered in Chapter 6 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 46, “Public Information Communications High Level Overview.”

### Processes

*17.1 Corporate Message Development and Dissemination Controls*

*17.2 Coordinating with the Customer Contact Center*

*17.3 Managing Government Communications*

*17.4 Managing Media Communications and Relations*

*17.5 Managing Social Media, Web, Digital and Print Communications*

When carrying out coordinating support logistics activities, issues and decisions may be escalated through the System Level Plan to implement Corporate Message Development and Dissemination Controls.

The State Public Information Officer is responsible for implementing items within this section of the plan.

### **17.1. Corporate Message Development and Dissemination Controls**

The need for communicating with our customers, general public, news media and local officials is more important during emergency conditions than any other time. During storms, load-shedding events, and other emergencies it is critical that these audiences have the most relevant information. During an extended gas system outage, for example, customers without gas service 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 gas 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 and consider the input of the Jurisdictional Company Presidents. Often, even the assurance that emergency response activities are underway can be helpful to lessen customer concerns.

The development and delivery of a consistent corporate message entails gathering pertinent information about the emergency response effort, maintaining a current stakeholder dissemination list, developing a dissemination plan and schedule, and delivering the message through a multitude of channels.

The State Public Information Officer is responsible for establishing points of contact throughout the Company to gather information about the emergency response and communicating the information dissemination plan with the emergency communication teams.

The State Public Information Officer will coordinate with the State Incident Commander and consider the input of the Jurisdictional Presidents to develop messages to be disseminated to the media, government, community leaders, regulators and employees through myriad channels including, but not limited to, the Customer Contact Center, press conferences, web and social media, interviews, Company media lines and the State Liaison Officer. The State Incident Commander maintains ultimate authority for approving information to be released unless the System Level Plan is activated.

When the System Level Plan is activated, the System Public Information Officer is responsible for developing the message while the System Incident Commander retains authority for approving it. Approved messages will be distributed by the System Public Information Officer to the State Public Information Officer for distribution to personnel at the State and Operational Levels, respectively. The Liaison will disseminate these messages to external stakeholders.

Refer to Figure 47, “Corporate Message Development and Dissemination Controls Process Workflow” below.

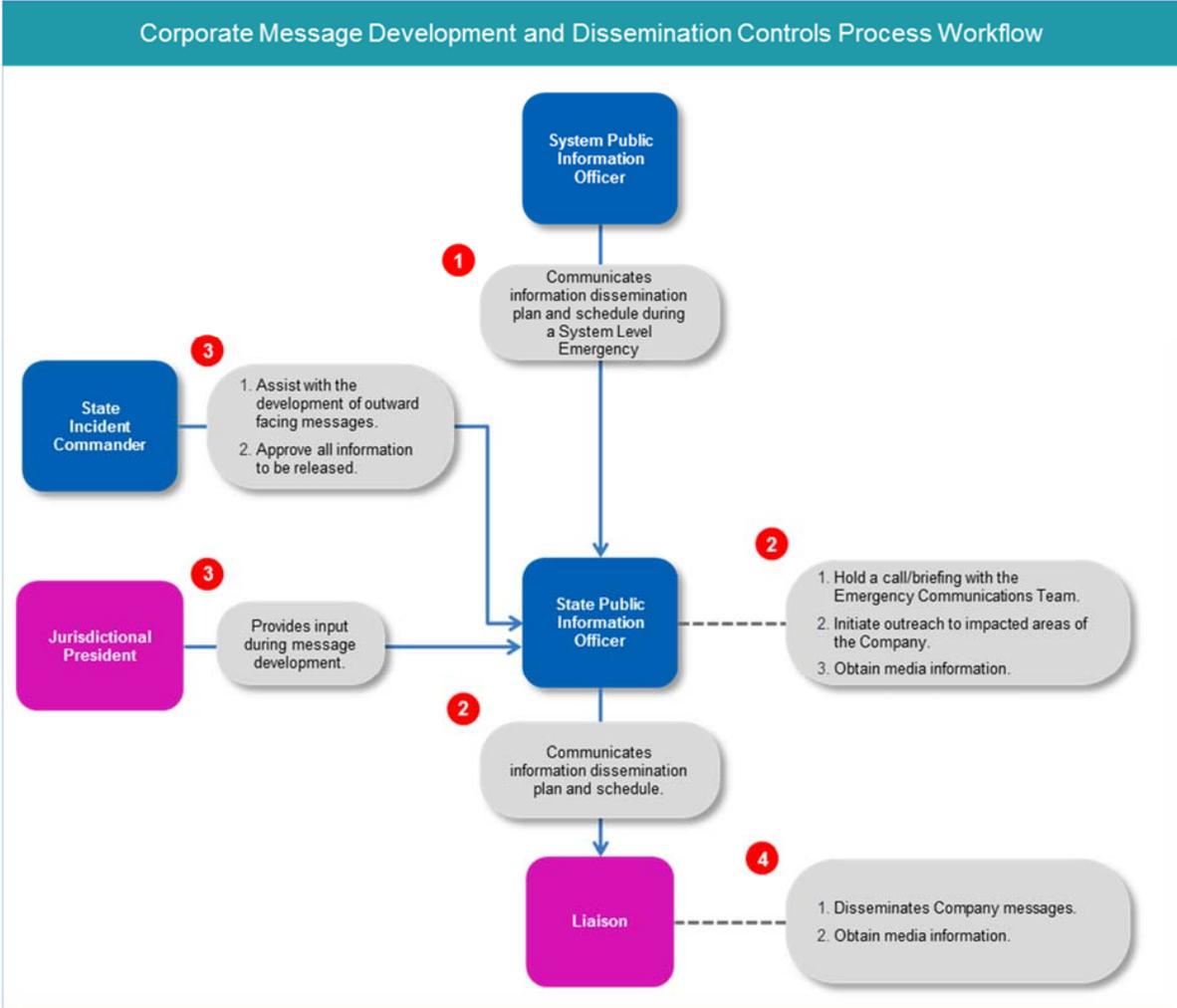


Figure 47: Corporate Message Development and Dissemination Controls Process Workflow

## Roles and Activities

### 17.1.1. System Public Information Officer

- 17.1.1.1. Communicates with the State Public Information Officer regarding the information dissemination plan and schedule during a System Level Emergency.

### 17.1.2. State Incident Commander

- 17.1.2.1. Works with the State Public Information Officer to develop messages and provide approval for all information to be released by the Company.

### 17.1.3. State Public Information Officer

- 17.1.3.1. Holds a call/briefing with the Emergency Communications Team prior to the emergency, when the emergency is anticipated, to discuss overall messaging strategy, Pre-Event messages, Internal Communications, Media Communications, Web and Social Media Strategy, Government and Regulatory Relations, and Community and Customer Messaging.
- 17.1.3.2. Develops messages in conjunction with the State Incident Commander to be disseminated to the media, government and community leaders, and employees.
- 17.1.3.3. Obtains approval from the State Incident Commander on all information to be released.
- 17.1.3.4. Disseminates messages to the media, government and community leaders, and employees in coordination with the State Operations Section Chief.
- 17.1.3.5. Obtains media information that may be useful for planning during the Response Stage.
- 17.1.3.6. Establishes contact with the System Planning Officer during a System Level emergency and disseminates messaging to the State Level that was developed and approved at the System Level.

#### **17.1.4. Community/RIEMA Liaisons**

- 17.1.4.1. Communicates with the State Public Information Officer to get the information dissemination plan and schedule prior to an emergency, when practical, and maintains contact as needed throughout the emergency.
- 17.1.4.2. Disseminates messages developed by the State Public Information Officer to the media, government and community leaders, and employees in coordination with the State Operations Section Chief.
- 17.1.4.3. Obtains media information that may be useful for planning.
- 17.1.4.4. Periodically meets with the State Liaison Officer to align messaging and obtains the names and numbers of additional agencies, organizations and stakeholders to be added to the dissemination list.

#### **17.1.5. Jurisdictional President**

- 17.1.5.1. Provides input into the Company message that will be disseminated to the media, government and community leaders, and employees.

## 17.2. Coordinating with the Customer Contact Center

The Customer Contact Center located in Northborough, Massachusetts is able to operate beyond normal conditions and can be operational 24 hours a day for the duration of an emergency or until full service is restored, whichever occurs first, with sufficient staffing to handle all customer calls.<sup>1</sup>

The Customer Contact Center has the ability to reallocate available telephone lines, allowing for greater customer access during major gas outages.

Prior to an anticipated emergency, the Director of the Customer Contact Center, or his/her designee, based on a given gas emergency event and historical experience, makes resource staffing level decisions, establishes schedules to adequately handle the increased customer call volume, and coordinates additional resources to meet those requirements and answer calls in a timely manner.

The Director of the Customer Contact Center, or his/her designee, coordinates with Gas Dispatch to reschedule or cancel pre-scheduled customer non-emergency workload as necessary. Refer to Figure 48, “Coordinating with the Customer Contact Center Process Workflow” on the following page.

### Coordinating with the Emergency Response Organization

The Customer Contact Center coordinates with multiple parts of the ERO to gather and disseminate information, including the State Public Information Officer, Community Liaisons, and Gas Emergency Operations Center.

The Customer Contact Center Lead along with Media Support receives the approved messaging developed by the State Public Information Officer to deliver communications to customers via the Company website, broadcast messaging system and IVR system (as covered in Chapter 17.3 of this ERP).

### Critical Facility Gas Outages

The Director of the Customer Contact Center, or his/her designee, will work with the Community Liaison Managers to gather information about high priority gas system outages to develop consistent messaging for dissemination to Customer Call Center representatives. When the Gas Emergency Operations Center is activated, information from customers about high priority gas system outages will be passed to the Community Liaison by the Customer Contact Center. When the EOC is not activated, the customer information will be communicated with Gas Dispatch.

---

<sup>1</sup> In the event of a large gas emergency, the Company considers gas service fully restored once it has completed restoration on its equipment and facilities. In certain instances, a customer may not be ready to accept gas service until additional work is completed on customer facilities or equipment, which may take time after the Company’s completion of restoration activities.

## Handling of Customer Emergency Calls after Normal Business Hours

In areas where Dispatch handles customer emergency calls after normal business hours, Dispatch may request that the Customer Contact Center redirect these calls back to the Contact Center during after-hours periods for the duration of the event.

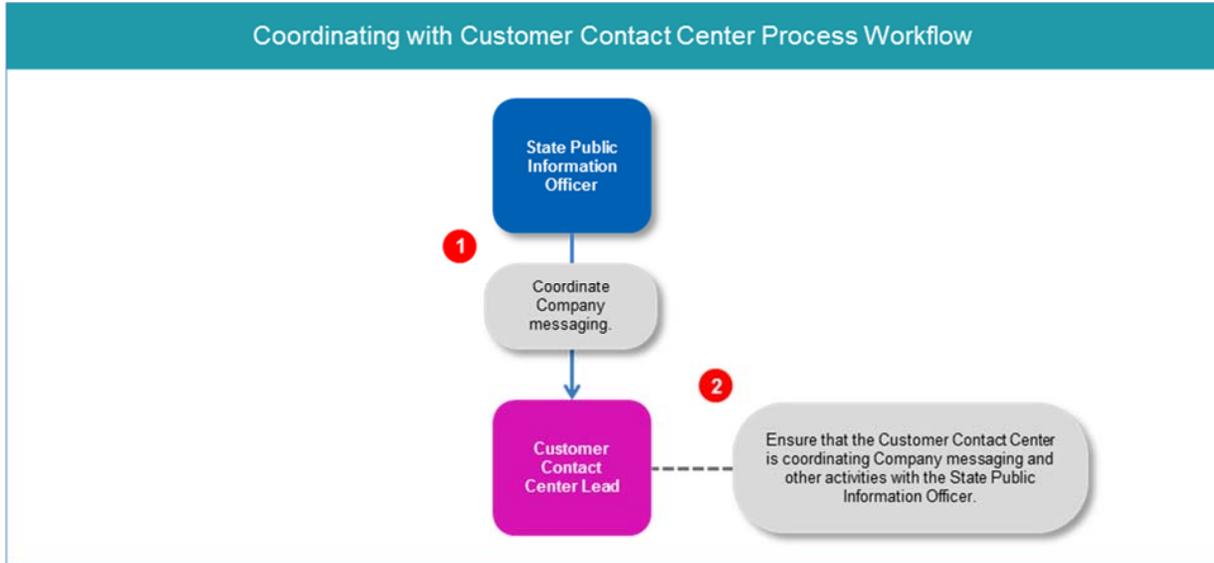


Figure 48: Coordinating with the Customer Contact Center Process Workflow

## Roles and Activities

### 17.2.1. State Public Information Officer

- 17.2.1.1. Coordinates messaging and other activities with the Customer Contact Center Lead.

### 17.2.2. Customer Contact Center Lead

- 17.2.2.1. Ensures that the Customer Contact Center is coordinating messaging and other activities with the State Public Information Officer.

## 17.3. Managing Government Communications

Elected officials in the state of Rhode Island will be kept informed of the Company’s emergency response actions and status during an emergency via Government Relations. Government Relations will work closely with Community & Customer Management and the Public Information Officer to oversee the timeliness and continuity of message communications. Refer to Figure 49, “Managing Government Communications Process Workflow.” on the following page.

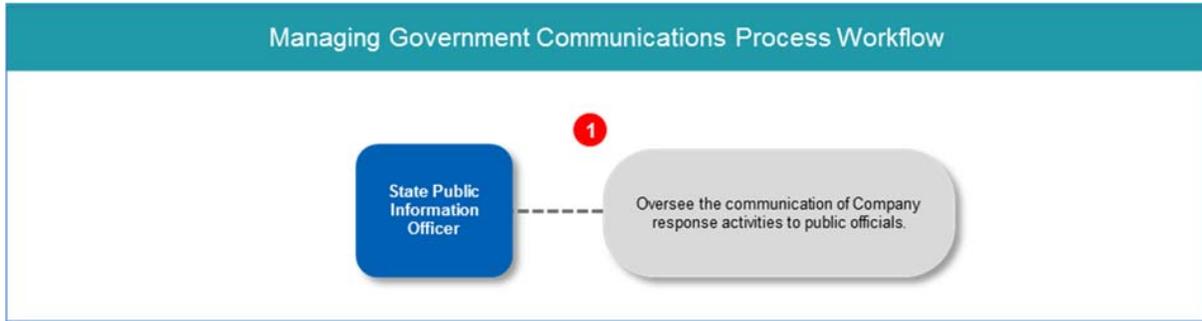


Figure 49: Managing Government Communications Process Workflow

## Roles and Activities

### 17.3.1. State Public Information Officer

- 17.3.1.1. Oversees the communication of Company response activities to public officials.

## 17.4. Managing Media Communications and Relations

The Company maintains a list of print and broadcast media contact information. The Media Relations team, supported by other designated spokespeople (including company executives) as appropriate, will handle all interactions with the media during an emergency. Media Relations will work with the Public Information Officer to determine the best means to disseminate information to the press, including news releases, news conferences and teleconferences, interviews, etc.

During Type 1 and 2 emergencies, a Media Relations Representative directed by the State Public Information Officer will be assigned to communicate directly with the Rhode Island EOC. This representative will maintain contact with local Media Relations Representative(s) in the affected area(s), either in the field or the EOC, and others in the Company as required.

Refer to Figure 50, "Managing Media Communications and Relations Process Workflow" below.

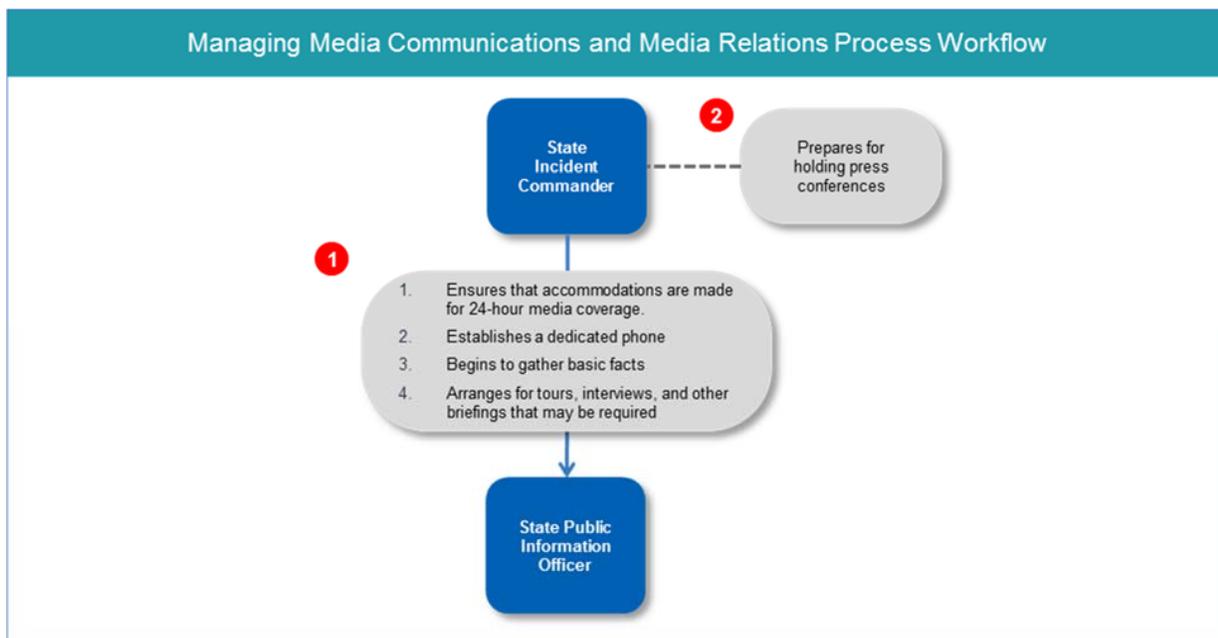


Figure 50: Managing Media Communications and Relations Process Workflow

## Roles and Activities

### 17.4.1. State Incident Commander

- 17.4.1.1. Prepares for holding press conferences by working with the State Public Information Officer to compile the necessary briefing materials.

### 17.4.2. State Public Information Officer

- 17.4.2.1. Ensures that accommodations are made for 24-hour media coverage.
- 17.4.2.2. Begins to gather basic facts about the crisis - who, what, where, and when and use this info to answer inquiries.
- 17.4.2.3. Arranges for tours, interviews, and other briefings that may be required.

## 17.5. Managing Social Media, Web, Digital and Print Communications

Communication with customers necessitates the use of all available media, including new and popular media and/or technology. The Company has worked to enhance its existing customer communication channels and is also developing the use of new channels for customers to communicate with and receive important information from the Company. Currently, the Company is utilizing the following media in communicating with customers:

- Broadcast Text Alerts – The Company will only activate broadcast text message alerts for major emergencies and updates. At the peak of an emergency, the Company will not send more than four messages per day. Messaging should be relevant and actionable.

- Website outage reporting- The website and applications allow customers to view area outage summaries (an example of which is included in Appendix A Ch. 17 Exhibits).
- Facebook – The Company maintains both a corporate and Rhode Island Facebook page where customers can receive information specific to their region.
- YouTube – The Company provides videos on outages and restoration for viewing.
- Twitter – The Company utilizes Twitter to keep customers informed.
- Email Notifications – The Company continues to promote the use of email to communicate with customers during emergencies.
- Print and Broadcast Outlets – as conditions warrant, the Company may place advertising with print and/or broadcast outlets to convey safety, response status, projections for service restoration or other emergency information.

The State Public Information Officer is responsible for managing the development and maintenance of social media communications in coordination with the Company’s Customer Response Center (CRC). In addition, they will oversee the updating of these applications, where needed, during major emergencies.

See Figure 51, “Managing Social Media, Web, Digital and Print Communications Process Workflow” below.

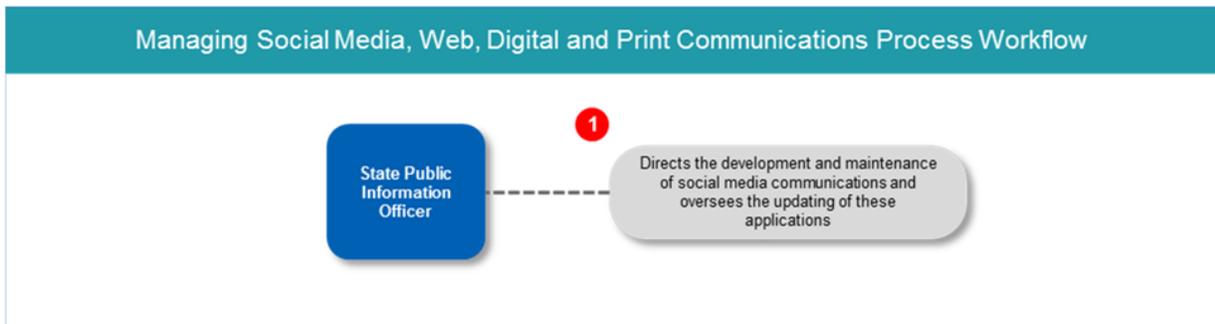


Figure 51: Managing Social Media, Web, Digital and Print Communications Process Workflow

## Roles and Activities

### 17.5.1. State Public Information Officer

- 17.5.1.1. Directs the development and maintenance of social media, web, digital and print communications and oversees the updating of these applications, where needed, during major emergencies.

# Chapter 18: Liaison Interactions



## 18. Liaison Interactions

### Introduction

The purpose of Liaison Interactions is to identify how the Company interacts and coordinates with outside agencies responding to the emergency.

The processes and activities in this chapter are initiated once the emergency has been classified and the response plan has been activated, the level of decentralization is determined (as covered in Chapter 4 of this ERP) and personnel have been activated to fill ICS positions (as covered in Chapter 6 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 52, “Liaison Interactions High Level Overview” on the following page.

When carrying out coordinating support logistics activities, issues and decisions may be escalated through the System Level Plan for the following processes:

- ▶ Managing State Agency Coordination
- ▶ Managing Regulatory Affairs
- ▶ Managing Federal Agency Coordination
- ▶ Coordinating with Other Responding Agencies

### *Processes*

---

#### *18.1 Managing Municipal Coordination*

#### *18.2 Managing State Agency Coordination*

#### *18.3 Managing Regulatory and Government Affairs*

#### *18.4 Managing Federal Agency Reporting*

#### *18.5 Coordinating with Other Responding Agencies*

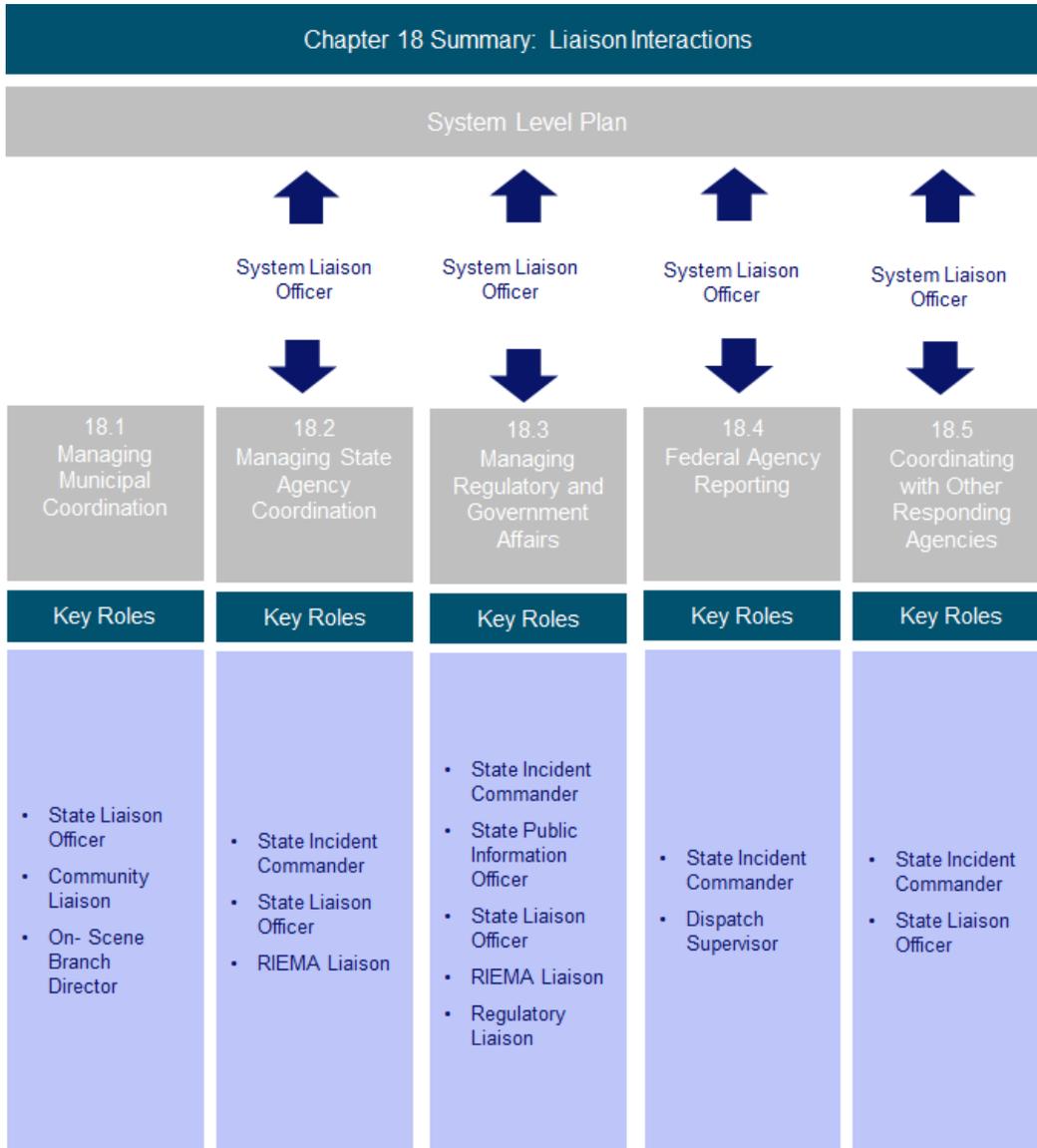


Figure 52: Liaison Interactions High Level Overview

### Liaison Interactions Overview

The interactions between the Company and outside agencies responding to an emergency are handled at both the State and Operational Levels of the Company’s ERO.

The State Liaison Officer typically handles the interactions and response coordination with state government agencies and other stakeholders present in the Rhode Island Emergency Management Agency (RIEMA) EOC. The RIEMA EOC is located in Cranston, RI and is headed by the Director of RIEMA. Other agencies typically represented in the RIEMA EOC include the State Police, National Guard, other utilities, State Highway Department and the Rhode Island PUC.

The Community Liaison typically handles the interactions and response coordination with municipal government and other stakeholders present in the Community EOCs. Community EOCs are coordinated by the municipal Emergency Management Director, who is often the fire or police chief, and other agencies typically represented in the EOC include municipal officials, local emergency response organizations and municipal public works.

The only interactions with agencies represented in the RIEMA and Community EOCs not handled by the State Liaison Officer or Community Liaison include those with other utilities, which are handled by Emergency Planning.

The Company and outside agencies typically communicate information on the availability of response resources, needs and activities being carried out by the outside agency, status updates, and the continuing need for representation in the respective EOC, among others.

Federal Agencies may be involved during major emergencies but would interact with the System Liaison Officer.

## 18.1. Managing Municipal Coordination

During a gas emergency, the Company's response will focus on making hazardous conditions safe. However, the emergency may require the services of fire, police emergency response, and/or municipality personnel. This section describes responsibilities and the relationship between these emergency response organizations so that National Grid may effectively coordinate with them at the emergency scene. The specific response organizations that are responsible for geographical areas containing National Grid infrastructure are detailed in National Grid Policies and Work Methods.

National Grid Policies and Work Methods provide for the initial notification of public emergency response personnel. These procedures also provide for follow-up communication with responding police and fire personnel for incident specific information and the location of a Command Post and/or Emergency Operations Center, if one or both has been established. Listings of government agencies are maintained by Gas Dispatch at each regional facility.

During an emergency response, the State Liaison Officer will be responsible for coordinating activities with critical facilities, municipal emergency managers, local public safety officials and emergency responders and/or their designees. This coordination can take place via the Community Liaison Program, which is described in detail below:

- The Community & Customer Manager is the primary liaison between the Company and each municipality and is established to develop relationships between the Company and municipal officials to better respond to the community needs during a restoration effort. During a Type 1 Emergency, additional employees who are trained as Community Liaisons are deployed to supplement the Community and Customer Manager.
- Each Community Liaison will have access to gas system maps and up-to-date customer outage information. In addition, the Community Liaison will have all the key contact, facility and other municipal information to facilitate communications.

- During an Event, each Community Liaison will provide customer outage information three times per day to the liaison's respective city or town as part of the Gas Operations Status Update Report (which is described in more detail in Chapter 21.2 of this ERP).
- The Community Liaison utilizes the maps and outage reports to respond to inquiries from state and local officials and relevant regulatory agencies.

In addition to utilizing Community Liaisons to coordinate with municipalities, the Company can deploy its Mobile Emergency Operations Center (MEOC) and Community Assistance Vehicles (CAVs) to heavily damaged areas, as necessary, or assign Company personnel to Company On-Scene Command Centers if the command centers are established as part of the Company's emergency response. The MEOC and CAVs have capabilities such as phone charging, internet access, and radios (MEOC only) and are typically utilized for community and customer engagement.

On an annual basis (during normal operations), the Company will conduct activities to ensure coordination with the proper authorities during an emergency. These activities include conducting planning and training, distributing the ERP and maintaining a list of emergency contact information for local officials and emergency response personnel.

Refer to Figure 53, "Managing Municipal Coordination Process Workflow" on the following page.

## Advanced Planning and Training

Community & Customer Management will offer annual Government/Public Safety Official Meetings with:

- Appropriate local elected and appointed officials of each of the cities and towns (where gas service exists) to ensure the effective and efficient flow of information between Company and local elected/appointed officials during an emergency, and
- State and local public safety officials of each of the cities and towns where gas service is provided to ensure the effective and efficient coordination between Company and local public safety officials during an emergency and to review Company policies and procedures.

The Company provides advance notice to invitees of each of the meetings identified above to ensure appropriate attendance and participation.

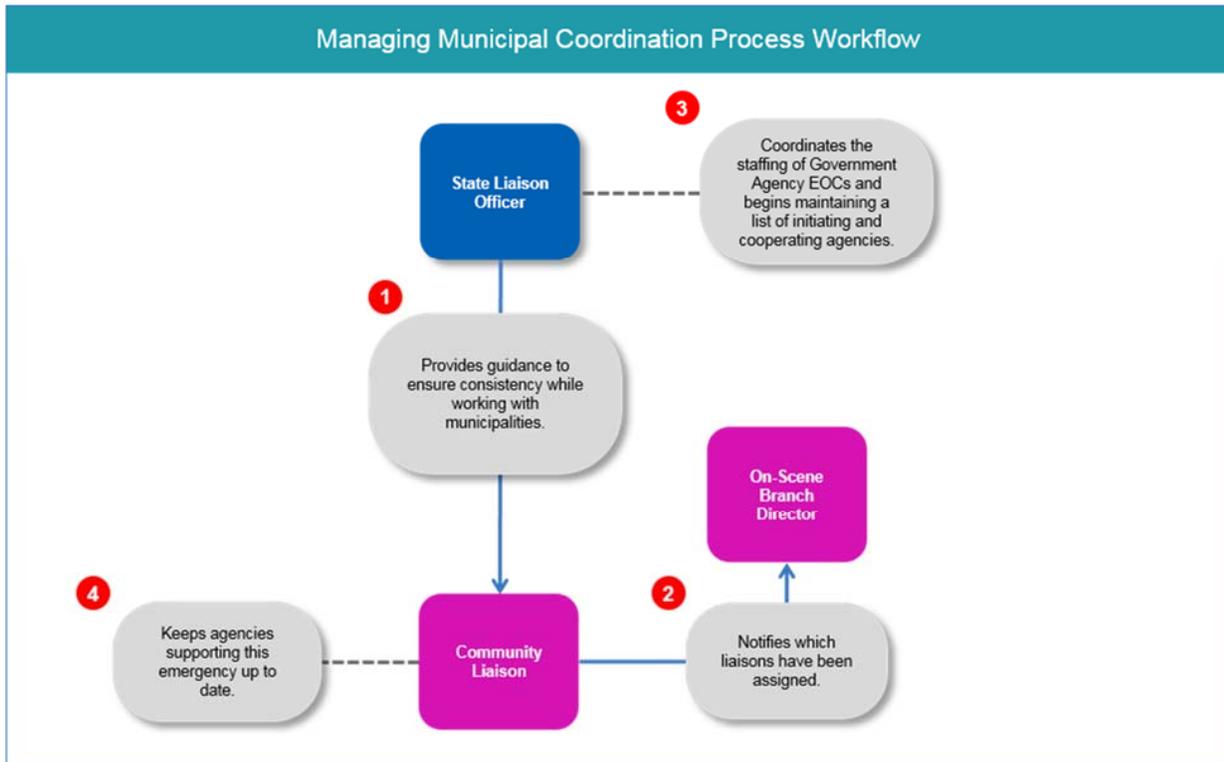


Figure 53: Managing Municipal Coordination Process Workflow

## Roles and Activities

### 18.1.1. State Liaison Officer

- 18.1.1.1. Coordinates the staffing of government agencies' EOCs when directed to do so by the State Incident Commander including establishing a rotation of personnel when these EOCs are anticipated to be opened for more than 12 hours.
- 18.1.1.2. Keep agencies supporting the emergency aware of the emergency status, including:
  - Identification of a contact person/supervisor for each agency/stakeholder,
  - Discussion of the emergency and plans for restoration,
  - Information on various resources and support services available to the agencies/stakeholders, and
  - When service to all customers has been restored.

### 18.1.2. Community Liaison

- 18.1.2.1. Contacts the assigned Emergency Management Director or local Incident Commander of the individual community as forecasts for an impending weather emergency become more certain.
- 18.1.2.2. When directed to do so by the State Liaison Officer, reports to the Emergency Management Director and/or local Incident Commander present in the community EOC and provides assistance to maintain public safety, facilitate the restoration of gas service to the assigned community and respond to the needs of the public as requested by local government officials.
- 18.1.2.3. Maintains regular contact with Government Relations representatives and obtains a list of government officials contacted.

### 18.1.3. On-Scene Branch Director

- 18.1.3.1. Considers health and safety related prioritization requests from the Community Liaisons and incorporates into the restoration plan in order to align the restoration priorities with the health and safety needs of the community.

## 18.2. Managing State Agency Coordination

State authorities with responsibility for assessing National Grid's response to an emergency are notified for those classified events based upon their guidelines.

For incidents that initiate activation of State Emergency Operations Centers, specific National Grid representatives have been designated and may be deployed as Company Liaisons at the respective State EOC for the duration of the event. Company Liaisons will coordinate communications, have the ability to view gas system mapping, and will provide customer outage update reporting daily, as required.

State authorities with responsibility for assessing National Grid's response to an emergency are notified for those classified events based upon their guidelines. The Company will also look for support from state agencies to support the utility response such as arranging for the National Guard to assist with clean-up efforts.

At Event Type 2, the Company will provide a liaison to the RIEMA EOC in Cranston upon implementation of the emergency response plan and will designate an employee or employees to remain stationed at the RIEMA's Emergency Operations Center for the length of the emergency. The RIEMA Liaison reports to the State Liaison Officer and will be responsible for coordinating restoration activities with RIEMA and providing RIEMA Emergency Managers with daily customer outage information as part of the Gas Operations Status Update Report (which is described in more detail in Chapter 21.2 of this ERP).

During an emergency, RIEMA will typically assist with the following functions:

1. Assistance with coordinating work permits to allow the entry of foreign (Canadian crews) or out of state crews to aid in emergency restoration.
2. Assistance with facilitating crew movements by coordinating escorts as required.
3. Assistance with coordinating and/or logistical support functions that may be required during a gas emergency including liaising with other state and federal agencies as required.
4. Providing situational information, such as road closures, to facilitate the movement of crews and resources.

Refer to Figure 54, “Managing State Government Relations Process Workflow” below.

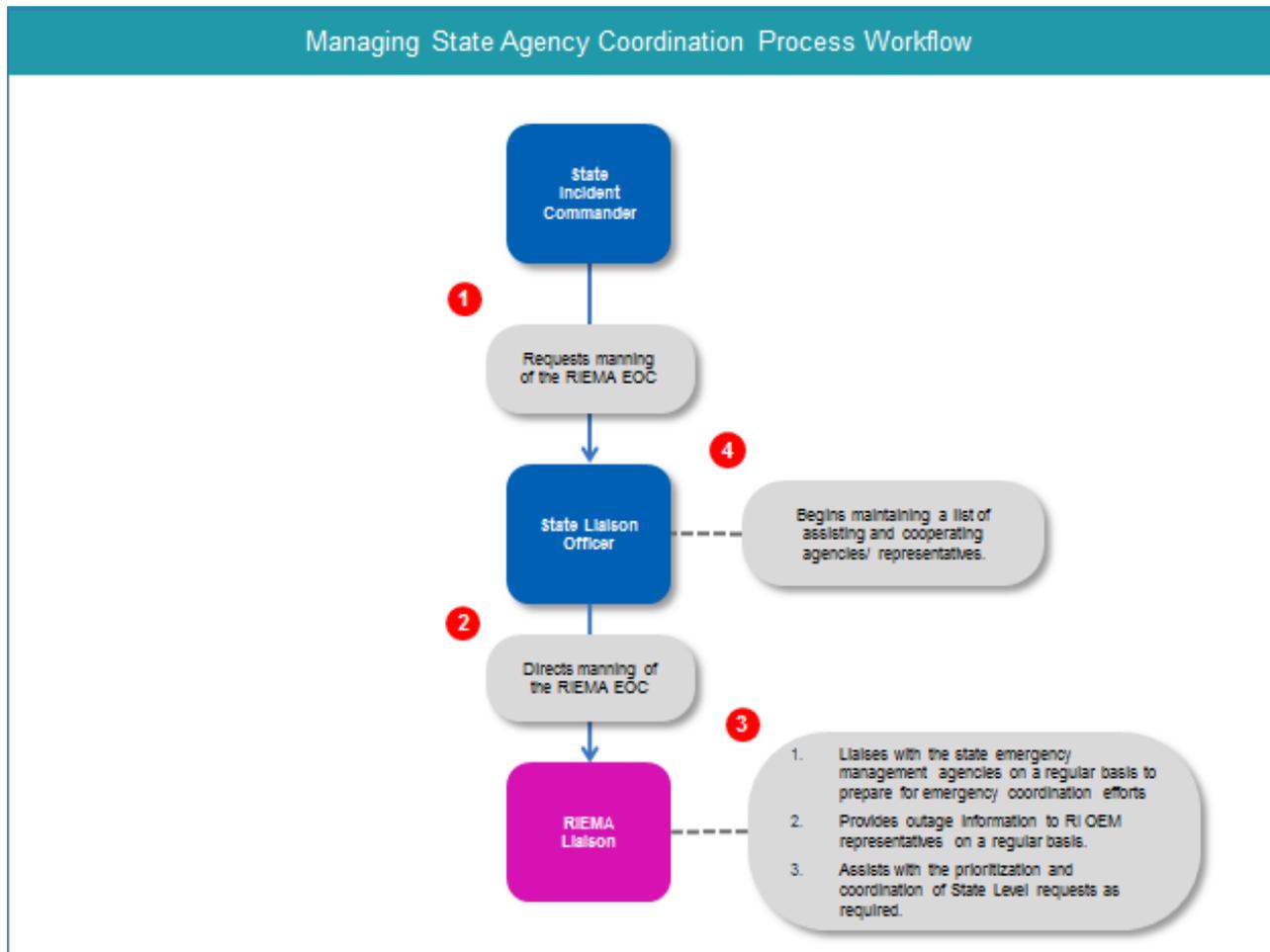


Figure 54: Managing State Government Relations Process Workflow

## Roles and Activities

### 18.2.1. State Incident Commander

18.2.1.1. Directs the State Liaison Officer to coordinate staffing of the RIEMA EOC.

## 18.2.2. State Liaison Officer

18.2.2.1. Coordinates the staffing of the RIEMA EOC as requested by the State Incident Commander.

18.2.2.2. Begins maintaining a list of assisting and cooperating agencies/representatives.

18.2.2.3. Establishes contact with the System Planning Officer during a System Level Emergency.

## 18.2.3. RIEMA Liaison

18.2.3.1. Liaises and meets with the state emergency management agencies on a regular basis to prepare for emergency coordination efforts. Prior to meeting with agencies and stakeholders:

- Review incident objectives,
- Reviews company requests for assistance from or coordination with other agencies,
- Determines status of outstanding requests from other agencies, and
- Determines availability of personnel and equipment available to assist other agencies.

18.2.3.2. Provides outage information to RIEMA representatives on a regular basis.

18.2.3.3. Assists with the prioritization and coordination of State Level requests as required.

## 18.3. Managing Regulatory and Government Affairs

The RI PUC will be kept informed of the Company's emergency response actions and status during an emergency. The Company's Dispatch Organization will provide an initial telephone call to the RI PUC to report a Type 1 Emergency. Throughout the emergency, the RI PUC will be kept informed about the Company's restoration status by the Regulatory Liaison.

The Company's Emergency Response Liaison present in the RIEMA EOC will also coordinate with the RI PUC representative. The Company utilizes a Regulatory Liaison to coordinate with high ranking regulatory officials during Emergencies. These high-ranking regulatory officials serve as the primary point of contact for the Massachusetts executive jurisdiction. Both the ERO and Regulatory Liaisons will work closely with the State Public Information Officer to oversee the timeliness and unity of message communications.

Refer to Figure 55, "Managing Regulatory Affairs Process Workflow" on the following page.

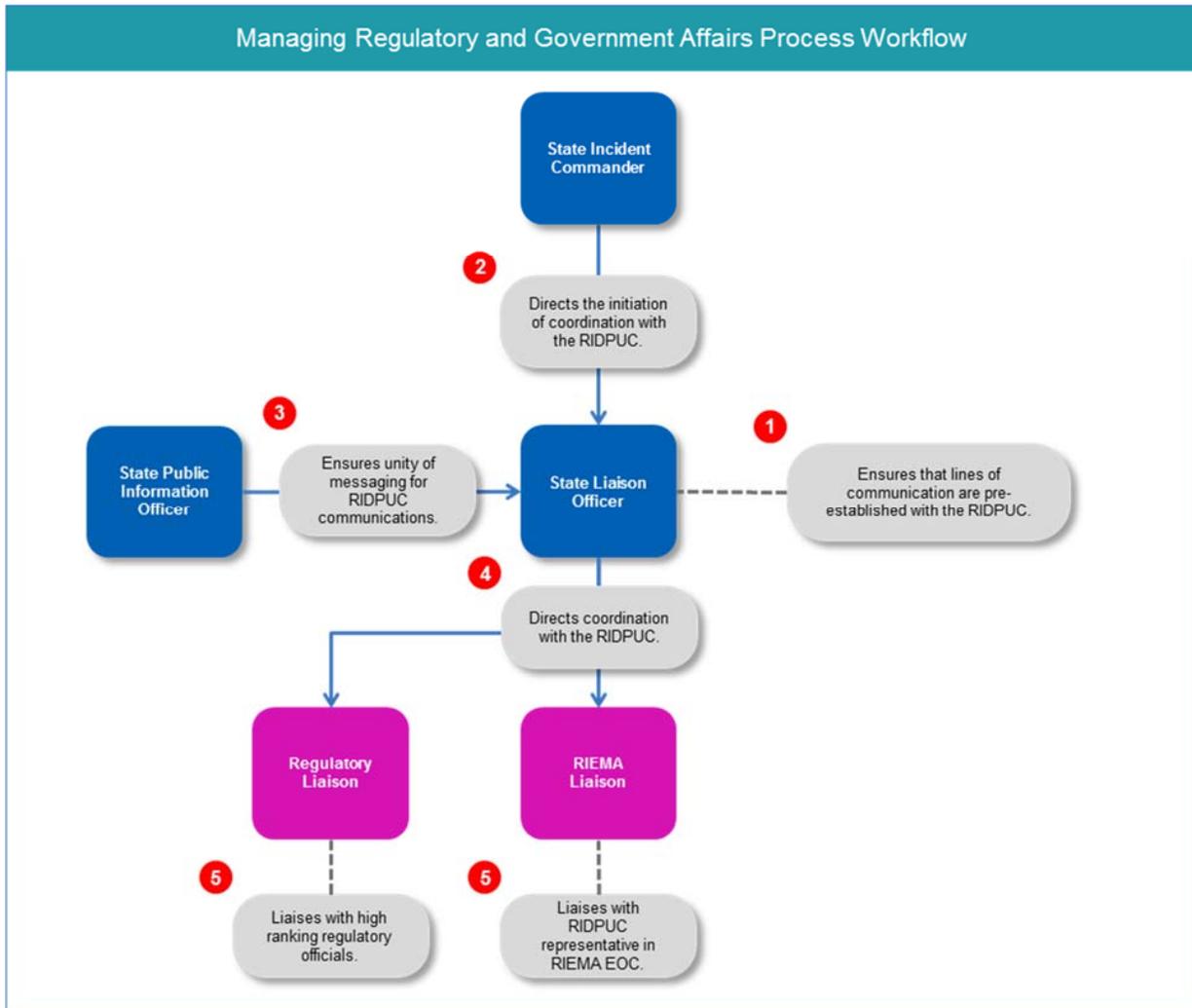


Figure 55: Managing Regulatory Affairs Process Workflow

## Roles and Activities

### 18.3.1. State Incident Commander

18.3.1.1. Directs State Liaison Officer to coordinate with RI PUC.

### 18.3.2. State Public Information Officer

18.3.2.1. Coordinates with the State Liaison Officer to ensure the unity of communications with the Company's regulatory agencies during an emergency.

### 18.3.3. State Liaison Officer

18.3.3.1. Ensures that lines of communication are pre-established with the Company's regulatory agencies prior to an emergency.

18.3.3.2. Manages Liaisons coordinating with the RI PUC, including the RI PUC representative in the RIEMA EOC and other high-ranking regulatory officials as required.

#### 18.3.4. RIEMA Liaison

18.3.4.1. Liaises with the RI PUC representative in the RIEMA EOC as required.

#### 18.3.5. Regulatory Liaison

18.3.5.1. Liaises with high ranking regulatory officials as required.

### 18.4. Federal Agency Reporting

The U.S Pipeline and Hazardous Materials Safety Administration (PHMSA) is notified through the National Response Center (NRC) when there is an event that involves a release of gas from a pipeline, or of liquefied natural gas, liquefied petroleum gas, refrigerant gas, or gas from an LNG facility, and that results in one or more of the following consequences, (i) a death, or personal injury necessitating in-patient hospitalization, (ii) estimated property damage of \$50,000 or more, including loss to the operator and others, or both, but excluding cost of gas lost, or (iii) unintentional estimated gas loss of three million cubic feet or more. Furthermore, notification is required for an event that is significant in the judgment of the operator, even though it does not meet these criteria. Notification to DOT or FERC for LNG events requires the approval of the Senior VP or appropriate VP.

All notifications to the NRC must be made at the earliest practicable moment following discovery, but no later than one hour after confirmed discovery of the incident. Furthermore, within 48 hours after confirmed discovery, the Company must revise or confirm the telephonic notification with an estimate of the amount of product released, an estimate of the number of fatalities and injuries, and all other significant facts that are known by the Company that are relevant to the cause of the incident or extent of the damages. If there are no changes or revisions to the initial report, the Company must confirm the estimates in its initial report. Lastly, within 30 days of detection of the incident, the Company must file the appropriate written report to PHMSA.

In accordance with a PHMSA recommendation, notification will be provided immediately to the Public Safety Answering Point (PSAP) for the communities and jurisdictions in which any of the following three conditions occur to determine whether the PSAP has any abnormal activity in the area:

- There is an unexpected drop in system pressure
- There is an unanticipated loss of SCADA communications
- There are reports from field personnel of an incident

In addition to the above, the Company will provide contact immediately to the PSAP(s) when there is any indication of an emergency condition that may have a potential adverse impact on public safety or the environment. These “indications” include odors, unexplained noises, product

releases, explosions, fires, etc. as these reports may not have been linked to a possible pipeline incident by callers calling 911.

For DOT Reportable Incidents (those classified as A or A1) an evaluation of the incident conditions (including activities preceding the event) will be performed to determine whether or not company or contractor personnel contributed to the incident. If the actions of any such personnel cannot be eliminated as having caused or contributed to the incident, even for incidents less severe than those classified as an A or A1, consideration must be given to performing drug and/or alcohol testing per US DOT regulations. Where indicated, actions will be taken to accomplish alcohol testing within a 2 – 8-hour period of the incident, and/or drug testing within a 32-hour period of the incident.

Interactions with responding agencies at the federal level (other than the US DOT) such as FEMA are typically handled by Company personnel at the System Level. Situations that require coordinating with these agencies are escalated to the appropriate System Level personnel through the System EOC.

Refer to Figure 56, “Federal Agency Reporting Process Workflow” below.

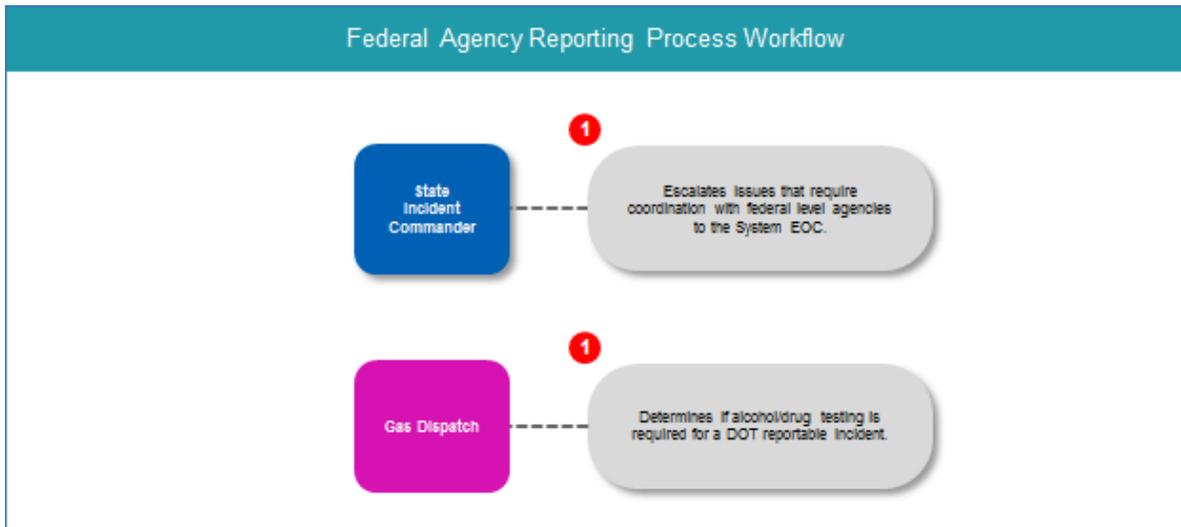


Figure 56: Managing Federal Government Relations Process Workflow

## Roles and Activities

### 18.4.1. State Incident Commander

- 18.4.1.1. Escalates issues that require coordination with federal level agencies to the System EOC.

### 18.4.2. Dispatch Supervisor

- 18.4.2.1. For DOT Reportable Incidents (those classified as A or A1) evaluate the incident conditions and determine / eliminate individuals who may or may

not have contributed to the incident. Upon determination, communicate the need for completion of:

- Alcohol testing within a 2 – 8-hour period of the incident.
- Drug testing within a 32-hour period of the incident.

## 18.5. Coordinating with Other Responding Agencies

Interactions with other agencies operating throughout the state during an emergency, such as the Red Cross, are overseen by the State Liaison Officer as needed. See Figure 57, “Coordinating with Other Responding Agencies Process Workflow” shown below.

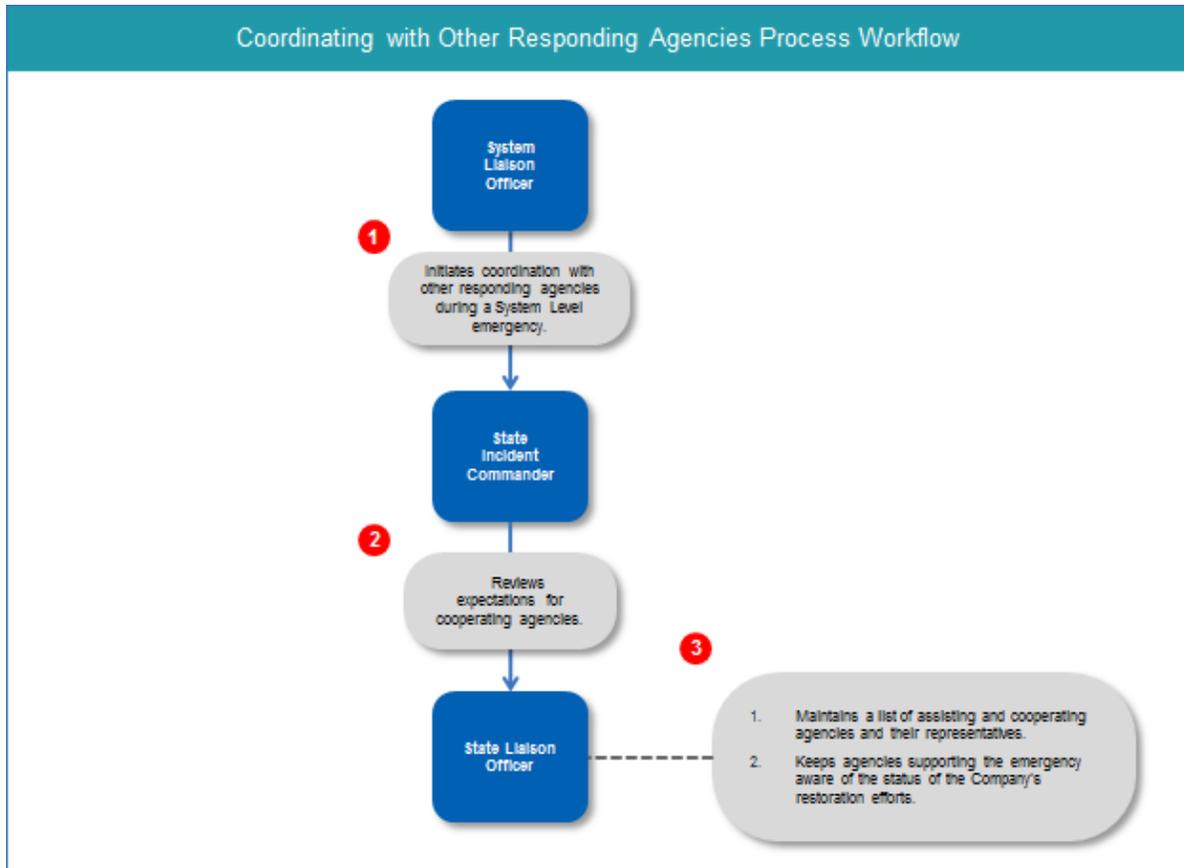


Figure 57: Coordinating with Other Responding Agencies Process Workflow

### Roles and Activities

#### 18.5.1. System Liaison Officer

- 18.5.1.1. Establishes contact with the State Liaison Officer during System Level emergencies to coordinate with other responding agencies, as required.

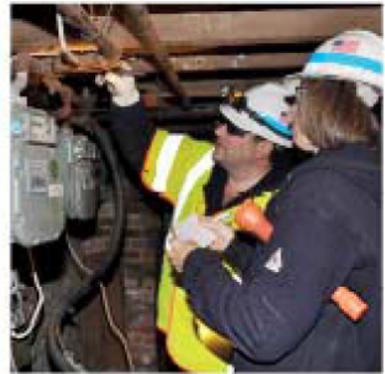
## 18.5.2. State Incident Commander

- 18.5.2.1. Reviews expectations for cooperating agencies with State Liaison Officer prior to State Liaison Officer meeting with them.

## 18.5.3. State Liaison Officer

- 18.5.3.1. Maintains a list of assisting and cooperating agencies and their representatives.
- 18.5.3.2. Keep agencies supporting the emergency aware of the status of the Company's restoration efforts. Prior to meeting with Agency Representatives and Stakeholders:
  - Review incident objectives,
  - Reviews company requests for assistance from or coordination with other agencies,
  - Determines status of outstanding requests from other agencies, and
  - Determines availability of personnel and equipment available to assist other agencies.
- 18.5.3.3. Establishes contact with the System Planning Officer during a System Level Emergency.

# Chapter 19: Safety, Health and Environmental Coordination



## 19. Safety, Health and Environmental Coordination

### Introduction



**Figure 58: Safety, Health and Environmental Coordination High Level Overview**

The safety of employees, contractors and the public and the implementation of responsible environmental practices are two of the Company’s core values.

This chapter identifies how the Company ensures the safety of employees, contractors and the public and remediates environmental hazards during an emergency.

The processes and activities in this chapter are initiated following a Safety or Environmental incident once the event has been classified, the ERO has been activated, and personnel have been activated to fill the required ICS positions (as covered in Chapter 6 of this ERP).

The processes and associated roles covered in this chapter can be seen in Figure 58, ‘Safety, Health and Environmental Coordination High Level Overview.’”

When carrying out safety, health and environmental activities, issues and decisions may be escalated through the System Level ICS for the following processes:

- ▶ Safety and Health Coordination
- ▶ Environmental Impact Coordination

### Processes

*19.1 Safety and Health Coordination*

*19.2 Environmental Impact Coordination*

### Safety, Health and Environmental Coordination Overview

The safety of employees, contractors and members of the public remains the primary focus throughout our response activities. All Company employees are empowered to stop and prevent unsafe acts

and correct unsafe or hazardous conditions; this is particularly true of employees supervising outside contractors.

Another focus of the Company during response activities is identifying, reporting and remediating environmental hazards typically resulting from damaged equipment.

There is an increased risk of an incident during an emergency; therefore, it is paramount that the Company follows its well-established safety, health and environmental processes to ensure the safety of the general public, employees and contract partners. The Company's goal is to make safe any hazardous condition related to the gas system, to coordinate activities with public safety organizations, and to safely and promptly restore gas service to customers affected by the emergency and minimize any additional interruption of service caused by repair activities.

To minimize this risk, the Company employs a three-pronged approach to address safety, health and environmental impacts during an emergency comprised of:

1. Prevention through proactive means such as education, personnel on-boarding, safety messages, training and Safety Briefs, to name a few,
2. The enforcement of policies through inspections and audits, and
3. A process to promote continuous improvement through incident reporting and analysis functions.

### **19.1. Safety and Health Coordination**

The System Officer will arrange to provide dedicated safety and health staff for designated and specified work locations. This dedicated staff will conduct business in accordance with direction provided by System, State and Operational Level leadership. The safety and health professionals will be assigned to work with local supervision regarding the response effort and will conduct field observations/audits, incident analyses, and training in accordance with the established roles and responsibilities. Furthermore, the safety and health professionals will act as a liaison between Supervisors and outside utilities concerning any safety and health-related activity or situation.

During an emergency response, there are numerous factors that can create hazardous conditions. These include but are not limited to:

- Difficult working conditions,
- Unusual or unforeseen hazards,
- Extended work hours,
- Pressure to restore service quickly,
- Expanded employee responsibilities during restoration.

Refer to Figure 59, "Safety and Health Coordination Process Workflow" below.

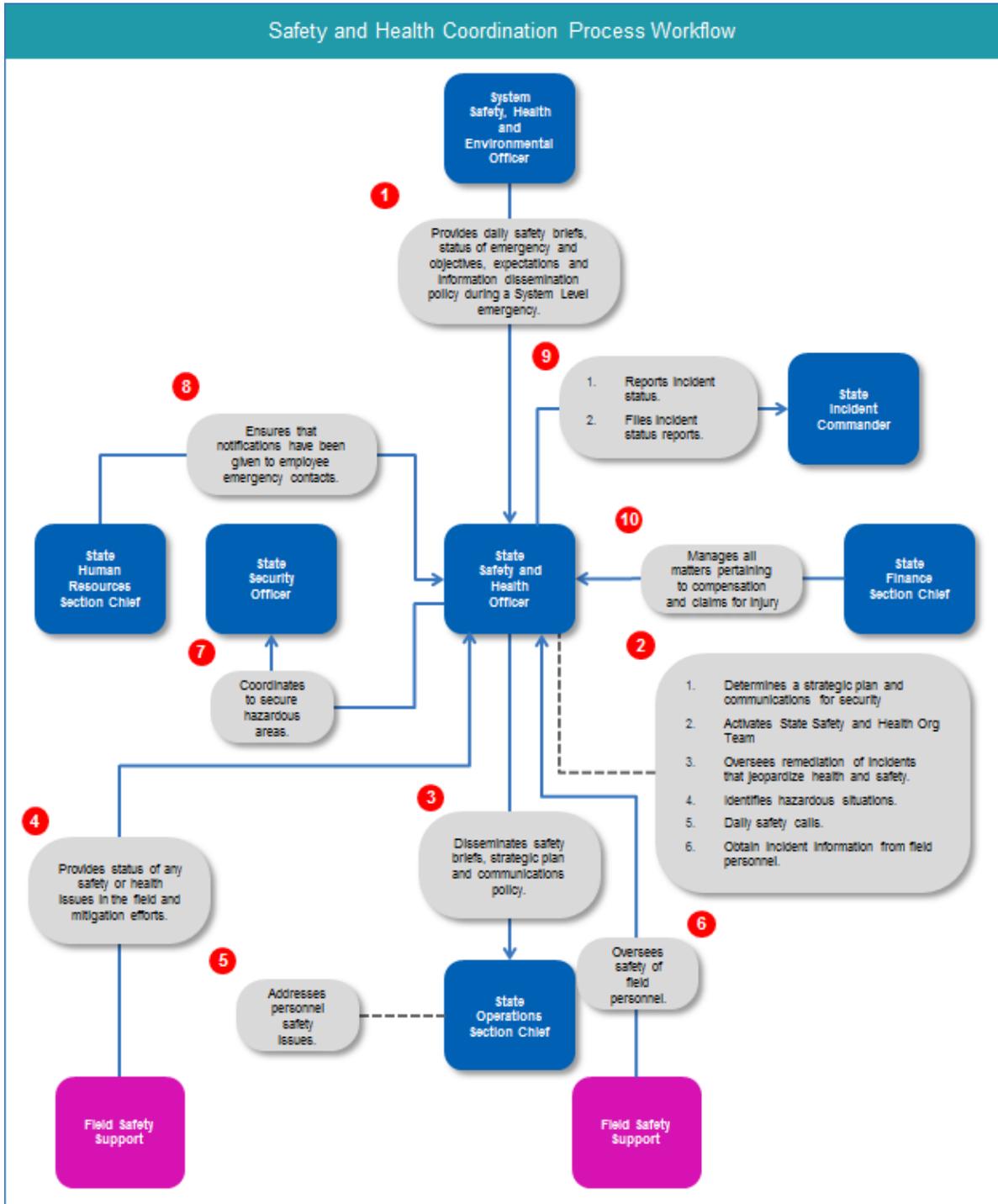


Figure 59: Safety and Health Coordination Process Workflow

## Roles and Activities

### 19.1.1. System Safety, Health and Environmental Officer

- 19.1.1.1. Provides daily safety briefs, status of emergency and objectives, expectations and information dissemination policy during a System Level Emergency.

### 19.1.2. State Incident Commander

- 19.1.2.1. Oversees safety and health incident response and receives incident reports from the State Safety and Health Officer.

### 19.1.3. State Safety and Health Officer

- 19.1.3.1. Directs the activation of a State Safety and Health Organization Team.
- 19.1.3.2. Ensures that hazardous situations are identified, inspections of staging areas, emergency work practices, and equipment are conducted, and on-boarding materials are available.
- 19.1.3.3. Ensures that daily safety calls and a daily sampling of safety brief effectiveness are conducted with contractor safety personnel.
- 19.1.3.4. Ensures that safety performance is tracked.
- 19.1.3.5. Assesses the need for safety and fire protection supplies and makes arrangements to acquire needed supplies approved by the State Incident Commander.
- 19.1.3.6. Relays key facts about a safety incident to the System Planning Officer during a System Level Emergency.
- 19.1.3.7. Determines a strategic plan for safety.
- 19.1.3.8. Assigns, coordinates and schedules qualified and competent safety and health professionals to the restoration area based on the classification and location of the emergency situation and obtains and distributes contact information.
- 19.1.3.9. Assesses the need for outside safety and industrial hygiene resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.
- 19.1.3.10. Ensures medical services are available, as needed.

- 19.1.3.11. Coordinates incident analysis, field audits, training and regulatory inquiries.
- 19.1.3.12. Assesses the need for outside Safety training services to support training and for qualifying additional personnel or outside resources to perform required tasks.
- 19.1.3.13. Acts as a liaison between Supervisors and outside utilities concerning any safety & health-related activities or incidents.
- 19.1.3.14. In case of a safety incident, communicates with Field Safety Support to obtain the following information:
  - Status of the situation,
  - Actions taken or being taken to mitigate the incident,
  - Number and severity of injuries (personnel and public),
  - Extent of any additional personnel or public exposure or impact as a result of the incident,
  - Any other information necessary for the State Incident Commander to be fully informed of Safety impacts and concerns during the incident management,
  - Outside emergency 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 Company facilities,
  - Instructions or additional information that may need to be communicated with employees or the public relating to safety, and
  - Coordinate with the State Security Officer to establish security for any hazardous areas following the incident and to protect the integrity of any evidence.
- 19.1.3.15. Ensures all investigations are managed to closure.
- 19.1.3.16. Ensures that safety and health personnel have been accounted for prior to their release from affected locations.
- 19.1.3.17. Reviews for approval any Operational or State Level safety-related communications to employees or the public to ensure that the communications conform to the strategic safety plan.
- 19.1.3.18. Ensures that Safety Incident Reports (as described in Chapter 21.1 of this ERP) are filed with the State Incident Commander.

19.1.3.19. Ensures that permits are closed out.

#### **19.1.4. Safety Coordinator**

19.1.4.1. Attends EOC meetings where work plans are discussed so that safety coverage can be addressed to assist those activities.

19.1.4.2. Provides materials to help the business perform safety communications and/or briefings during the emergency to focus employees and contractors toward working safely.

19.1.4.3. In the event foreign crews need to be briefed on Company safety procedures, assists in the communications to these workers

19.1.4.4. Works with the ERO and related Company organizations to assess staging areas where people, equipment and/or fuel are located to ensure no additional risks are created.

19.1.4.5. Provides field resources to visit with crews and work with the ERO on any significant incidents occurring during the event.

19.1.4.6. Tracks safety related incidents occurring as a result of the emergency and uses that to target new communications for following day's activities.

19.1.4.7. Identifies and mitigates hazardous situations.

19.1.4.8. Initiates preliminary investigation of accidents within the incident area.

19.1.4.9. Reviews and approves the Medical Plan.

19.1.4.10. Participates in planning meetings.

#### **19.1.5. State Security Officer**

19.1.5.1. Establishes security for any hazardous areas following the incident and to protect the integrity of any evidence.

#### **19.1.6. State Finance Section Chief**

19.1.6.1. Manages all administrative matters pertaining to compensation for injury and claims-related activities for an incident.

#### **19.1.7. State Human Resources Section Chief**

19.1.7.1. Ensures that notifications have been given to the employee's emergency contacts in the event of a serious injury or death.

### 19.1.8. State Operations Section Chief

- 19.1.8.1. Ensures personnel safety issues are addressed while coordinating this work with field personnel.

## 19.2. Environmental Impact Coordination

The System Safety, Health & Environmental Officer will arrange to provide dedicated Environmental staff for designated and specified work locations. This dedicated staff will conduct business in accordance with direction provided by System, State and Operational Level leadership. The environmental professionals will be assigned to work with local supervision regarding the restoration effort and will conduct field observations/audits, incident analyses, and training in accordance with the established roles and responsibilities. Furthermore, the environmental professionals will act as a liaison between Supervisors and outside utilities concerning any environmental-related activity or situation.

Environmental personnel utilize the Company's Environmental Procedures, Guidance, and Instruction documents when responding to an environmental incident. Collectively, the documents capture, among other things, the processes for:

- Assessing environmental incidents to determine the appropriate level of response,
- Identifying hazardous conditions,
- Evaluating and securing spill response resource needs,
- Establishing and maintaining communications with spill response personnel, and
- Reporting conditions to the State Incident Commander.

The documents can be found on the National Grid Infonet at [http://infonet2/OurOrganisation/us\\_she/environmental/Pages/EMS.aspx](http://infonet2/OurOrganisation/us_she/environmental/Pages/EMS.aspx).

Refer to Figure 60, "Environmental Impact Coordination Process Workflow" on the following page.

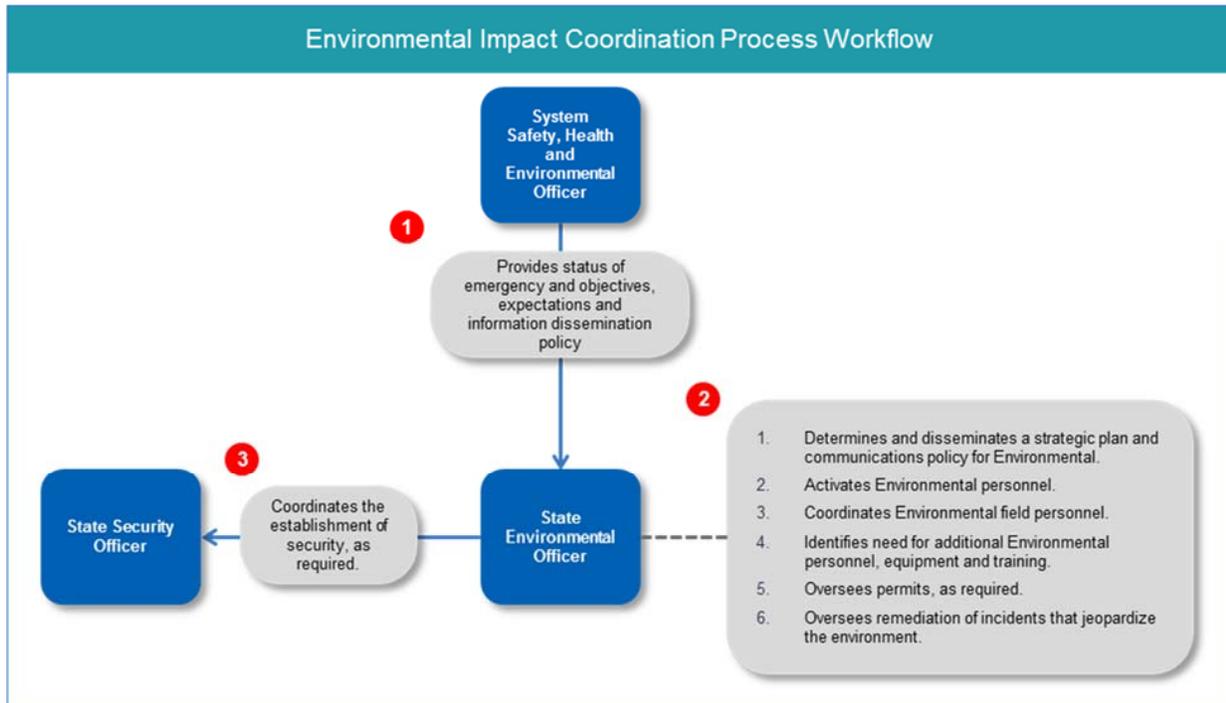


Figure 60: Environmental Impact Coordination Process Workflow

## Roles and Activities

### 19.2.1. System Safety, Health and Environmental Officer

- 19.2.1.1. Provides status of emergency and objectives, expectations and information dissemination policy during a System Level Emergency.

### 19.2.2. State Environmental Officer

- 19.2.2.1. Directs the activation of an Environmental Organization Team
- 19.2.2.2. Relays key facts about an environmental incident to the System Safety, Health & Environmental Officer during a System Level Emergency.
- 19.2.2.3. Coordinates field personnel and other resources as requested or required.
- 19.2.2.4. Determines and communicates the strategic plan for Environmental.
- 19.2.2.5. Assigns, coordinates and schedules qualified and competent Environmental professionals to the restoration area based on the classification and location of the emergency situation.
- 19.2.2.6. Identifies and assigns Environmental field personnel and obtains appropriate contact information.

19.2.2.7. Establishes contact with Environmental field personnel and provides:

- The incident status, objectives and expectations,
- Policy on information dissemination and other pertinent information, and
- Schedule for telephone conferences between the State Safety, Health and Environmental Officer and Environmental field personnel.

19.2.2.8. Assesses the need for outside environmental resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.

19.2.2.9. Assesses the need for environmental supplies and makes acquisition arrangements if approved by the State Incident Commander.

19.2.2.10. Assesses the need for outside environmental training services to support training and for qualifying additional personnel or outside resources to perform required tasks.

19.2.2.11. Identifies the need for and obtains permits, consultations, and other authorizations, including Endangered Species Act (ESA) provisions during the Response Stage.

19.2.2.12. Develops shoreline clean-up and assessment plans; identifies the need for and prepares any special advisories or orders.

19.2.2.13. Identifies sensitive areas and recommends response priorities.

19.2.2.14. Obtains copies of any relevant exposure data such as Safety Data Sheets (SDS) and Environmental procedural guidelines, and ensures that field Environmental personnel receive this information.

19.2.2.15. Coordinates incident analysis, field audits, training and regulatory inquiries.

19.2.2.16. Develops disposal plans as conditions require and provides guidance as necessary.

19.2.2.17. Tracks and documents quantity of oil spills that occur throughout the event.

19.2.2.18. Acts as a liaison between Supervisors and outside utilities concerning any Environmental-related activities or incidents.

19.2.2.19. In case of an environmental incident, communicates with the Environmental field personnel to obtain the following information:

- Status of the situation,
- Actions taken or being taken to mitigate the incident,
- Extent, rate, and effects and environmental impact as a result of the incident,
- Outside emergency response agencies responding to the incident and any additional resources required or requested,
- Support need from internal organizations to protect the environment, and
- Instructions or additional information that may need to be communicated with employees or the public relating to environmental hazards.

19.2.2.20. Monitors the environmental consequences of response actions.

19.2.2.21. Coordinate with the State Security Officer to establish security for any hazardous areas following the incident and to protect the integrity of any evidence.

19.2.2.22. Verifies that monitoring and sampling plans have been developed and provides guidance as necessary.

19.2.2.23. Supports construction activity during restoration in or near protected resources, impacting endangered species, etc.

19.2.2.24. Reviews for approval any State-Level Environmental-related communications to employees or the public to assure that the communications conform to the strategic Environmental plan.

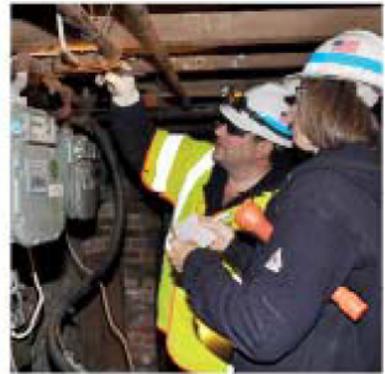
19.2.2.25. Ensures that Environmental Incident Reports (as described in Chapter 21.1 of this ERP) are filed following an environmental incident.

19.2.2.26. Completes all paperwork and provide it to the State Planning Section Chief at the termination of the incident.

### 19.2.3. State Security Officer

19.2.3.1. Establishes security for any hazardous areas following the incident and to protect the integrity of any evidence.

# Chapter 20: Security Coordination



## 20. Security Coordination

### Introduction

This chapter identifies how the Company ensures the security of employees, contractors, and Company facilities during an emergency.

The processes and activities in this chapter are initiated once the emergency has been classified, the ERO has been activated, and personnel have been activated to fill the required ICS positions (as covered in Chapter 6 of this ERP).

Chapter 20 Summary:  
Security Coordination

System Level Plan



System  
Security Officer



20.1  
Security Strategy  
Coordination and  
Implementation

Key Roles

- State Public Information Officer
- State Security Officer
- Operations Branch Director

The processes and associated roles covered in this chapter can be seen in Figure 61, “Security Coordination High Level Overview.”

When carrying out safety activities, issues and decisions may be escalated through the System Level ICS for the Security Strategy Coordination and Implementation process.

### 20.1. Security Strategy Coordination and Implementation

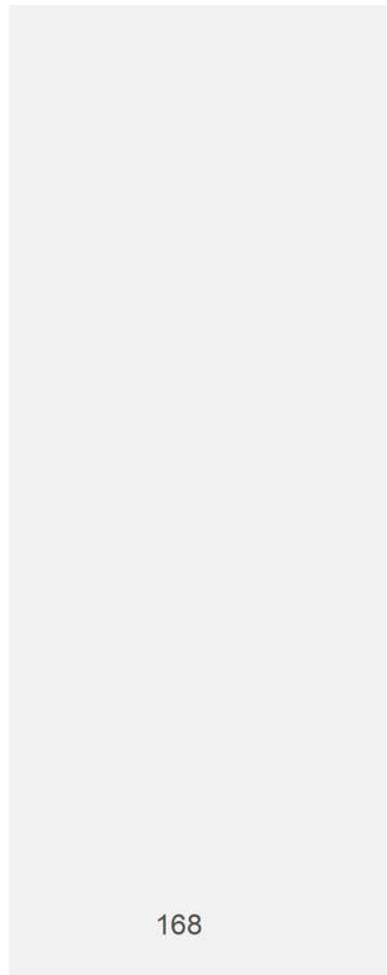
Whenever severe damage is sustained to the gas transmission and/or distribution system, operational personnel may deem that assistance from the security organization is required. In this event, the State Operations Section Chief will contact the Security Supervisor of the affected region utilizing the 24-Hour contact number which is found on the National Grid Infonet.

The State Security Officer will determine the scope of the emergency and will, if appropriate, assign a Security Investigator to the scene of the event. As shown in Figure 62, “Security Strategy Coordination and Implementation Process Workflow” on the following page.

Figure 61: Security Coordination High Level Overview

### Processes

#### 20.1 Security Strategy Coordination and Implementation



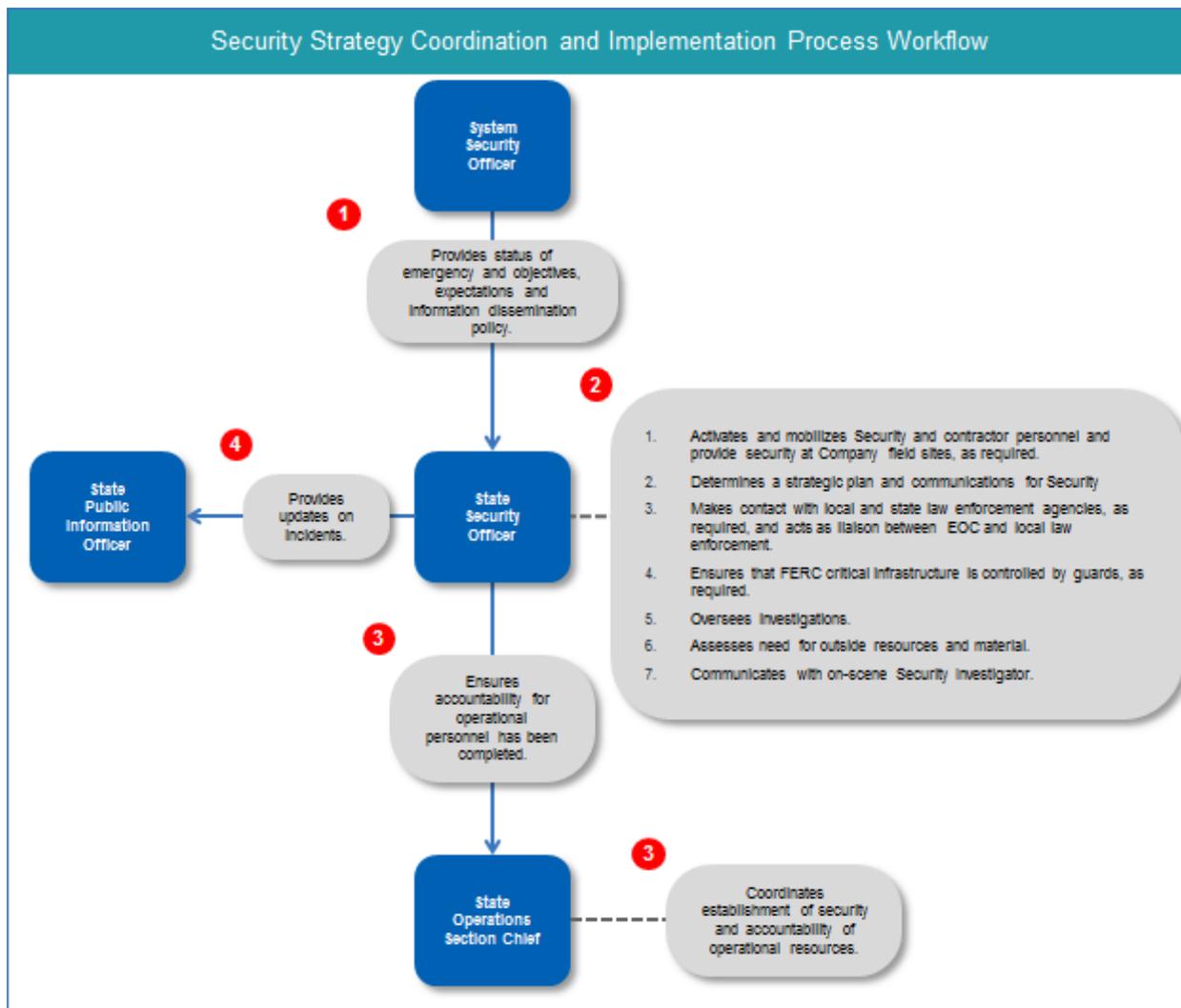


Figure 62: Security Strategy Coordination and Implementation Process Workflow

## Roles and Activities

### 20.1.1. System Security Officer

20.1.1.1. Provides status of emergency and objectives, expectations and information dissemination policy during a System Level Emergency.

### 20.1.2. State Public Information Officer

20.1.2.1. Gathers security status updates from State Security Officer when there is a security incident.

### 20.1.3. State Security Officer

20.1.3.1. Relays key facts about security to the System Planning Officer during a System Level Emergency.

- 20.1.3.2. Directs the activation of the Operational and State Level security response organization and activates and mobilizes the appropriate security and contractor personnel in accordance with the directives specified in the Security Emergency Response Guide.
- 20.1.3.3. Establishes contact with local and state law enforcement agencies and ascertains their needs and/or concerns, as necessary.
- 20.1.3.4. Assesses the need for outside security resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.
- 20.1.3.5. Assesses the need for security supplies and makes acquisition arrangement if approved by the State Incident Commander.
- 20.1.3.6. Assesses the need for outside security training services to qualify additional personnel or outside resources to perform required tasks.
- 20.1.3.7. Ensures that admittance to Federal Energy Regulatory Commission (FERC) critical infrastructure is controlled by a guard force and limited to personnel with proper identification, as required.
- 20.1.3.8. In case of a security incident, communicates with the on-scene security personnel to obtain the following information:
  - Status of the situation,
  - Actions taken or being taken to mitigate the incident,
  - Number and severity of injuries (personnel and public), if any,
  - Extent of any additional personnel or public exposure or impact as a result of the incident,
  - Outside emergency response agencies responding to the incident and any additional resources required or requested,
  - Support needed from internal organizations to protect the security of employees, the public, or our facilities, and
  - Instructions or additional information that may need to be communicated with employees or the public relating to security.
- 20.1.3.9. Obtains and distributes security personnel contact information.
- 20.1.3.10. Arranges to provide Company-dedicated security at field sites, motels and other staging sites, as necessary.
- 20.1.3.11. Oversees investigations that are conducted.

- 20.1.3.12. Oversees on-scene security photographic services that are provided, to secure evidence.
- 20.1.3.13. Assists and supports other Company resources during the emergency with the gathering of visual and documented data for post-emergency claims and asset recovery purposes.
- 20.1.3.14. During a System Level Emergency, establishes contact with the System Security Officer, if activated, and obtains strategic plan for Security, security expectations, policy on information dissemination as well as any other pertinent information, and ensures that critical locations have appropriate security coverage and that guards are on duty at all times.
- 20.1.3.15. Schedules telephone conferences between appropriate security personnel.
- 20.1.3.16. Provides periodic updates to the State Public Information Officer when a Security event occurs including:
  - Security status at the scene,
  - Any planned augmentation of security at other sites, and
  - Status of Security and external agency investigations
- 20.1.3.17. Ensures that accountability for personnel has been completed prior to the release of personnel from affected locations.
- 20.1.3.18. Reviews for approval any Operational or State Level security-related communications to employees or the public to ensure that the communications conform to the strategic Security Plan for the event.
- 20.1.3.19. Ensures that Security Incident Reports (as described in Chapter 21.1 of this ERP) are compiled Post-Event.

#### **20.1.4. State Operations Section Chief**

- 20.1.4.1. Works with the State Security Officer to oversee the establishment of security to assist with handling customers entering the On-Scene Command Center.
- 20.1.4.2. Works with the State Security Officer to account for operational resources.

# Chapter 21: Reports and Documentation



## 21. Reports and Documentation

### Introduction

This chapter identifies the reports and documentation generated to facilitate and record the response to an emergency. These are broken out by those required by regulators and those utilized by the Company during an emergency response.

Each of the reports included in this chapter are aligned to the process in the ERP from which they are generated or for which they are used.

Chapter 21 Summary: Reports and Documentation		
21.1 Internal Reports and Documentation	21.2 Regulatory Driven Reports and Documentation	21.3 After Action Review
Key Roles	Key Roles	Key Roles
<ul style="list-style-type: none"> <li>System Security Officer</li> <li>State Safety and Health Officer</li> <li>State Environmental Officer</li> <li>State Planning Section Chief</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Planning Lead</li> <li>State Liaison Officer</li> <li>Emergency Management Liaison</li> <li>Community Liaison</li> <li>State Planning Section Chief</li> <li>State Operations Section Chief</li> <li>On-Scene Branch Director</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Planning Lead</li> </ul>

Figure 63: Reports and Documentation High Level Overview

The processes and activities in this chapter are initiated once the emergency has been classified and the ERO has been activated.

The processes and associated roles covered in this chapter can be seen in Figure 63, “Reports and Documentation High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter. However, the System Security Officer is responsible for developing Safety Incident Reports and communicating a summary of security incidents to the System Incident Commander, as required.

### Processes

#### 21.1 Internal Reports and Documentation

#### 21.2 Regulatory Driven Reports and Documentation

#### 21.3 After Action Review

### 21.1. Internal Reports and Documentation

This section provides an overview of the reports and documents generated by the Company to facilitate its emergency response.

## Incident Action Plan

The State EOC provides an Incident Action Plan (IAP) which includes a definition of and the objectives for the Operational Period, organization chart for the active ERO, and restoration status update including damage assessment information. The plan is developed at the beginning of every Operational Period (as part of the EOC activities described in Chapter 4.3 of this ERP) or at other pre-designated intervals to the applicable functional groups responding to the emergency. The development of this plan is overseen by the State Planning Section Chief and conducted for Type 1 Emergencies when the State EOC is activated. The State Planning Section Chief will coordinate with the State Operations Section Chief and State Logistics Section Chief to develop this document. This is an internal report intended to provide a high-level understanding of the emergency response status.

## Safety Incident Reports

Safety incidents (as covered in Chapter 19.1 of this ERP) that occur during an emergency are entered into the Company's Incident Management System when they occur and flagged as emergency related. Safety Incident Reports contain the pertinent details of a safety incident and typically include:

- Description of the incident,
- Activity being done at the time,
- Source of the activity,
- Location of the activity,
- Department carrying out the activity,
- Employee involved,
- Backup medical information in the event it results in lost time or restricted duty, and
- Expected return to work date if applicable.

The State Safety and Health Officer will summarize emergency related incidents and communicate these to the State Incident Commander.

## Environmental Incident Reports

Environmental incidents (as covered in Chapter 19.1 of this ERP) that occur during an emergency are entered into the Company's Incident Management System when they occur and flagged as emergency related. Environmental Incident Reports capture the pertinent details of an environmental incident and typically include the:

- Description of the incident including:
  - The amount and type of chemicals spilled,
  - The category of the incident,
- Any permit breaches or legal notices,
- Activity being done at the time,
- Source of the activity,

- Location of the activity,
- Department carrying out the activity, and
- Employee(s) involved.

The State Environmental Officer will summarize related environmental incidents and communicate these to the State Incident Commander.

## Security Incident Report

Security incidents (as covered in Chapter 20.1 of this ERP) that occur during an emergency are entered into the Company's Security Incident Management System when they occur. The pertinent details of a security incident recorded into the system typically include the:

- Nature of the incident and number of any injuries,
- Damage to and/or losses of Company and external equipment or property,
- Identities of authorities, complainants, witnesses, subjects and suspects involved,
- Arrests, and
- Internal or external notifications, as required.

Security Incident Reports are generated by the System Security Officer as required and provided to the System Incident Commander as required.

## Roles and Activities

### 21.1.1. System Security Officer

- 21.1.1.1. Ensures the development of Security Incident Reports, as required.

### 21.1.2. State Safety and Health Officer

- 21.1.2.1. Ensures the development of Safety Incident Reports, as required.

### 21.1.3. State Environmental Officer

- 21.1.3.1. Ensures the development of Environmental Incident Reports, as required.

### 21.1.4. State Planning Section Chief

- 21.1.4.1. Oversees completion of the Incident Action Plan and ensures they are prominently displayed at the State EOC and On-Scene Command Center, if activated.
- 21.1.4.2. Establishes information requirements and resource status information reporting schedules as needed (i.e. Resource Coordination).

- 21.1.4.3. Establishes information requirements, situation reports, and resource status information reporting intervals (schedules) with all ICS Command and General Staff.

## **21.2. Regulatory Driven Reports and Documentation**

### **Gas Operations Status Update Report**

During a Gas System Emergency (Type I) event that requires a significant Gas Organization response, the State Liaison Officer will provide the RIDPUC and municipal emergency managers (or their designee) with a periodic written report containing the following information: 1) the communities and numbers of customers affected; and 2) the status of the response efforts including the expected date that service will be restored to all customers, if known. The Company may provide such information more frequently if warranted by the circumstances of the emergency and will continue to provide daily updates until service is restored to all customers. See Figure 64, “Regulatory Driven Reports and Documentation Process Workflow” on the following page.

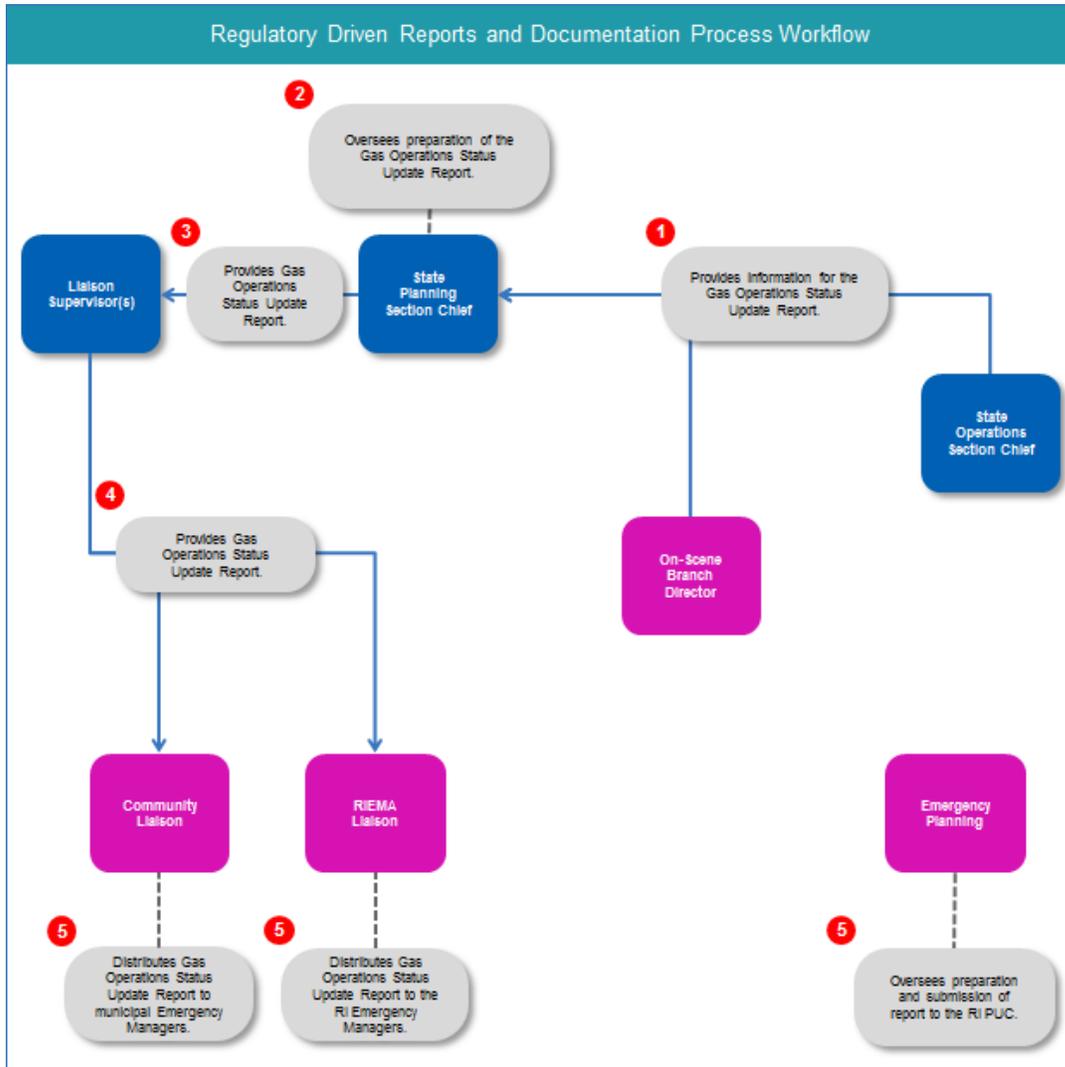


Figure 64: Regulatory Driven Reports and Documentation Process Workflow

## Roles and Activities

### 21.2.1. Emergency Planning Lead

21.2.1.1. Oversees preparation and submission of a detailed report with supporting documentation to the RIDPUC on restoration performance including lessons learned.

### 21.2.2. State Liaison Officer

21.2.2.1. Provides the Gas Operations Status Update Report to the Community and RIEMA Liaisons for distribution to external stakeholders.

### 21.2.3. RIEMA Liaison/Regulatory Liaison

21.2.3.1. Distributes the Gas Operations Status Update Report to RIEMA.

### **21.2.4. Community Liaison**

21.2.4.1. Distributes the Gas Operations Status Update Report to municipal emergency managers.

### **21.2.5. State Planning Section Chief**

21.2.5.1. Oversees preparation of Gas Operations Status Update Report.

21.2.5.2. Provides the Gas Operations Status Update Report to the State Liaison Officer for distribution to external stakeholders.

### **21.2.6. State Operations Section Chief**

21.2.6.1. Provides information required for the Gas Operations Status Update Report to the State Planning Section Chief for inclusion in the report.

### **21.2.7. On-Scene Branch Director**

21.2.7.1. Provides information required for the Gas Operations Status Update Report to the State Operations Section Chief.

## **21.3. After Action Review**

To ensure a cycle of continuous improvement, individuals with responsibilities within the ERO are requested to assess actual performance vs. plan, and to identify functions and operations which may have deviated from the established plan, in addition to assessing the established emergency response process. During the emergency, participants are requested to make note of opportunities to improve the process and/or participants' performance in implementing the process. Participants are encouraged to record observations and recommendations as they occur.

Following the conclusion of the emergency, participants are requested to submit observations via one of the following two methods:

- Questionnaire/Survey
- Word Document

An After-Action Review (AAR) will be held following any Type 1 Emergency that involves a significant Gas Organization response (generally greater than 1,000 customer outages) or at the discretion of the State Incident Commander. Emergency Planning is responsible to schedule, conduct and document the performance of all after action reviews. Emergency Planning shall notify leaders/process leads and participants from each business area who contributed to the emergency or drill and will schedule an After-Action Review meeting after the conclusion of the emergency. See Figure 65, "After Action Review Process Workflow" on the following page.

The AAR meeting attendees collectively will form actionable items based on the observations of emergency participants. These action items will be assigned action owners. Action items and

owners will be tracked by Emergency Planning. Emergency Planning shall provide periodic updates on progress to the leadership team.

The Company will also plan to accept and solicit feedback from affected stakeholders through an appropriate channel (e.g., meeting with EMD, phone calls) for all Type 1 Emergencies. This Post-Event feedback, along with emergency-based experiences will be included in the AAR. A template for AAR development purposes is provided for use within Chapter 32, Section 6, under Chapter 21 Exhibits.

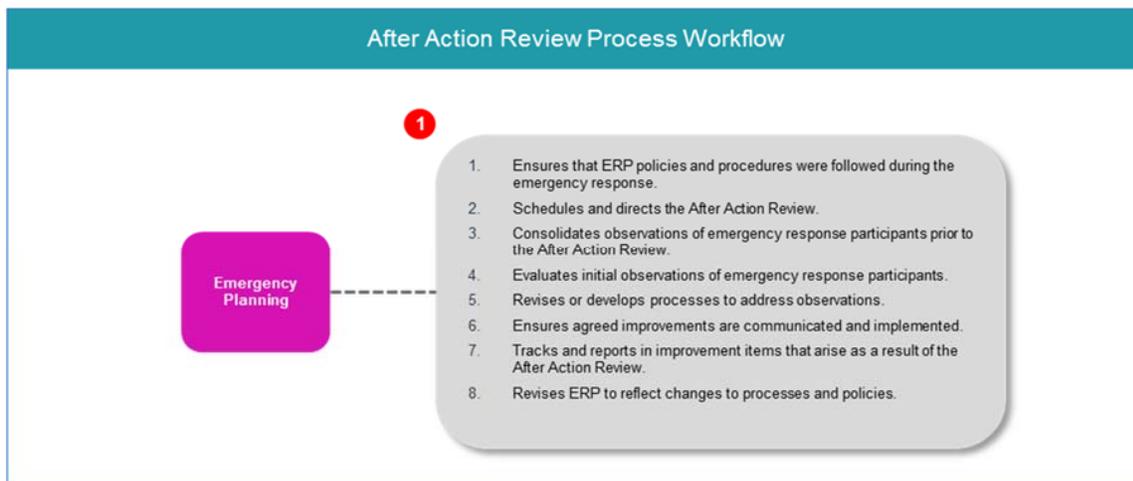


Figure 65: After Action Review Process Workflow

## Roles and Activities

### 21.3.1. Emergency Planning Lead

- 21.3.1.1. Ensures that ERP policies and procedures were followed during the emergency response.
- 21.3.1.2. Schedules and directs the After-Action Review.
- 21.3.1.3. Consolidates observations of emergency response participants in preparation for the After-Action meeting.
- 21.3.1.4. Tracks and reports on improvement items that arise as a result of the After-Action meeting.
- 21.3.1.5. Revises the ERP to reflect necessary changes to policies and procedures (as discussed in Chapter 24.1 Timing of and Procedure for Updating the Plan).
- 21.3.1.6. Evaluates the initial observations and devises an appropriate methodology for correcting the underlying deviation from the plan.
- 21.3.1.7. Evaluates initial observations of emergency response participants.

- 21.3.1.8. Revises or develops processes to address observations discussed during the AAR.
- 21.3.1.9. Ensures agreed improvements are communicated and implemented (as discussed in Chapter 24.1 Timing of and Procedure for Updating the Plan).

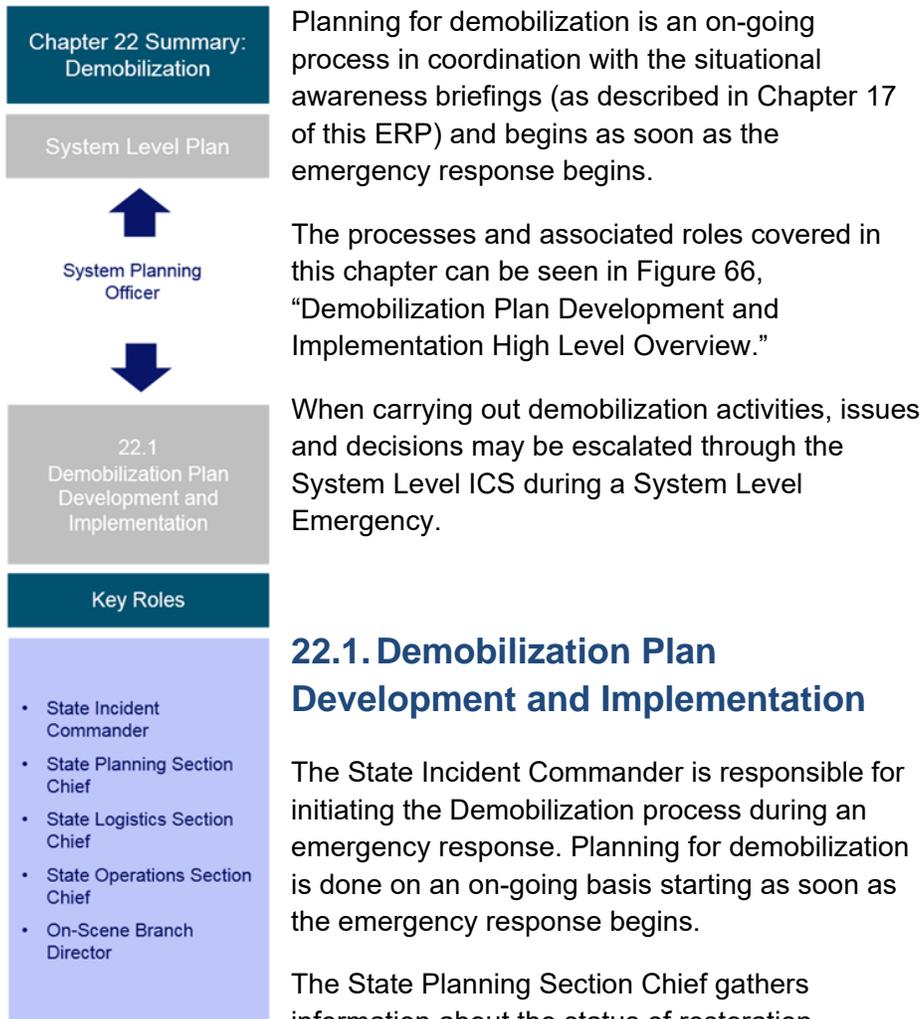
# Chapter 22: Demobilization



## 22. Demobilization

### Introduction

The purpose of this chapter is to identify how the Company reviews the need for the activated portions of the ERO throughout the course of the emergency and releases those resources no longer required for the emergency response.



Planning for demobilization is an on-going process in coordination with the situational awareness briefings (as described in Chapter 17 of this ERP) and begins as soon as the emergency response begins.

The processes and associated roles covered in this chapter can be seen in Figure 66, “Demobilization Plan Development and Implementation High Level Overview.”

When carrying out demobilization activities, issues and decisions may be escalated through the System Level ICS during a System Level Emergency.

### 22.1. Demobilization Plan Development and Implementation

The State Incident Commander is responsible for initiating the Demobilization process during an emergency response. Planning for demobilization is done on an on-going basis starting as soon as the emergency response begins.

The State Planning Section Chief gathers information about the status of restoration activities and recommends to the State Incident Commander the re-allocation or release of resources as warranted. The State Incident Commander will then decide to demobilize partial or entire functions at the Operational and/or State

Levels. When the State Incident Commander decides to reallocate or release resources, the State Operations Section Chief or their delegate

**Figure 66:**  
Demobilization Plan Development and Implementation High Level Overview

### Processes

#### 22.1 Demobilization Plan Development and Implementation

will notify the resources of their transfer or release and provide contact information for their new assignment as applicable.

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 ensures resources are available for other activities and assignments as needed. The ERO may be fully demobilized when:

- All emergency-related jobs are assigned,
- Dispatch is managing the emergency, and
- All non-regional crews are released.

Refer to Figure 67, "Demobilization Process Workflow" on the following page.

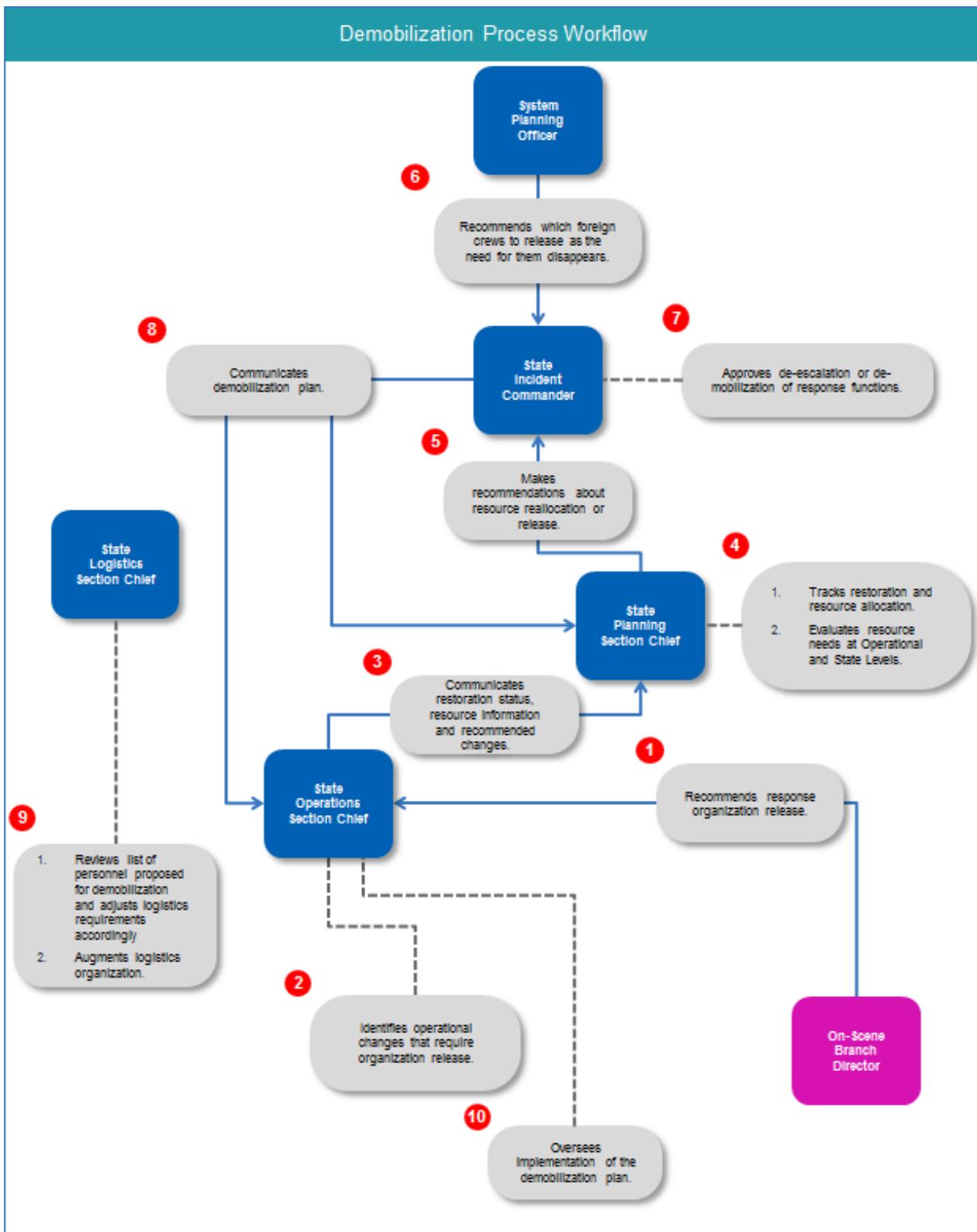


Figure 67: Demobilization Process Workflow

## Roles and Activities

### 22.1.1. System Planning Officer

- 22.1.1.1. Makes recommendations to the State Incident Commander about which foreign crews to release as the need for them dissipates.

### 22.1.2. State Incident Commander

- 22.1.2.1. Approves the demobilization of response functions based on recommendations from the State Planning Section Chief including, but not limited to, the re-allocation and/or release of foreign crews and Company crews and support staff.

### 22.1.3. State Planning Section Chief

- 22.1.3.1. Tracks restoration and resource allocation status throughout the emergency.
- 22.1.3.2. Evaluates resource needs at the Operational and State Levels and makes recommendations to the State Incident Commander about re-allocating or releasing resources.
- 22.1.3.3. Oversees the preparation and implementation of the demobilization plan based on the Demobilization decisions of the State Incident Commander.

### 22.1.4. State Logistics Section Chief

- 22.1.4.1. Reviews the list of personnel proposed for demobilization daily and adjusts material, fleet, staging site, communication, meal and lodging requirements accordingly as resources are re-allocated or released.
- 22.1.4.2. Adjusts logistics organization to reflect changes in logistics requirements.

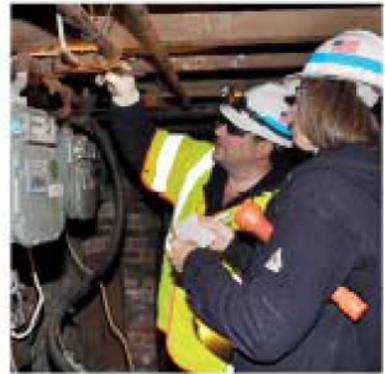
### 22.1.5. State Operations Section Chief

- 22.1.5.1. Identifies operational situation changes that require augmenting/demobilizing resources.
- 22.1.5.2. Provides restoration status and resource request information to the State Planning Section Chief.
- 22.1.5.3. When appropriate, oversees the preparation and implementation of the demobilization plan based on the demobilization decisions of the State Incident Commander.
- 22.1.5.4. Notifies resources of their transfer or release and provides contact information for their new assignment as applicable.

### **22.1.6. On-Scene Branch Director**

- 22.1.6.1. Makes recommendations to the State Operations Section Chief regarding opportunities for augmenting the ERO or demobilizing resources.
- 22.1.6.2. When appropriate, oversees the preparation and implementation of the demobilization plan.

# Chapter 23: Drills and Training



## 23. Drills and Training

### Introduction

The purpose of this chapter is to identify the means by which Company personnel practice for an emergency response.

Chapter 23 Summary: Drills and Training	
23.1 Annual Training Courses	23.2 Drills and Exercises
Key Roles	Key Roles
<ul style="list-style-type: none"> <li>State Incident Commander</li> <li>State Safety, Health and Environmental Officer</li> <li>State Public Information Officer</li> <li>State Liaison Officer</li> <li>State Planning Section Chief</li> <li>State Logistics Section Chief</li> <li>State Security Officer</li> <li>State Finance Section Chief</li> <li>State Human Resources Section Chief</li> <li>Operations Branch Director</li> </ul>	<ul style="list-style-type: none"> <li>Director of Emergency Planning</li> <li>Emergency Planning</li> </ul>

Figure 68: Drills and Training High Level Overview

These activities, comprised of an annual training course and an annual exercise, are conducted throughout the year during normal conditions.

The processes and associated roles covered in this chapter can be seen in Figure 68, "Drills and Training High Level Overview."

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.

### 23.1. Annual Training Courses

Training is to be scheduled at least annually for all employees with restoration related activities who may be activated during an emergency. The purpose of this training is to ensure that these employees can safely and efficiently perform their assigned responsibilities during such an emergency. All training should be coordinated and tracked through Learning & Development.

### Processes

#### 23.1 Annual Training Courses

#### 23.2 Drills and Exercises

## Roles and Activities

### 23.1.1. State Incident Commander

23.1.1.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

### 23.1.2. State Safety and Health Officer

23.1.2.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

### 23.1.3. State Environmental Officer

23.1.3.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

### 23.1.4. State Public Information Officer

23.1.4.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

### 23.1.5. State Liaison Officer

23.1.5.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

### 23.1.6. State Planning Section Chief

23.1.6.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

### 23.1.7. State Logistics Section Chief

23.1.7.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

### 23.1.8. State Security Officer

23.1.8.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

### 23.1.9. State Finance Section Chief

23.1.9.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

### **23.1.10. State Human Resources Section Chief**

23.1.10.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

### **23.1.11. State Operations Section Chief**

23.1.11.1. Participates in EMR056: Gas Emergency Response Training prior to assuming the role during an emergency.

## **23.2. Drills and Exercises**

Drills are conducted to ensure effectiveness of the ERP and to keep personnel aware of their responsibility should an emergency arise. Emergency Planning will conduct emergency restoration drills annually. Additionally, Emergency Planning will review notification and classification practices for each regional Dispatch organization. This review will verify the ability of Company personnel to perform initial notifications and classify Emergencies.

The exercise is an event that tests the integrated capability of the Company to respond to a significant gas emergency. The exercise comprehensively evaluates the ability of the ERO to implement the ERP and coordinate response activities with other organizations. State regulatory agencies, municipalities and city or local fire departments may be invited to participate and/or observe the exercise. The exercise may involve activation of a Gas EOC and the use of an On-Scene Command Center. The exercise scenario is structured to allow free play for decision making as much as possible, provided that the basic objectives of the exercise are satisfied.

The results of each drill and exercise are documented and an evaluation report is prepared. The report includes recommendations if the effectiveness of the emergency response can be improved. Copies of drill/exercise reports are provided to the applicable management personnel.

## **Roles and Activities**

### **23.2.1. Emergency Planning Lead**

- 23.2.1.1. Determines the format, content and scope of the exercise with input from Customer Meter Services, Maintenance & Construction, and Control Center Operations.
- 23.2.1.2. Ensures that drill/exercise participant requests are communicated to the Company's personnel.
- 23.2.1.3. Ensures that drill/exercise notifications are communicated to any outside agency with restoration responsibilities, local elected and appointed officials, state and local public safety officials if the objectives of the exercise would benefit from their attendance, and ensures that these stakeholders receive drill/exercise participation requests.

- 23.2.1.4. Determines appropriate training requirements for each emergency response role included in their process.
- 23.2.1.5. Develops and modifies training courses; establishes course codes, curriculum, and training material.
- 23.2.1.6. Coordinates training sessions, including tracking participation by sending attendance sheets to Learning and Development to be entered into the Company's Learning Management System.
- 23.2.1.7. Seeks feedback on training effectiveness, frequency, etc. to improve training courses and sessions.

### **23.3. Web-Based Training Program**

National Grid has developed a comprehensive interactive set of eLearning training modules that are available to Fire and Police Departments and Municipalities that include free safety materials including workbooks, training presentations, and training guides. These training modules include knowledge checks for each chapter to gauge the user's basic understanding. They provide natural gas case studies and scenarios as well as access to National Grid jurisdictional transmission pipeline system and the PHMSA National Pipeline Mapping System training page and link. In the event external agencies require additional information, there is a link allows submittal of a request for additional First Responder training opportunities. This training program is managed by the Pipeline Safety Management – Stakeholder Engagement Department.

The link to the program is: <http://firstresponder.ngridsafety.com/>

# Chapter 24: Emergency Plan Maintenance



## 24. Emergency Plan Maintenance

### Introduction

The purpose of this chapter is to identify how the Company ensures the ERP contains an accurate overview of the processes they employ when responding to an emergency.

<p>Chapter 24 Summary: Emergency Plan Maintenance</p>	<p>The ERP is maintained over the course of the year and is updated to reflect changes in the Company’s response procedures that arise from myriad factors.</p>
<p>24.1 Timing and Procedure for Updating the ERP</p>	<p>The processes and associated roles covered in this chapter can be seen in Figure 69, “Emergency Plan Maintenance High Level Overview.”</p>
<p>Key Roles</p>	<p>There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.</p>
<p>• Emergency Planning</p>	<p><b>24.1. Timing of and Procedure for Updating the ERP</b></p> <p>The RI ERP will be revised and filed with the Division by June 1<sup>st</sup> of each year, at a minimum, but can be revised at other times during the year to address changes based on developments in technology or regulations, critical lessons learned, or changes to the Company organization structure, for example.</p>

**Figure 69: Emergency Plan Maintenance High Level Overview**

When a required change to the ERP has been identified, it is the responsibility of the Process Leads to revise the language, process flow diagram, roles and activities describing any changed process. Emergency Planning will update the RI ERP, and SLP and ERPs of other states, if they are also impacted, to include the changes made to the process by the Process Leads and obtain sign-off from the appropriate Company executives prior to distributing the ERP to the Company. The Process Leads will ensure that any documents external to the ERP or systems relied on to execute the process will be updated in conjunction with updating the ERP. See Figure 70, “Updating the ERP Process Change Diagram” on the following page.

*Processes*

---

*24.1 Timing of and Procedure for Updating the ERP*

Emergency Planning will distribute the revised ERP throughout the Company and ensure the Intranet is updated to reflect the changes.

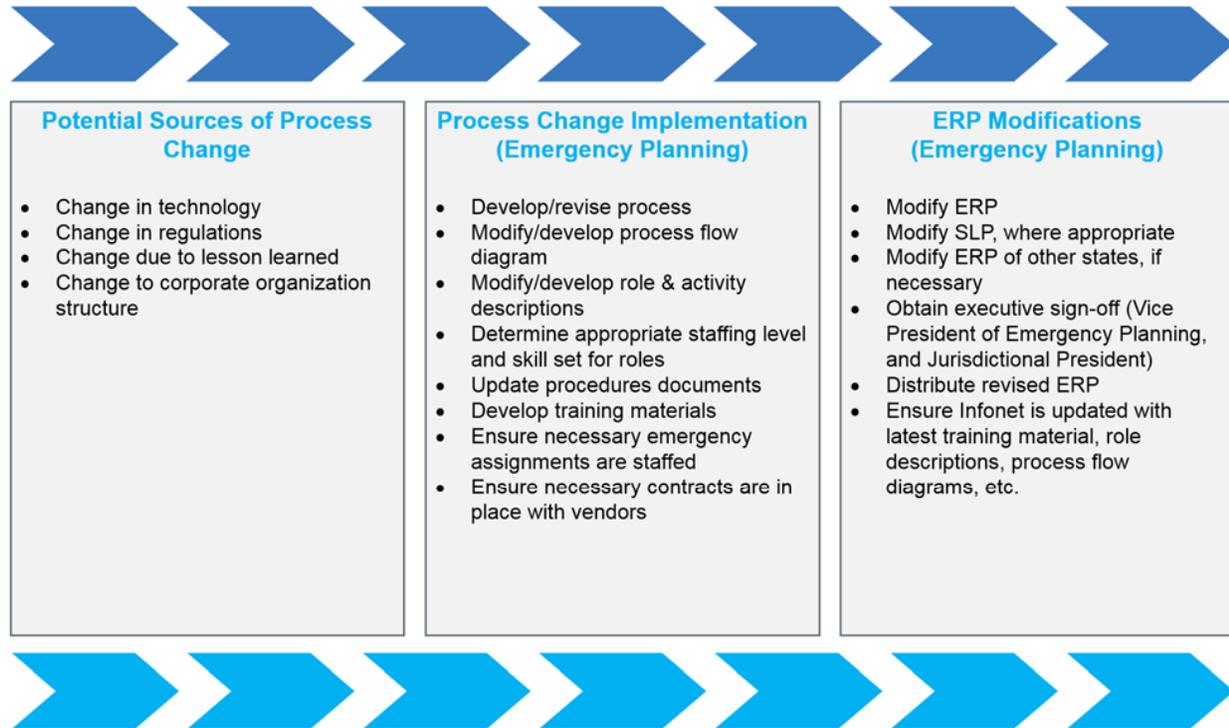


Figure 70: Updating the ERP Process Change Diagram

## Roles and Activities

### 24.1.1. Emergency Planning Lead

- 24.1.1.1. Revises or develops new processes including process flow diagrams, roles and activities, and training materials, as required and communicates them to Company employees.
- 24.1.1.2. Updates Company systems to reflect updated processes.
- 24.1.1.3. Modifies the ERP to reflect changes to emergency response processes.
- 24.1.1.4. Obtains executive sign-off for updated plan.
- 24.1.1.5. Distributes the updated ERP within the Company.
- 24.1.1.6. Ensures the necessary contracts are in place with the required vendors.

# Chapter 25: Regulatory Compliance Translation Table



## 25. Legislative and Regulatory Compliance Translation Table

### Introduction

This chapter contains an overview of the Federal legislative and regulatory requirements that drive certain content within this ERP. Table 4 below identifies the legislative and regulatory requirements and the chapter in the plan that contains the required information.

Rhode Island does not have legislative or regulatory requirements that speak to ERPs.

Table 4 Federal, Legislative and Regulatory Compliance Translation Table

CODE, REGULATION	TITLE
49 CFR §192.615	Emergency Plans
49 USC §§ 60101 – 60125 49 CFR Parts §190-§199 and Part §40	Pipeline Safety
Rhode Island Division of Public Utilities and Carriers	Rules and Regulations Prescribing Standards for Gas Utilities, Master Meter Systems and Jurisdictional Propane Systems

# Chapter 26: Service Territory/Facility Overview



## 26. Service Territory/Facility Overview

### Introduction

The Company's New England gas system supplies gas to Rhode Island where gas service is provided to approximately 271,464 customers in the state. Figure 71, "Rhode Island Gas System" on the following page provides an overview of the Rhode Island service territory. The gas is primarily used by the customers for cooking and/or household heating, hot water, and other energy needs. In addition, there are commercial and industrial customers. The Company also uses gas for electricity production at several generating stations. The Company purchases natural gas in dekatherms from suppliers in the Southern United States, Eastern Canada, Marcellus Basin and a local LNG importer. The heating value ranges from approximately 1,000 to 1,090 BTUs per cubic foot.

National Grid Rhode Island takes gas directly from 14 take stations, one LNG importer, a system interconnect and 2 peak shaving facilities to supply gas to customers. In addition, during the peak winter season the Company stages two temporary LNG injection sites, in Cumberland and Portsmouth. As detailed in the take station summaries, gas is supplied by two pipelines and an LNG importer. The pipelines are Enbridge (Algonquin) pipeline and Kinder Morgan (Tennessee Gas) pipeline. LNG is purchased from and transported from Exelon (Distrigas of Massachusetts LLC). Gas flows on all pipelines pursuant to a number of tariffs.

Once past the take stations, the gas enters the National Grid Rhode Island gas system which is composed of more than 3,361 miles of cast iron, polybutylene, polyethylene, bare steel, wrapped steel, wrought iron, ductile iron underground pipelines. The company network contains small sections of transmission piping scattered throughout the territory, however, the interstate pipelines provide the majority of gas transmission across the New England region. Take stations typically reduce transmission line pressures to supply distribution feeder systems. Take stations feed systems with a maximum allowable operating pressure ranging from 350 psig to 5 psig, where pressure is often further reduced for use in the distribution system. A service lateral connects the local distribution system to the customer. The design of each lateral is specific to the customer's needs. A district regulator or a service regulator generally reduces the gas pressure to between five and ten inches of water column prior to the gas entering a home.

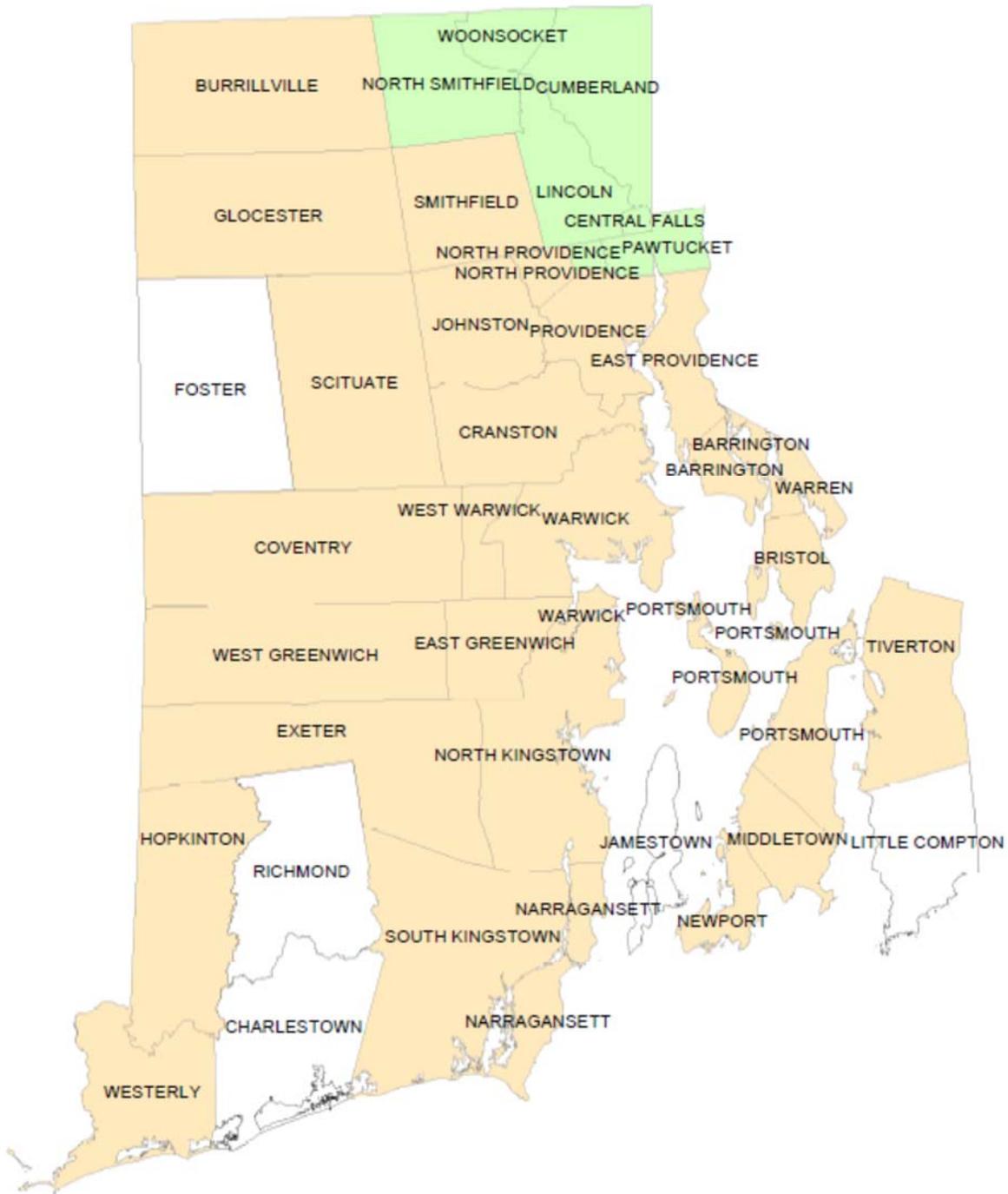


Figure 71: Rhode Island Gas System

## 26.1 Gas Meter and Regulating Stations

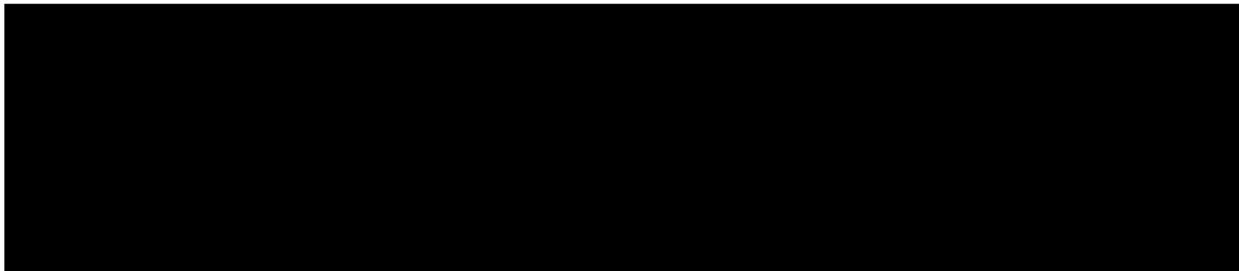
Meter and Regulating (M&R) Stations or Take Stations are locations where gas is metered and/or regulated (e.g., the flow quantity is measured in standard cubic feet, and/or the pressure is reduced to a desired downstream level). All Take Stations consist of at least two regulator runs. All key points at each station are monitored at Gas Control NE and measurement is in

dekatherms. In Table 5, below, are the primary M&R stations on the Company’s Rhode Island gas system. All Take Stations, listed below, meter and regulate gas from a transmission pipeline, heat, and odorize the gas received.

**Table 5: Rhode Island Meter and Regulating Stations**

LOCATION
Burrillville, RI
Cranston, RI
Cumberland, RI 2 Locations (Diamond Hill & Scott Rd Take Stations)
East Providence, RI 2 Locations (Dey St & Wampanoag Take Stations)
Lincoln, RI
Portsmouth, RI
Providence, RI
Smithfield, RI
Tiverton, RI
Warren, RI 2 Locations (Barrington & Warren Take Stations)
Westerly, RI 2 Locations (M&R station with Enbridge, and Interconnect with Yankee Gas, measure flow only)

## 26.2 Gas System Peak Shaving Facilities





## 26.3 Rhode Island: 34 Cities and Towns Served

Table 6: Cities and Towns Served

Barrington	Exeter	North Smithfield	Tiverton
Bristol	Glocester	North Providence	Warren
Burrillville	Hopkinton	Pawtucket	Warwick
Central Falls	Johnston	Portsmouth	West Greenwich
Coventry	Lincoln	Providence	West Warwick
Cranston	Middletown	Richmond	Westerly
Cumberland	Narragansett	Scituate	Woonsocket
East Greenwich	Newport	Smithfield	
E. Providence	North Kingstown	South Kingston	

# Chapter 27: Definitions



## 27. Definitions

**After Action Review:** A structured review or de-brief process administered by Emergency Planning for analyzing the response to the event, by the participants and those responsible for the project or emergency.

**Command Staff:** The Command Staff consists of the Public Information Officer, SHE Officer, Security Officer and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

**Company:** A gas utility comprised of Narragansett Electric Company.

Critical Facilities: hospitals, nursing homes, assisted living facilities

**Demobilization:** The orderly, safe and efficient return of an emergency resource to its original status and/or location.

**Emergency:** An event where widespread outages or service interruptions have occurred in the service area due to storms or other causes beyond the control of National Grid. An emergency is an event classified as a Level 1 Emergency.

**Emergency Classification Level:** Event severity scale that the Company uses to simplify the communication of the ERO characteristics to internal and external stakeholders. Information aligned to the scale includes the Event Category, including natural disaster, fire/disturbance, gas leak, unplanned supply interruption, carbon monoxide and other.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support incident management activities takes place.

**Emergency Response Organization (ERO):** The designated group of National Grid personnel responsible for coping with and mitigating the effects of an emergency. It is comprised of a Strategic Level, Tactical Level and Operational Level.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Planning Officer, Logistics Officer, and Finance Officer, and Human Resources Officer.

**Group Crisis Management Framework:** A construct that sets out National Grid's approach to crisis management; both proactive and reactive, and also contains the details required to activate the Strategic Response Team. It will be supported by training and exercising of Emergency Response Plans to ensure that National Grid can protect the safety of the public, our employees and contractors, and the infrastructure and reputation of National Grid.

**Incident Anticipation Phase:** (*Pre-Event Stage*) The period of time between when (1) an impending emergency is first identified, and (2) the emergency first causes damage to the system resulting in service interruptions.

**Incident Commander (IC):** The individual who has overall responsibility for National Grid's response in an emergency including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Command System (ICS):** The coordinated and collaborative incident management construct specifically designed and made a part of the National Incident Management System ("NIMS") under the Federal Emergency Management Agency. ICS enables effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

**Incident Response Phase:** (*Response Stage*) The period of time between when an emergency first causes damage to the system resulting in service interruptions and the time when service is restored to all customers.

**Mutual Assistance Agreement:** An agreement among utilities, both inside and outside the state, that details specifics for obtaining or lending resources, including, but not limited to, material, equipment, and trained personnel, when internal resources are not sufficient to ensure the safe and reasonably prompt restoration of service during an emergency.

**National Grid Incident Management System:** Database used to store and track information about safety or environmental incidents.

**National Incident Management System (NIMS):** A comprehensive approach to incident management that is applicable at all jurisdictional levels and across functional groups whose principles improve coordination and cooperation between public and private entities and are applicable across a full spectrum of potential emergency scenarios, regardless of size or complexity.

**Operating Condition:** The set of parameters or circumstances that the ERO must consider during an emergency response.

**Operational Level:** A level within the ERO whose responsibility it is to execute the objectives of both the Strategic and Tactical Levels of the ERO.

**Operational Period:** The period of time scheduled for execution of a given set of actions or objectives. Operational Periods can be of various lengths depending on the emergency.

**Post Incident Phase (Post-Event Stage):** The period of time immediately following restoration of service to all customers after an emergency.

**Service Interruption:** The loss of service to one or more customers connected to a gas distribution system.

**State Level:** Level of response that involves the control and coordination of restoration efforts across the service territory of a single state (i.e. Rhode Island or Massachusetts).

**Strategic Level:** A level within the ERO whose responsibility it is to provide clear, broad objectives during an emergency to advance the overall organization as well as coordinate resources.

**Strategic Response Team:** National Grid personnel responsible for coordinating and carrying out the crisis management activities covered in the Group Crisis Management Framework.

**System Level:** Level of response that involves the control and coordination of restoration efforts across multiple states and/or business areas.

**Tactical Level:** A level within the ERO whose responsibility it is to utilize specific resources to achieve sub-objectives in support of the defined mission.

**Service Delivery Center:** Internal department that responds to vendor or employee inquiries to support human resources, procurement, finance and customer processes.

# Chapter 28: Document Revision History

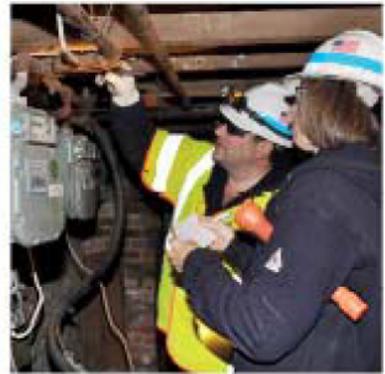


## 28. Document Revision History

Revision No.	Date of Revision	Cause for Revision	Revision Highlights
1	November 10, 2014	Initial Version	
2	January 5, 2015	Annual Review	Updates to plan images (where needed) to enhance the clarity of graphical representation. Added Section 23.3 "Web-based Training." Updated procedural reference for Load Shedding (GEN02003 and GEN 02005). Updated Chapter 15, Exhibit A, "Outage Tracking Form."
3	January 6, 2016	Annual Review	Update included a change to Mutual Assistance initial contact information, clarification of ETR reporting for gas incidents, and revision due to artifacts found as a result of the Word to pdf conversion.
4	January 3, 2017	Annual Review	Updated procedural references, updated all process workflow diagrams to remove connotation of "Branch" with respect to FO and CMS Operations Director positions, reviewed and revised Roles/Process Matrices, added paragraph 4.2.1.5 to Incident Commander Roles and Activities, removed reference to the following towns not within Company operating region (Charlestown, Foster, Gloucester, Richmond, Little Compton, Block Island), added Providence LNG to map.
5	May 15, 2018	Annual Review	General update of content based on annual review performance. Added the Size-up/Scale-up guidance information in Chapter 4. Minor changes made to the operational period Event Briefing Agenda, updated Chapter 21 to include reference of AAR template now included within Chapter 32 Exhibits. Added RI Gas Territory Map.
6	May 15, 2019	Annual Review	General update of content based on annual review process. Added Situation Leader Role under the Planning Section. Added examples of SMART objectives for Incident Commander. Added reference to "Branch" positions in case there are dual events located in Chapter 4. Added new position in Operations Section- the Operational Resource Coordinator. Also added job descriptions in Chapter 31
7	June 1, 2020	Annual Review	General update of content based on annual review process to better define coordination of actions throughout the ERO, clarify initiating actions with in the Emergency Event Type table, addition of CNG type events into the Gas Emergency Clarification Matrix, and modification of the size-up, scale-up guide. Added Resource Unit Support Team under the Planning Section and included greater guidance to ICS Checklists within Chapter 31

			based on AARs and lessons learned. Revised Emergency Event Table in Chapter 4 to chart format. Added ERO listing including both gas and support roles. Added Emergency Management Director listing.
--	--	--	---

# Chapter 29: Roles vs. Process/Activity Matrix



## 29. Roles vs. Process/Activity Matrix

### Introduction

The matrices included in this chapter note the processes for which a particular role has an associated activity. The number included in the matrix under a process corresponds to the number of the role included in the Roles and Activities section of that process.

Below is an example of how to read the matrix:

The matrix below shows some of the ERO roles that have activities associated with the three processes that comprise Chapter 4 Emergency Classification and Response Plan Activation. The fact that the State Incident Commander has a number under processes 4.1 Classification of Emergencies and 4.2 Activating the ERO but no number under 4.3 Emergency Operation Center Overview indicates that they have activities associated with 4.1 and 4.2 but no activities associated with 4.3. The State Incident Commander's activities associated with 4.1 Classification of Emergencies can be found under header 4.1.2, as indicated by the number in the matrix, of the Roles and Activities section.

Role	Ch. 4 Emergency Classification and Response Plan Activation		
	4.1 Classification of Emergencies	4.2 Activating the Response Organization	4.3 Emergency Operation Center Overview
System Safety, Health and Environmental Officer			
System Public Information Officer			
System Liaison Officer			
System Planning Officer			
System Security Officer			
State Incident Commander	4.1.2	4.2.1	
Director of Emergency Planning			
Emergency Planning	4.1.1		
Gas Control Center			
NY Gas Control Center			
State Safety, Health and Environmental Officer			
Safety Coordinator			

Role	Ch. 4 Emergency Classification and Response Plan Activation			Ch. 5 Restoration Prioritization	Ch. 6 Resource Acquisition					
	4.1 Classification of Emergencies	4.2 Activating the Emergency Response Organization	4.3 Emergency Operation Center Overview	5.1 Restoration Prioritization	6.1 Acquisition of Internal Restoration Resources	6.2 Acquisition of Utility Mutual Assistance Resources	6.3 Acquisition of External Contractors	6.4 Acquisition of Services from Retirees	6.5 Acquisition of ICS Command and General Staff Resources	6.6 Acquisition of Internal Support Resources
State Incident Commander	4.1.2	4.2.1			6.1.2	6.2.2	6.3.2	6.4.1	6.5.1	6.6.1
Emergency Planning Lead	4.1.1					6.2.5		6.4.2		
Gas Control Center										
NY Gas Control Center										
State Safety and Health Officer										
State Environmental Officer										
Safety Coordinator										
State Public Information Officer										
State Liaison Officer										
RIEMA Liaison										
Community Liaison										
Regulatory Liaison										
State Planning Section Chief		4.2.2			6.1.3	6.2.3	6.3.3	6.4.3	6.5.2	6.6.2
Technical Specialist										
Damage Assessment Lead										
Damage Assessors										
Resource Unit Leader					6.1.5	6.2.4	6.3.4			6.6.3
Dispatch Supervisor	4.1.3									
Operational Resource Coordinator					6.1.4	6.2.7	6.3.6			6.6.4
First Responder										
State Logistics Section Chief										
IT Event Lead										
Fleet Lead										
State Security Officer										
State Finance Section Chief										
State Human Resources Section Chief										
Jurisdictional President										
Customer Contact Center Lead										
State Operations Section Chief		4.2.3			6.1.6	6.2.6	6.3.5		6.5.3	
On-Scene Branch Director		4.2.4			6.1.7					
Section Deputy (Field Ops/CMS)										
Supply Unit Leader										
Situation Unit Leader										

Role	Ch. 7 Coordinate Support Logistics					Ch. 8 Coordinate Personnel Logistics			Ch. 9 Financial Accounting Guidelines	
	7.1 Materials Coordination and Management	7.2 Fleet Coordination and Management	7.3 Staging Site Coordination and Management	7.4 Facilities Coordination and Management	7.5 Communication Device Coordination and Management	8.1 Meals Coordination and Management	8.2 Lodging Coordination and Management	8.3 Information Technology Coordination and Management	9.1 Establishing Emergency Charge Accounts	9.2 Tracking Time and Materials Charging
State Incident Commander		7.2.2	7.3.1							
Emergency Planning Lead										
Gas Control Center										
NY Gas Control Center										
State Safety and Health Officer										
State Environmental Officer										
Safety Coordinator										
State Public Information Officer									9.1.1	
State Liaison Officer				7.4.1						
RIEMA Liaison										
Community Liaison										
Regulatory Liaison										
State Planning Section Chief			7.3.2			8.1.1	8.2.1			
Technical Specialist										
Damage Assessment Lead										
Damage Assessors										
Resource Unit Leader						8.1.2	8.2.2			
Dispatch Supervisor										
Operational Resource Coordinator	7.1.1									
First Responder										
State Logistics Section Chief	7.1.2	7.2.3	7.3.3	7.4.2	7.5.1	8.1.3	8.2.3			
IT Event Lead								8.3.1		
Fleet Lead		7.2.4								
State Security Officer										
State Finance Section Chief	7.1.3	7.2.5	7.3.4			8.1.4	8.2.4		9.1.2	9.2.1
State Human Resources Section Chief										
Jurisdictional President										
Customer Contact Center Lead										
State Operations Section Chief										
On-Scene Branch Director	7.1.4	7.2.6	7.3.5			8.1.5	8.2.5			
Section Deputy (Field Ops/CMS)										
Supply Unit Leader	7.1.5	7.2.7	7.3.6	7.4.3	7.5.2					
Situation Unit Leader										

Role	Ch. 10 Employee Welfare			Ch. 11 Damage Assessment	Ch. 12 Load Shedding	Ch. 13 Modes of Operation		Ch. 14 Coordination of Restoration Activities	Ch. 15 Developing and Reporting ETRs	Ch. 16 Internal Communications	
	10.1 Tracking and Addressing Labor Relations Issues	10.2 Providing Family and Employee Assistance	10.3 Communicating Company Policy And Expectations	11.1 Coordinating and Carrying Out Field Activities	12.1 Load Shedding	13.1 Normal Operations	13.2 Modified System Operations	14.1 Coordinating Restoration Activities on Distribution Piping	15.1 Developing and Reporting ETRs	16.1 Conducting State Level Conference Calls and Briefings	16.2 Conducting Broader Company Communications
State Incident Commander				11.1.1				14.1.1	15.1.1	16.1.1	16.2.1
Emergency Planning Lead								14.1.6			
Gas Control Center						13.1.1	13.2.1				
NY Gas Control Center							13.2.2				
State Safety and Health Officer										16.1.2	
State Environmental Officer										16.1.3	
Safety Coordinator											
State Public Information Officer									15.1.2	16.1.4	16.2.2
State Liaison Officer										16.1.5	
RIEMA Liaison											
Community Liaison											
Regulatory Liaison											
State Planning Section Chief				11.1.2				14.1.2	15.1.3	16.1.6	
Technical Specialist							13.2.3				
Damage Assessment Lead				11.1.3							
Damage Assessors				11.1.4							
Resource Unit Leader								14.1.3			
Dispatch Supervisor								14.1.5			
Operational Resource Coordinator								14.1.3			
First Responder								14.1.7			
State Logistics Section Chief				11.1.5						16.1.7	
IT Event Lead											
Fleet Lead											
State Security Officer										16.1.8	
State Finance Section Chief										16.1.9	
State Human Resources Section Chief										16.1.10	
Jurisdictional President											
Customer Contact Center Lead											
State Operations Sections Chief								14.1.8	15.1.5	16.1.11	16.2.3
On-Scene Branch Director								14.1.8		16.1.12	
Section Deputy (Field Ops/CMS)								14.1.10			
Supply Unit Leader								14.1.4	15.1.4		
Situation Unit Leader											

Role	Ch. 17 Public Information Communications					Ch. 18 Liaison Interactions				
	17.1 Corporate Message Development and Dissemination Controls	17.2 Coordinating with the Customer Contact Center	17.3 Managing Government Communications	17.5 Managing Media Communications and Relations	17.6 Managing Social Media, Web, Digital and Print Communications	18.1 Managing Municipal Coordination	18.2 Managing State Agency Coordination	18.3 Managing Regulatory and Government Affairs	18.4 Federal Agency Reporting	18.5 Coordinating with Other Responding Agencies
State Incident Commander	17.1.2			17.4.1			18.2.1	18.3.1	18.4.1	18.5.2
Emergency Planning Lead										
Gas Control Center										
NY Gas Control Center										
State Safety and Health Officer										
State Environmental Officer										
Safety Coordinator										
State Public Information Officer	17.1.3	17.2.1	17.3.1	17.4.2	17.5.1			18.3.2		
State Liaison Officer						18.1.1	18.2.2	18.3.3		18.5.3
RIEMA Liaison	17.1.4						18.2.3	18.3.4		
Community Liaison	17.1.4					18.1.2				
Regulatory Liaison								18.3.5		
State Planning Section Chief										
Technical Specialist										
Damage Assessment Lead										
Damage Assessors										
Resource Unit Leader										
Dispatch Supervisor									18.4.2	
Operational Resource Coordinator										
First Responder										
State Logistics Section Chief										
IT Event Lead										
Fleet Lead										
State Security Officer										
State Finance Section Chief										
State Human Resources Section Chief										
Jurisdictional President	17.1.5									
Customer Contact Center Lead		17.2.2								
State Operations Section Chief										
On-Scene Branch Director						18.1.3				
Section Deputy (Field Ops/CMS)										
Supply Unit Leader										
Situation Unit Leader										

Role	Ch. 19 Safety, Health and Environmental Coordination		Ch. 20 Security Coordination	Ch. 21 Reports and Documentation			Ch. 22 Demobilization	Ch. 23 Drills and Training		Ch. 24 Emergency Plan Maintenance
	19.1 Safety and Health Coordination	19.2 Environmental Impact Coordination	20.1 Security Strategy Coordination and Implementation	21.1 Internal Reports and Documentation	21.2 Regulatory Driven Reports and Documentation	21.3 After Action Review	22.1 Demobilization Plan Development and Implementation	23.1 Annual Training Courses	23.2 Drills and Exercises	24.1 Timing of and Procedure for Updating the ERP
State Incident Commander	19.1.2						22.1.2	23.1.1		
Emergency Planning Lead					21.2.1	21.3.1			23.2.1	24.1.1
Gas Control Center										
N Gas Control Center										
State Safety and Health Officer	19.1.3			21.1.2				23.1.2		
State Environmental Officer		19.2.2		21.1.3				23.1.3		
Safety Coordinator	19.1.4									
State Public Information Officer			20.1.2					23.1.4		
State Liaison Officer					21.2.2			23.1.5		
RIEMA Liaison					21.2.3					
Community Liaison					21.2.4					
Regulatory Liaison					21.2.3					
State Planning Section Chief				21.1.4	21.2.5		22.1.3	23.1.6		
Technical Specialist										
Damage Assessment Lead										
Damage Assessors										
Resource Unit Leader										
Dispatch Supervisor										
Operational Resource Coordinator										
First Responder										
State Logistics Section Chief							22.1.4	23.1.7		
IT Event Lead										
Fleet Lead										
State Security Officer	19.1.5	19.2.3	20.1.3	21.1.1				23.1.8		
State Finance Section Chief	19.1.6							23.1.9		
State Human Resources Section Chief	19.1.7							23.1.10		
Jurisdictional President										
Customer Contact Center Lead										
State Operations Section Chief	19.1.8		20.1.4		21.2.6		22.1.5	23.1.11		
On-Scene Branch Director					21.2.7		22.1.6			
Section Deputy (Field Ops/CMS)										
Supply Unit Leader										
Situation Unit Leader										

# Chapter 30: ERP & SLP Interaction Matrix



### 30. ERP & SLP Interaction Matrix

#### Introduction

The matrices included in this chapter note the processes that potentially require interaction with System Level ICS Officers when the System Level of the ERO has been activated. In the instances where there is potentially interaction with System Level ICS Officers, the SLP will identify the activities carried out by those officers.

Chapter		Process	System Level Officers Potentially Involved with the Process During a System Level Emergency				
			System Planning Officer	System Public Information Officer	System Liaison Officer	System Safety, Health and Environmental Officer	System Security Officer
Ch. 4 Emergency Classification and Response Plan Activation	4.1 Classification of Emergencies						
	4.2 Activating the Emergency Response Organization						
	4.3 Emergency Operation Center Overview						
Ch. 5 Restoration Prioritization	5.1 Restoration Prioritization						
Ch. 6 Resource Acquisition	6.1 Acquisition of Internal Restoration Resources	X					
	6.2 Acquisition of Utility Mutual Assistance Resources	X					
	6.3 Acquisition of External Contractors	X					
	6.4 Acquisition of Services from Retirees						
	6.5 Acquisition of ICS Command and General Staff Resources						
	6.6 Acquisition of Internal Support Resources						
Ch. 7 Coordinate Support Logistics	7.1 Materials Coordination and Management						
	7.2 Fleet Coordination and Management	X					
	7.3 Staging Site Coordination and Management						
	7.4 Facilities Coordination and Management						
	7.5 Communication Gear Coordination and Management						
Ch. 8 Coordinate Personnel Logistics	8.1 Meals Coordination and Management						
	8.2 Lodging Coordination and Management						
	8.3 Information Services Coordination and Management						
Ch. 9 Financial Accounting Guidelines	9.1 Establishing Emergency Charge Accounts						
	9.2 Tracking Time and Materials Charging						
Ch. 10 Employee Welfare	10.1 Tracking and Addressing Labor Relations Issues						
	10.2 Providing Family and Employee Assistance						
	10.3 Communicating Company Policy and Expectations						
Ch. 11 Damage Assessment	11.1 Coordinating and Carrying Out Field Activities						
Ch. 12 Load Shedding	12.1 Load Shedding						
Ch. 13 Modes of Operation	13.1 Normal Operations						
	13.2 Modified System Operations						

Chapter Process		System Level Officers Potentially Involved with the Process During a System Level Emergency				
		System Planning Officer	System Public Information Officer	System Liaison Officer	System Safety, Health and Environmental Officer	System Security Officer
Ch. 14	Coordination of Restoration Activities					
	14.1 Coordinating Restoration Activities on Distribution Piping					
Ch. 15	Developing and Reporting ETRs					
	15.1 Developing and Reporting ETRs					
Ch. 16	Internal Communications					
	16.1 Conducting State Level Conference Calls and Briefings					
	16.2 Conducting Broader Company Communications					
Ch. 17	Public Information Communications		X			
	17.1 Corporate Message Development and Dissemination Controls					
	17.2 Coordinating with the Customer Contact Center					
	17.3 Managing Government Communications					
	17.4 Managing Media Communications and Relations					
	17.5 Managing Social Media, Web, Digital and Print Communications					
Ch. 18	Liaison Interactions					
	18.1 Managing Municipal Coordination					
	18.2 Managing State Agency Coordination			X		
	18.3 Managing Regulatory and Government Affairs			X		
	18.4 Federal Agency Reporting			X		
	18.5 Coordinating with Other Responding Agencies			X		
Ch. 19	Safety, Health and Environmental Coordination				X	
	19.1 Safety and Health Coordination					
	19.2 Environmental Impact Coordination				X	
Ch. 20	Security Coordination					X
	20.1 Security Strategy Coordination and Implementation					
Ch. 21	Reports and Documentation					
	21.1 Internal Reports and Documentation					
	21.2 Regulatory Driven Reports and Documentation					
	21.3 After Action Review					
Ch. 22	Demobilization	X				
	22.1 Demobilization Plan Development and Implementation					
Ch. 23	Drills and Training					
	23.1 Annual Training Courses					
	23.2 Drills and Exercises					
Ch. 24	Emergency Plan Maintenance					
	24.1 Timing and Procedure for Updating Plan					

# Chapter 31: ICS Positions Checklist



## 31. ERP ICS Positions Responsibilities and Checklists

### Introduction

This chapter contains detailed checklists for the State and Operational Level ICS positions that the Company can activate to respond to an emergency. The checklist contains all actions to be taken during the (i) Pre-Event Stage, (ii) Response Stage, and (iii) Post-Event Stage of an Emergency that is to be signed and returned to Emergency Planning following a Type 1 Emergency. The number included in the checklist corresponds to the activity number associated with the role included in the Roles and Activities sections in the body of the ERP.

### 31.1. State Level ICS Positions

#### 31.1.1. STATE INCIDENT COMMANDER

<b>Position Title</b>	State Incident Commander
<b>Reports To</b>	System Incident Commander
<b>Typically filled by</b>	VP/Director Field Operations NE
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<p>The State Incident Commander is responsible for all incident activities, including the development of strategies and in some cases tactics, along with the ordering and release of resources. The State Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations</p> <p>Responsible for the overall management of the emergency at the State Level, including:</p> <ul style="list-style-type: none"> <li>▪ Safety and Health;</li> <li>▪ Environmental;</li> <li>▪ Damage Assessment;</li> <li>▪ Gas Control Centers;</li> <li>▪ EOC operations;</li> <li>▪ Logistics;</li> <li>▪ Security;</li> <li>▪ Resource coordination;</li> <li>▪ Restoration;</li> <li>▪ Customer Contact Center;</li> <li>▪ External communications;</li> <li>▪ Employee communications;</li> <li>▪ Media Relations;</li> <li>▪ Regulatory Affairs;</li> <li>▪ Documentation, Time and materials cost tracking;</li> <li>▪ Demobilization;</li> <li>▪ Media Relations; and</li> <li>▪ Reports</li> </ul> <ul style="list-style-type: none"> <li>▪ Provides tactical response guidance to the ICS Command and General Staff</li> <li>▪ Provides periodic updates to the System Incident Commander to ensure that the tactical level response is aligned with strategic level guidance.</li> <li>▪ Additional responsibilities as assigned by the System Incident Commander.</li> </ul>
<b>Pre-Event</b>	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> </ul>

	Response	<ul style="list-style-type: none"> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
	Post-Event	
	<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites.</b> (Not required if working in the office)	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
	<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
	<b>Recommended Emergency Management Response (EMR) Training</b>	<b>Cataloged Course Listing</b> <ul style="list-style-type: none"> <li>▪ EMR056 – Gas Emergency Response Training</li> <li>▪ EMR025 - National Grid Incident Command System (every three years)</li> <li>▪ Participation in annual Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### State Incident Commander Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
4.1.2.1.	Upon activation, reviews the classification assigned by the Dispatch Supervisor and changes accordingly.		
4.2.1.1.	Determines when to activate the State EOC based on the severity of the emergency.		
4.2.1.2. 6.5.1.1.	Determines which State Level ICS positions and support functions are required to respond to an emergency.		
	<u>Position</u>	<u>Activated</u>	<u>Not Activated</u>
	State Public Information Officer	___	___
	State Liaison Officer	___	___
	State Safety & Health Officer	___	___
	State Environmental Officer	___	___
	State Security Officer	___	___
	State Planning Section Chief	___	___
	State Logistics Section Chief	___	___
	State Finance Section Chief	___	___
	State Human Resources Section Chief	___	___
	State Operations Section Chief	___	___
4.2.1.3.	Oversees operation of the State EOC or appoints a designee to do so in their absence.		

4.2.1.4.	Ensures that Emergency Planning develops and maintains an organization chart for the ERO activated at any point during an emergency.		
4.2.1.5.	When appropriate, initiates regularly scheduled meetings with Incident Command Team and any additional attendees beyond typical ICS support roles to review response progress and define objectives. Refer to chapter 32, Ch. 4 Exhibit D for the agenda template.		
6.1.2.1.	Coordinates the use of personnel from unaffected parts of Rhode Island and Massachusetts		
6.1.2.2.	Elevates requests for additional resources to the System Officer if there are not enough Company restoration resources available in Rhode Island or Massachusetts.		
	On the State Level, evaluates known Company and contractor resources with the Operations Section Chief.		
	Coordinates with the Planning Section Chief to determine need for mutual assistance.		
	If Mutual Assistance outside of Company capabilities is required, communicates with Emergency Planning to initiate a request for assistance via NGA.		
	When Mutual Assistance is required, obtains approval from the Chief Operating Officer of Gas or the US Chief Gas Engineer (as appropriate)		
	Provides/Obtains and communicates approval to obtain mutual assistance via NGA from other gas utilities.		
6.1.2.3.	Allocates resources from out of state to affected territories.		
6.2.2.1.	Works with System Officer to develop restoration strategy and associated resource requirements during a System Level Emergency.		
6.2.2.2.	Elevates requests for resources to System Officer who will then work to procure mutual assistance resources as needed.		
6.2.2.3.	Allocates mutual assistance resources to affected damage locations.		
6.3.2.1.	Works with System Officer to develop restoration strategy and associated resource requirements.		
6.3.2.2.	Elevates requests for resources to System Officer who will then work to procure contractors as needed.		
6.3.2.3.	Allocates contractors to affected locations.		

6.4.1.1.	Determines need for company retirees' assistance.		
6.4.1.2.	Notifies Emergency Planning that retirees are being engaged.		
6.5.1.1.	Determines which State level ICS positions are required to respond to an emergency.		
6.6.1.1.	Identifies additional support resources in New York to fill emergency assignments not filled with available Company resources in Rhode Island and Massachusetts, as required.		
6.6.1.2.	Coordinates with the appropriate parties to fill any remaining emergency assignments, as required.		
7.2.2.1.	Elevates specialty equipment needs during a System Level Emergency.		
7.3.1.1.	Initiates activation of staging sites.		
11.1.1.2.	Informs the Damage Assessment Leads to initiate the damage assessment process.		
14.1.1.1.	<p>Periodically contacts the On-Scene Branch Director</p> <ul style="list-style-type: none"> <li>➤ Obtains an emergency status update,</li> <li>➤ Determines what emergency response actions are being taken by other response organizations,</li> <li>➤ Determines emergency objectives and strategies to be followed,</li> <li>➤ Inquires about plotter availability at the on-scene location. If plotters are unavailable, instructs actions to be taken to use "runners" from a company facility to the on-scene location for delivery of updated maps.</li> </ul>		
14.1.1.2.	<p>Approves estimates regarding the following (within the On-Scene Branch Director checklist, guidance is provided involving the development and delivery of a consistent message that must be provided to the State Incident Commander):</p> <ul style="list-style-type: none"> <li>➤ Time required for repair,</li> <li>➤ Time required to shut down all meters</li> <li>➤ Time required for gas-in and purging of all mains,</li> <li>➤ Time required to break-down impacted areas into zones, establish the field organization, and begin the shutdown/re-light process, and</li> <li>➤ Time required for re-lights.</li> </ul>		
14.1.1.3.	Periodically contacts the appropriate Leadership representatives and provides an update of emergency events.		

14.1.1.4.	<p>During a Gas System Emergency that requires a significant Gas Organization response, ensures that liaisons provide State and Municipal Emergency Managers (or their designee) with a daily written report containing the following information:</p> <ul style="list-style-type: none"> <li>➤ The communities and numbers of customers affected, and</li> <li>➤ The status of the response efforts including the expected date that service will be restored to all customers, if known. The Company may provide such information more frequently if warranted by the circumstances of the incident and will continue to provide daily updates until service is restored to all customers.</li> </ul>		
	<p>During cold weather restorations, if space heaters are being provided to customers, it is important to communicate with the electric service provider in the affected region to ensure the electric system is not overloaded.</p>		
15.1.1.1.	<p>Approves ETRs for public distribution during the emergency.</p>		
16.1.1.1.	<p>Establishes strategies and immediate priorities and confirms objectives for the current operational period which will be included in the Incident Action Plan (which is discussed in detail in chapter 21.1) and defines objectives for the next operational period once restoration has commenced.</p>		
16.1.1.2.	<p>Sets up and conducts regular briefings with ICS Command and General Staff beginning three days in advance of an anticipated emergency and through the duration of an emergency to maintain situational awareness during the Response Stage. Refer to Chapter 32.2 Appendices A and B to obtain a job aid and meeting agenda for facilitation of briefings. These calls cover, among other things:</p> <ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Environmental concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.1.3.	<p>Identifies operational situation changes that require augmentation / demobilization of resources and revises the level of response activation and</p>		

	communicates it to State Level ICS Command and General staff during an emergency.		
16.1.1.4.	Establishes contact with the System Incident Commander (System Level) when applicable.		
16.1.1.5.	Attends System Level briefings/conference calls and provides status updates on State Level activities and make requests for any required System Level support.		
16.2.1.1.	Approves a Company-wide or area-wide message to all employees regarding the facts of the emergency during the Response Stage and works with the State Public Information Officer to develop and disseminate this message; provides periodic updates.		
17.1.2.1.	Works with the State Public Information Officer to develop messages and provide approval for all information to be released by the Company.		
17.4.1.1.	Prepares for holding press conferences by working with the State Public Information Officer to compile the necessary briefing materials.		
18.2.1.1.	Directs the State Liaison Officer to coordinate manning of the RIEMA EOC.		
18.3.1.1.	Directs State Liaison Officer to coordinate with Rhode Island PUC.		
18.4.1.1.	Escalates issues that require coordination with federal level agencies to the System EOC.		
18.5.2.1.	Reviews expectations for cooperating agencies with State Liaison Officer prior to State Liaison Officer meeting with them.		
19.1.2.1.	Oversees safety and health incident response and receives incident reports from the State Safety and Health Officer.		
	During gassing in phase- discuss with State Planning Section Chief demobilization process, and timeline for releasing foreign crews, contractors and internal resources from other states.		
22.1.2.1.	Approves the demobilization of response functions based on recommendations from the State Planning Section Chief including, but not limited to, the re-allocation and/or release of foreign crews and Company crews and support staff.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.1.2. STATE SAFETY AND HEALTH OFFICER

<b>Position Title</b>	State Safety and Health Officer
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Safety Manager or Director
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Develops and manages Safety and Health objectives for the Emergency at the State Level.</li> <li>▪ Oversees that the Safety and Health response is aligned with Strategic Level guidance.</li> <li>▪ Provides operational safety response guidance for employees and restoration workers.</li> <li>▪ Exercises discretion on whether to stop any job or task deemed to be immediately dangerous to life or property.</li> <li>▪ Serves as a resource on Safety-related matters for the State Incident Commander.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## State Safety and Health Officer Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
6.5	<p>Report to the designated State Incident Commander and check in as required.</p> <p>If the situation calls for a transfer of command: assesses the situation and/or obtain a briefing from the outgoing State Health and Safety Officer.</p>		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Receive update on:</p> <ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.2.1.	Provides an update on any issues with the Safety and Health organization's preparation and activities.		
16.1.2.2.	Provides an update on any safety incidents that occur during an emergency including actions being taken to mitigate the incident, number and severity of injuries, and outside emergencies response agencies responding to the incident.		
19.1.3.2.	Ensures that hazardous situations are identified, inspections of staging areas, emergency work practices, and equipment are conducted, and on-boarding materials are available.		

19.1.3.3.	Ensures that daily safety calls and a daily sampling of safety brief effectiveness are conducted with contractor safety personnel.		
19.1.3.4.	Ensures that safety performance is tracked.		
19.1.3.6.	Relays key facts about a safety or environmental incident to the System Safety, Health and Environmental Officer during a System Level Emergency.		
19.1.3.7.	Determines a strategic plan for safety.		
19.1.3.8.	Assigns, coordinates and schedules qualified and competent safety & health professionals to the restoration area based on the classification and location of the emergency situation and obtains and distributes contact information.		
19.1.3.9.	Assesses the need for outside safety and industrial hygiene resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.		
19.1.3.10.	Ensures medical services are available, as needed.		
19.1.3.11.	Coordinates incident analysis, field audits, training and regulatory inquiries.		
19.1.3.12.	Assesses the need for outside Safety training services to support training and for qualifying additional personnel or outside resources to perform required tasks.		
19.1.3.13.	Acts as a liaison between Supervisors and outside utilities concerning any safety & health-related activities or incidents.		
19.1.3.14.	<p>In case of a safety incident, communicates with Field Safety Support to obtain the following information:</p> <ul style="list-style-type: none"> <li>➤ Status of the situation,</li> <li>➤ Actions taken or being taken to mitigate the incident,</li> <li>➤ Number and severity of injuries (personnel and public),</li> <li>➤ Extent of any additional personnel or public exposure or impact as a result of the incident,</li> <li>➤ Any other information necessary for the State Incident Commander to be fully informed of Safety impacts and concerns during the incident management,</li> </ul>		

	<ul style="list-style-type: none"> <li>➤ Outside emergency agencies responding to the incident and any additional resources required or requested,</li> <li>➤ Support needed from internal organizations to protect the safety of employees, the public, or Company facilities,</li> <li>➤ Instructions or additional information that may need to be communicated with employees or the public relating to safety, and</li> <li>➤ Coordinate with the State Security Officer to establish security for any hazardous areas following the incident and to protect the integrity of any evidence.</li> </ul>		
19.1.3.15.	Ensures all investigations are managed to closure.		
19.1.3.16.	Ensures that safety and health personnel have been accounted for prior to their release from affected locations.		
19.1.3.17.	Reviews for approval any Operational or State Level safety-related communications to employees or the public to ensure that the communications conform to the strategic safety plan.		
19.1.3.18.	Ensures that Safety Incident Reports (as described in Chapter 21.1 of this ERP) are filed with the State Incident Commander.		
<b>Post-Event Stage</b>			
19.1.3.19.	Ensures that all permits are closed out.		
	Returns completed checklist to the Emergency Planning mailbox at end of the System Response Stage.		

### 31.1.3. STATE ENVIRONMENTAL OFFICER

<b>Position Title</b>	State Environmental Officer
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Environmental Manager
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Oversees environmental matters associated with the response, including strategic assessment, modelling, surveillance, and environmental monitoring and permitting.</li> <li>▪ Oversees that the Environmental response is aligned with Strategic Level guidance.</li> <li>▪ Serves as a resource on Environmental-related matters</li> <li>▪ Serves as the primary point-of-contact for other responding agencies in the event of an environmental incident.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety Glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025 - National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On- the-Job training when / as required</li> </ul>

### State Environmental Officer Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: assesses the situation and/or obtain a briefing from the outgoing State Environmental Officer.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Receive update on:</p> <ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Environmental concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.3.1.	Provides an update on any issues with the Environmental organization's preparation and activities.		
16.1.3.2.	Provides an update on any environmental incidents that occur during an emergency including actions being taken to mitigate the incident		
.19.2.2.2.	Relays key facts about an environmental incident to the System Safety, Health and Environmental Officer during a System Level Emergency.		
19.2.2.5.	Assigns, coordinates and schedules qualified and competent environmental professionals to the restoration area based on the classification and location of		
19.2.2.6.	the emergency situation and obtains and distributes contact information.		

19.2.2.7.	<p>Establishes contact with Environmental field personnel and provides:</p> <ul style="list-style-type: none"> <li>➤ The incident status, objectives and expectations,</li> <li>➤ Policy on information dissemination and other pertinent information, and</li> <li>➤ Schedule for telephone conferences between the State Environmental Officer and Environmental field personnel.</li> </ul>		
19.2.2.10.	Assesses the need for outside environmental resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.		
19.2.2.11.	Identifies the need for and obtains permits, consultations, and other authorizations, including Endangered Species Act (ESA) provisions during the Response Stage.		
19.2.2.12.	Develops shoreline clean-up and assessment plans; identifies the need for and prepares any special advisories or orders.		
19.2.2.13.	Identifies sensitive areas and recommends response priorities.		
19.2.2.14.	Obtains copies of any relevant exposure data such as MSDS sheets and Environmental procedural guidelines and ensures that field Environmental personnel get this information.		
19.2.2.15.	Coordinates incident analysis, field audits, training and regulatory inquiries.		
19.2.2.16.	Develops disposal plans as conditions require and provides guidance as necessary.		
19.2.2.17.	Tracks and documents quantity of oil spills that occur throughout the event.		
19.2.2.18.	Acts as a liaison between Supervisors and outside utilities concerning any Environmental-related activities or incidents.		
19.2.2.19.	<p>In case of an environmental incident, communicates with the Environmental field personnel to obtain the following information:</p> <ul style="list-style-type: none"> <li>➤ Status of the situation,</li> <li>➤ Actions taken or being taken to mitigate the incident,</li> <li>➤ Extent of any additional personnel or public exposure or impact as a result of the incident,</li> <li>➤ Extent, rate, and effects and environmental impact as a result of the incident,</li> </ul>		

	<ul style="list-style-type: none"> <li>➤ Outside emergency response agencies responding to the incident and any additional resources required or requested,</li> <li>➤ Support need from internal organizations to protect the environment, and</li> <li>➤ Instructions or additional information that may need to be communicated with employees or the public relating to environmental hazards.</li> </ul>		
19.2.2.20.	Monitors the environmental consequences of response actions.		
19.2.2.21.	Coordinate with the State Security Officer to establish security for any hazardous areas following the incident and to protect the integrity of any evidence.		
19.2.2.22.	Verifies that monitoring and sampling plans have been developed and provides guidance as necessary.		
19.2.2.23.	Supports construction activity during restoration in or near protected resources, impacting endangered species, etc.		
19.2.2.24.	Ensures that accountability for personnel has been completed prior to the release of personnel from affected locations.		
19.2.2.25.	Reviews for approval any State-Level Environmental-related communications to employees or the public to assure that the communications conform to the strategic Environmental plan.		
19.2.2.26.	Ensures that Environmental Incident Reports (as described in Chapter 21.1 of this ERP) are filed following an environmental incident.		
19.2.2.27.	Completes all environmental based documentation and inputs significant environmental actions into the IMS system.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Level 1 or 2 type events		

### 31.1.4. STATE PUBLIC INFORMATION OFFICER

<b>Position Title</b>	State Public Information Officer Gas
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Corporate Communications Director
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Develops and/or approves all internal and external communications messages based on guidance from the State Incident Commander.</li> <li>▪ Coordinates the release of all Emergency-related communications within the state.</li> <li>▪ Oversees additional responsibilities as assigned by the State Incident Commander</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### State Public Information Officer Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: assesses the situation and/or obtain a briefing from the outgoing State Public Information Officer.		
15.1.2.1.	Notifies appropriate regulators, public officials and media outlets of the expected timeframe for the initial ETR.		
15.1.2.2.	Monitors that ETRs are communicated via telephone, website and at least 1 other form of appropriate media outreach.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Environmental concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.3.2.	Provides an overview of the level of public interest in the emergency, the public information strategy, speaker preparation, information sources including news releases, fact sheets, videos, photos, and news clips, and information		

	dissemination schedules for interviews, news briefings, and town meeting schedules.		
16.2.2.1.	Disseminates Company-wide or area-wide messages developed by the State Incident Commander to all employees regarding the facts of the emergency.		
17.1.3.1.	Holds a call/briefing with the Emergency Communications Team during the emergency, to discuss overall messaging strategy, Event messages, Internal Communications, Media Communications, Web and Social Media Strategy, Government and Regulatory Relations, and Community and Customer Messaging.		
17.1.3.2.	Develops messages in conjunction with the State Incident Commander to be disseminated to the media, government and community leaders, and employees.		
17.1.3.3.	Obtains approval from the State Incident Commander on all information to be released.		
17.1.3.4.	Disseminates messages to the media, government and community leaders, and employees in coordination with the State Operations Section Chief		
17.1.3.5.	Obtains media information that may be useful for planning during the Response Stage.		
17.1.3.6.	Establishes contact with the System Planning Officer during a System Level emergency and disseminates messaging to the State Level that was developed and approved at the System Level.		
17.2.1.1.	Coordinates messaging and other activities with the Customer Contact Center Lead.		
17.3.1.1.	Oversees the communication of Company response activities to public officials.		
17.4.2.1.	Ensures that accommodations are made for 24-hour media coverage.		
17.4.2.3.	Begins to gather basic facts about the crisis - who, what, where, and when and use this info to answer inquiries.		
17.4.2.4.	Arranges for tours, interviews, and other briefings that may be required.		
17.5.1.1.	Directs the development and maintenance of social media, web, digital and print communications and oversees the updating of these applications, where needed, during major emergencies.		

18.3.2.1.	Coordinates with the State Liaison Officer to ensure the unity of communications with the Company's regulatory agencies during an emergency.		
20.1.2.1.	Gathers security status updates from State Security Officer when there is a security incident.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.1.5. STATE LIAISON OFFICER

<b>Position Title</b>	State Liaison Officer
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Customer & Community Management Director or Regulatory Director
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Direct the assignment of Company personnel to the RIEMA EOC as requested.</li> <li>▪ Serve as the primary point of contact for Company liaison reporting to the RIEMA EOC.</li> <li>▪ Coordinate restoration activities and support with Rhode Island government response agencies.</li> <li>▪ Provide periodic updates to the State Incident Commander as appropriate.</li> <li>▪ Coordinate staffing to meet needs of event</li> <li>▪ Oversee additional responsibilities as assigned by the State Incident Commander</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### State Liaison Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
	During cold weather restorations where space heaters are provided to customers, communicate with electric service provider in the affected region to ensure the electric system will not be overloaded.		
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command obtain a briefing from the outgoing State Liaison Officer		
7.4.1.1.	Contacts the appropriate officials to obtain a public facility/open space as an On-Scene Command Center.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Environmental concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.4.2.	Provides an overview of agencies and stakeholders impacted by or responding to the emergency, updates on the strategic level government response, available		

	resources, status of cooperating agency activities in support of the emergency, and stakeholders' issues and concerns.		
18.1.1.1.	Coordinates the manning of government agencies' EOCs when directed to do so by the State Incident Commander including establishing a rotation of personnel when these EOCs are anticipated to be opened for more than 12 hours.		
18.1.1.2.	<p>Keep agencies supporting the emergency aware of the emergency status, including:</p> <ul style="list-style-type: none"> <li>➤ Identification of a contact person/supervisor for each agency/stakeholder,</li> <li>➤ Discussion of the emergency and plans for restoration,</li> <li>➤ Information on various resources and support services available to the agencies/stakeholders, and</li> <li>➤ When service to all customers has been restored.</li> </ul>		
18.2.2.1.	Coordinates the manning of the RIEMA EOC as requested by the State Incident Commander.		
18.2.2.2.	Begins maintaining a list of assisting and cooperating agencies/ representatives.		
18.5.3.1.			
18.2.2.3.	Establishes contact with the System Liaison Officer during a System Level emergency.		
18.5.3.3.			
18.3.3.2.	Manages Liaisons coordinating with the RIDPUC, including the RIDPUC representative in the RIEMA EOC and other high-ranking regulatory officials as required.		
18.5.3.2.	<p>Keep agencies supporting the emergency aware of the status of the Company's restoration efforts. Prior to meeting with Agency Representatives and Stakeholders:</p> <ul style="list-style-type: none"> <li>➤ Review incident objectives,</li> <li>➤ Review company requests for assistance from or coordination with other agencies,</li> <li>➤ Determine status of outstanding requests from other agencies, and</li> </ul>		

	➤ Determine availability of personnel and equipment available to assist other agencies.		
21.2.2.1.	Provides the Gas Operations Status Update Report to the Community and RIEMA Liaisons for distribution to external stakeholders.		
<b>Post Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.1.6. STATE PLANNING SECTION CHIEF

<b>Position Title</b>	State Planning Section Chief
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Engineering Director
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Collect and manage all incident-relevant operational data,</li> <li>▪ Supervise preparation of the Incident Action Plan,</li> <li>▪ Coordinate Traffic, Medical, and Communications Plans and other supporting information into the Incident Action Plan,</li> <li>▪ Compile, display, and assemble reporting of incident status information,</li> <li>▪ Establish information requirements and reporting schedules for units (e.g., Resources, Situation Units), and</li> <li>▪ Ensure implementation of the Operator Qualification Plan</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## State Planning Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the Outgoing State Planning Section Chief.		
4.2.2.1.	Activates the State EOC if directed to do so by State Incident Commander.		
6.1.3.1. 6.2.3.1. 6.3.3.1.	Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the region and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to field locations.		
6.1.3.2. 6.2.3.2.	Contacts Resource Unit Leader and determines resources on-scene and requested (location/status) and then considers the need for resources in addition to those on-scene or requested.		
	Consider support staff shifts to overlap to ensure more effective turnover of critical information. (For example, support staff can work 10am-10pm instead of same shifts as field personnel.)		
6.1.3.3.	Maintains a Personnel Resource Status Sheet and provides personnel resource updates to the State Incident Commander on a regular basis.		
6.1.3.4.	Ensures implementation of the National Grid Operator Qualification (OQ) Plan and requests assistance with defining personnel qualification requirements for Company restoration personnel.		

6.1.3.5. 6.2.3.4 6.3.3.2. 6.4.3.3. 6.5.2.1. 6.6.2.2.	Completes the Contact Information Form (an example of which is included as Exhibit B to this chapter, and is also included in Appendix A of this ERP) by entering information for all personnel involved with the Emergency Organization including cell phone, if applicable.		
6.1.3.6.	Collects and manages all incident relevant operational data.		
6.1.3.7.	Based on the number of service technicians needed to complete shut off process, activates the Resource Unit Support Team to initiate and manage the Outage Data Management Process.		
6.2.3.2.	Escalates information called for in Exhibit F, Chapter 32.2 “Information Supplied to US Utilities by Party Seeking Assistance” to System Officer so the Emergency Planning Lead can provide it to the utility providing mutual assistance.		
6.2.3.2. 6.3.3.3.	Activates use of the Foreign Crew Tracking Excel file as utility mutual assistance resources are acquired.		
6.2.3.6. 6.3.3.4.	Obtains all information necessary to demonstrate applicable National Grid Operator Qualifications prior to any foreign crew beginning work for National Grid.		
6.6.2.3.	Activate the Resource Unit Support Team to process Outage Management Cards based on the number of service technicians needed to complete shut off process.		
6.4.3.1.	Identifies retirees to fill required positions.		
6.4.3.2.	Passes along list of desired retirees to Emergency Planning.		
6.6.2.1.	Identifies additional support resources based on secondary and tertiary emergency response assignments in Massachusetts and Rhode Island to fill emergency assignments, as required.		
7.3.2.1. 8.1.1.1. 8.2.1.1.	Contacts the State Logistics Section Chief and provides the number of foreign crews acquired for the emergency response and their work location to ensure bus transportation to and from staging sites, meals and lodging are provide as necessary.		

11.1.2.2.	Reassigns damage assessment personnel following the completion of damage assessment surveys.		
14.1.2.1.	Takes appropriate actions to activate the Gas Emergency Operations Center.		
14.1.2.2.	Validates Resource Unit Leader’s decisions for external utility resource needs assessment and obtains approval from the State Incident Commander to acquire resources.		
15.1.3.1.	<p>Determines when it is necessary to enact custom ETR rules and notifies the State Public Information Officer of the following during the Pre-Event Stage, when practical:</p> <ul style="list-style-type: none"> <li>➤ The time that Damage Assessment begins or is expected to begin.</li> <li>➤ The time that the first ETR update is expected to be due. (The first ETRs must be developed upon the completion of damage assessment or after the first 24 hours of damage assessment, whichever occurs first.)</li> <li>➤ The reporting period for subsequent reports (minimum 3 xs per day).</li> <li>➤ Time returned to normal operations or Emergency Event ETR Rules will be turned off.</li> </ul>		
15.1.3.2.	Determines an event ETR based on feedback from the field, obtains ETR approval from the State Incident Commander, and distributes approved ETRs to the State Public Information Officer. Refines the specificity of ETRs to define current customer outages, total restorations and updates from previous reporting, equipment replacement information, and when necessary, low pressure safety inspections as communicated by the State Operations Section Chief.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Environmental concerns,</li> </ul>		

	<ul style="list-style-type: none"> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.5.1.	Provides feedback on the current ERO, response activities, and objectives; provides updates on resource status, weather and other pertinent facts of the emergency; and recommends changes to the ERO layout and personnel of the ERO.		
16.1.5.2.	Makes recommendations on additional actions or alternative strategies needed to reach the strategic objectives and provides periodic predictions (based on changes in weather, manpower, and resource availability) on incident potential.		
	Coordinate the establishment of the sectionalizing zone practice with Gas Control.		
21.1.3.1.	Oversees completion of the Incident Action Plan and ensures they are prominently displayed at the State EOC and On-Scene Command Center, if activated.		
21.1.3.2.	Establishes information requirements and resource status information reporting schedules as needed (e.g., Resource Coordination, Damage Assessors).		
21.1.3.3.	Establishes information requirements, situation reports, and resource status information reporting intervals (schedules) with all ICS Command and General Staff.		
21.2.5.1.	Oversees preparation of Gas Operations Status Update Report.		
21.2.5.2.	Provides the Gas Operations Status Update Report to the State Liaison Officer for distribution to external stakeholders.		
	During gassing in phase- discuss with State Incident Commander demobilization process, and timeline for releasing foreign crews, contractors and internal resources from other states.		
22.1.3.1.	Tracks restoration and resource allocation status throughout the emergency.		
22.1.3.2.	Evaluates resource needs at the Operational and State Levels and makes recommendations to the State Incident Commander about re-allocating or releasing resources.		
22.1.3.3.	Oversees the preparation and implementation of the demobilization plan based on the Demobilization decisions of the State Incident Commander.		
<b>Post-Event Stage</b>			

	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		
--	---	--	--

### 31.1.7. STATE LOGISTICS SECTION CHIEF

<b>Position Title</b>	State Logistics Section Chief
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Manager or Director
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Manages the Logistics team (materials, staging sites, fleet services, facility, communications/IT, meals and lodging and procurement support) in support of restoration.</li> <li>▪ Provides materials, fleet and communications needs, establishment of staging sites, prepares facilities and utilizes the mobile on scene command center.</li> <li>▪ Oversees additional responsibilities as assigned by the State Incident Commander.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## State Logistics Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the Outgoing State Logistics Officer.		
7.1.2.	Activates Materials Support to check the availability of materials in the field and arranges for delivery of materials and/or items at deficient levels when the System Level is not activated.		
7.1.2.	Establishes contact with the Resources Unit Leader and Supply Unit Leader to serve as the single point of contact for material and supply requirements during an emergency.		
7.2.	Establish need for additional rental equipment in support of Fleet. Facilitate through team acquisition of supplemental equipment.		
7.2.3.	Establishes contact with the Supply Unit Leader to serve as the single point of contact for the Fleet Unit and rental vehicles.		
7.3.3.	As necessary, requests Staging Site Unit contact base camp vendors and discuss the pre-positioning of resources depending on the anticipated impact of the emergency.		
	Confirm the need and staging location for emergency generators, if necessary.		
7.4.2.	Regarding Facilities Coordination:  Oversee the contacting of the owner of private facilities to obtain approval for use of their facility as an On-Scene Command Center.		

	Arranges for the procurement of communication equipment for the ERO at the State and Operational Levels if the Company's stock is depleted during an emergency.																										
7.4.2.	Arranges to have additional communication devices, computers and other equipment delivered to and installed at On-Scene Command Centers not located at a Company facility.																										
7.5.1.1.	<p>Activates the Supply Unit Leader, Fleet Lead, Materials Lead, Meals and Lodging Lead and Staging Site Lead roles, as required.</p> <table border="0"> <thead> <tr> <th><u>Position</u></th> <th><u>Activated</u></th> <th><u>Not Activated</u></th> </tr> </thead> <tbody> <tr> <td>Supply Unit Leader</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>Fleet Lead</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>Materials</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>Meals and Lodging Lead</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>Staging Site Lead</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>Procurement Support</td> <td>_____</td> <td>_____</td> </tr> <tr> <td>Communications/IT Lead</td> <td>_____</td> <td>_____</td> </tr> </tbody> </table>	<u>Position</u>	<u>Activated</u>	<u>Not Activated</u>	Supply Unit Leader	_____	_____	Fleet Lead	_____	_____	Materials	_____	_____	Meals and Lodging Lead	_____	_____	Staging Site Lead	_____	_____	Procurement Support	_____	_____	Communications/IT Lead	_____	_____		
<u>Position</u>	<u>Activated</u>	<u>Not Activated</u>																									
Supply Unit Leader	_____	_____																									
Fleet Lead	_____	_____																									
Materials	_____	_____																									
Meals and Lodging Lead	_____	_____																									
Staging Site Lead	_____	_____																									
Procurement Support	_____	_____																									
Communications/IT Lead	_____	_____																									
	<p>Consider establishing a mailbox for this event when Resources on Demand is activated to enable focused management of hotel resource requests.</p> <p>Communicates Size and Complexity (expansion and contraction) of the emergency to all logistics teams</p> <p>Each team should do their due diligence in understanding the scope of the event and anticipate needs and availability of resources as it pertains to their areas. Team Leads should report to Logistics Chief on their ability to provide support to the event and escalate exceptions.</p>																										
8.1.3.	Contacts Meals and Lodging Lead and ensures their group can accommodate the anticipated volume of meals required for the ERO personnel.																										
8.2.3.	Contact the Meals and Lodging Lead and ensures their unit can accommodate the anticipated lodging requirements for external response resources.																										
11.1.5.1.	Provides logistics support to Damage Assessment Leads, as required.																										

16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> <li>➤ Size and complexity (expansion and contraction) of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Environmental concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.6.1.	Provides an overview of the current disposition of logistics support for the Company during the emergency.		
22.1.4.1.	Reviews the list of personnel proposed for demobilization daily and adjusts material, fleet, staging site, communication, meal and lodging requirements accordingly as resources are re-allocated or released.		
22.1.4.2.	Adjusts logistics organization to reflect changes in logistics requirements.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.1.8. STATE SECURITY OFFICER

<b>Position Title</b>	State Security Officer
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Manager or Director of Security
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Manages and supervises the Security organization's actions and response objectives for restoration at the State Level.</li> <li>▪ Establishes appropriate utilization of Security services.</li> <li>▪ Serves as a resource on Security-related matters.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## State Security Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the outgoing State Security Officer currently in command of the situation.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Environmental concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.7.2.	Provides an overview of any security incidents, information on any on-going law enforcement investigations, the status of security at the incident site and Company facilities, available security resources, stakeholders' concerns/issues, the status of cooperating agency activities in support of an incident, location of shelters (if utilized), and any evacuation of facilities and assembly areas including results of employee accountability surveys.		
19.1.5.1.	Establishes security for any hazardous areas following the incident and to protect the integrity of any evidence.		

19.2.3.1.	Establishes security for any hazardous areas following the incident and to protect the integrity of any evidence.		
20.1.3.1.	Relays key facts about security to the System Security Officer during a System Level Emergency.		
20.1.3.2.	Directs the activation of the Operational and State Level security response organization and activates and mobilizes the appropriate security and contractor personnel in accordance with the directives specified in the Security Emergency Response Guide.		
20.1.3.3.	Establishes contact with local and state law enforcement agencies and ascertains their needs and/or concerns, as necessary.		
20.1.3.4.	Assesses the need for outside security resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.		
20.1.3.5.	Assesses the need for security supplies and makes arrangements to acquire needed supplies if so approved by the State Incident Commander.		
20.1.3.6.	Assesses the need for outside security training services to qualify additional personnel or outside resources to perform required tasks.		
20.1.3.7.	Ensures that admittance to Federal Energy Regulatory Commission (FERC) critical infrastructure is controlled by a guard force and limited to personnel with proper identification, as required.		
20.1.3.8.	<p>In case of a security incident, communicates with the on-scene security personnel to obtain the following information:</p> <ul style="list-style-type: none"> <li>➤ Status of the situation,</li> <li>➤ Actions taken or being taken to mitigate the incident,</li> <li>➤ Number and severity of injuries (personnel and public), if any,</li> <li>➤ Extent of any additional personnel or public exposure or impact as a result of the incident,</li> <li>➤ Outside emergency response agencies responding to the incident and any additional resources required or requested,</li> <li>➤ Support needed from internal organizations to protect the security of employees, the public, or our facilities, and</li> <li>➤ Instructions or additional information that may need to be communicated with employees or the public relating to security.</li> </ul>		
20.1.3.9.	Obtains and distributes security personnel contact information.		

20.1.3.10.	Arranges to provide Company-dedicated security at field sites, motels and other staging sites, as necessary.		
20.1.3.11.	Oversees that investigations are conducted, as necessary.		
20.1.3.12.	Oversees that on-scene security photographic services are provided, as necessary, to secure evidence.		
20.1.3.13.	Assists and supports other Company resources during the emergency with the gathering of visual and documented data for post-emergency claims and asset recovery purposes.		
20.1.3.14.	During a System Level Emergency, establishes contact with the System Security Officer, if activated, and obtains strategic plan for Security, security expectations, policy on information dissemination as well as any other pertinent information, and ensures that critical locations have appropriate security coverage and that guards are on duty at all times.		
20.1.3.15.	Schedules telephone conferences between appropriate security personnel.		
20.1.3.16.	Provides periodic updates to the State Public Information Officer when a Security event occurs including: <ul style="list-style-type: none"> <li>➤ Security status at the scene,</li> <li>➤ Any planned augmentation of security at other sites, and</li> <li>➤ Status of Security and external agency investigations</li> </ul>		
20.1.3.17.	Ensures that accountability for personnel has been completed prior to the release of personnel from affected locations.		
20.1.3.18.	Reviews for approval any Operational or State Level security-related communications to employees or the public to ensure that the communications conform to the strategic Security Plan for the event.		
<b>Post-Event Stage</b>			
20.1.3.19.	Ensures that Security Incident Reports (as described in Chapter 21.1 of this ERP) are compiled Post-Event.		
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.1.9. STATE FINANCE SECTION CHIEF

<b>Position Title</b>	State Finance Section Chief	
<b>Reports To</b>	State Incident Commander	
<b>Typically filled by</b>	Finance Manager or Director	
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>	
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Tracking of incident costs and reimbursement accounting,</li> <li>▪ Providing advice on financial implications based on planned course(s) of action,</li> <li>▪ Provides assistance with obtaining contracting/purchasing approvals,</li> <li>▪ Attending planning meetings (as required),</li> <li>▪ Management of all financial aspects of an incident,</li> <li>▪ Providing financial and cost analysis information (as requested),</li> <li>▪ Gathering pertinent information (defined during update conferences with responsible National Grid organizations),</li> <li>▪ Meeting with National Grid support organizations,</li> <li>▪ Maintaining continuous contact with the Incident Commander or designee on financial matters,</li> <li>▪ Providing financial input to planning of the incident demobilization, and</li> <li>▪ Briefing appropriate National Grid personnel on incident-related financial issues as well as issues that will require follow-up actions.</li> </ul>	
	Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
	Response	
	Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>	
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>	

<b>Recommended Emergency Management Response (EMR) Training</b>	<b>Cataloged Course Listing</b> <ul style="list-style-type: none"><li>▪ EMR056 - Gas Emergency Response Training</li><li>▪ EMR025- National Grid Incident Command System (every three years)</li><li>▪ Participation in the annual State Exercises as required</li><li>▪ On-the-Job training when / as required</li></ul>
---	---

### State Finance Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the Outgoing State Finance Section Chief.		
7.1.3.1. 7.2.5.1. 7.3.4.1. 8.1.4.2. 8.2.4.1.	Administers all financial matters pertaining to vendor contracts, leases, and fiscal agreements for logistics.		
9.2.1.2.	Provides guidance on the accurate completion of all personnel and equipment time records.		
9.2.1.3.	Serves as a point of contact for incident personnel to discuss and resolve all financial issues and requirements.		
16.1.8.2.	Provides an overview of the current disposition of matters related to emergency response financial activities during the emergency.		
16.1.1.2.	Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.  Determine: <ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> </ul>		

	<ul style="list-style-type: none"> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Environmental concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
19.1.6.1.	Manages all administrative matters pertaining to compensation for injury and claims-related activities for an incident.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.1.10. STATE HUMAN RESOURCES SECTION CHIEF

<b>Position Title</b>	State Human Resources Section Chief
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Human Resources Manager/Director
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Serves as the primary point of contact for all human resource requirements within the affected State</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### State Human Resources Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Incident Activation Stage</b>			
6.5.	Report to the designated State Incident Commander and check in as required.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Environmental concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.9.2.	Provides an overview of any significant employee or labor issues.		
<b>Response Stage</b>			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the outgoing State Human Resources Officer.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p>		

	<ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Environmental concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.9.2.	Provides an overview of any significant employee or labor issues.		
19.1.7.1.	Ensures that death and injury notifications have been given to the families of victims in the event of a serious injury or death.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.1.11. STATE OPERATIONS SECTION CHIEF

<b>Position Title</b>	State Operations Section Chief
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	<ul style="list-style-type: none"> <li>▪ Field Operations Director/Manager</li> <li>▪ CMS Director/Manager</li> <li>▪ Construct &amp; Maintain Director/Manager</li> </ul>
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Serves as the primary point of contact for all tactical restoration requirements within the affected State.</li> <li>▪ Provides operational guidance to On-Scene Branch Director</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## State Operations Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
4.2.3.1. 6.5.3.1.	Determines which Operational Level ICS positions are required to oversee the functions desired by the State Incident Commander.		
4.2.3.2.	Determines the need for and oversees operation of the On-Scene Command Center or appoints a designee to do so in their absence.		
4.2.3.3.	An On-Scene Command Center can be established at or near the emergency location and can be in the form of a Company facility, emergency command trailer or response vehicle. When appropriate, coordination with external agencies may provide the option to establish an On-Scene Command Center at a nearby fire house.		
6.1.5.1. 6.2.6.1. 6.3.5.1.	Gathers preliminary information from the on-scene responder and Gas Dispatch and determines the resources required (i.e., Instrumentation & Regulation (I&R), Maintain & Construct, Field Operations (FO), Customer Meter Services (CMS), Service Personnel, etc.)		
6.1.5.2. 6.2.6.2. 6.3.5.2.	Requests additional resources from the State Incident Commander when resource needs cannot be met by resources allocated to the territory.		
6.1.5.3.	Directs all Gas Organization emergency response personnel check in with the Resources Unit Leader.		
6.5.	Ensure that all response personnel are aware that you are now the State Operations Section Chief		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the outgoing State Operations Section Chief.  Determines the appropriate procedures for deployment of company and mutual aid crews to work assignment areas.		
14.1.7.1.	Periodically contact the Incident Commander and:		

	<ul style="list-style-type: none"> <li>➤ Provides an emergency status update,</li> <li>➤ Indicates what emergency response actions are being taken by the Company and other response organizations,</li> <li>➤ For multi-day Emergencies, holds a meeting at all shift changes and /or when the On-Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation, Claims, Public Information Officer, Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of restoration times for various areas affected, and</li> <li>➤ When determined necessary, ensures the prompt deployment of CNG trailers to restore critical facilities affected by the gas outage.</li> </ul>		
15.1.4.1.	Approves Operational Level ETRs prior to submission to the State Planning Section Chief during the Response Stage.		
15.1.4.2.	Provides estimates regarding the various restoration activities (repairs, customer shut-offs, purging, etc.) and when service will be restored. Refines the ETRs to reflect current customer outages, total restorations and updates from previous reporting, equipment replacement information, and when necessary, low pressure safety inspections and communicates this to the State Planning Section Chief.		
15.1.4.3.	<p>Considers the following:</p> <ul style="list-style-type: none"> <li>➤ Time required for repair,</li> <li>➤ Time required to shut down all meters (with the anticipation of high “Can’t Get In” (CGI) rate),</li> <li>➤ Time required for gas-in and purging of all mains,</li> <li>➤ Time required to break-down impacted areas into zones, establish the field organization, and begin the shutdown/re-light process,</li> <li>➤ Time required for re-lights – expect high CGI rates.</li> </ul>		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p>		

	<ul style="list-style-type: none"> <li>➤ Size and complexity of the emergency,</li> <li>➤ Emergency objectives,</li> <li>➤ Agencies/organizations/stakeholders involved,</li> <li>➤ Political ramifications,</li> <li>➤ Employee or public injuries and safety concerns,</li> <li>➤ Environmental concerns,</li> <li>➤ Emergency activities and current situation, and</li> <li>➤ Special concerns.</li> </ul>		
16.1.10.1.	Provides an update on the emergency response including primary and alternate strategies/tactics.		
16.1.10.2.	Makes requests for State Level assistance with resource, facility and specialty equipment needs (helicopter, heavy lift, etc.).		
16.2.3.1.	Considers posting a message to all Operational Level employees regarding the facts and objectives of the incident and provides periodic updates.		
19.1.8.1.	Ensures personnel safety issues are addressed while coordinating this work with field personnel.		
20.1.4.1.	Works with the State Security Officer to oversee the establishment of security to assist with handling customers entering the On-Scene Command Center.		
20.1.4.2.	Works with the State Security Officer to account for operational resources.		
21.2.6.1.	Provides information required for the Gas Operations Status Update Report to the State Planning Section Chief for inclusion in the report.		
22.1.5.1.	Identifies operational situation changes that require augmenting/ demobilizing resources.		
22.1.5.2.	Provides restoration status and resource request information to the State Planning Section Chief.		
22.1.5.3.	When appropriate, oversees the preparation and implementation of the demobilization plan based on the Demobilization decisions of the State Incident Commander.		
22.1.5.4.	Notifies resources of their transfer or release and provides contact information for their new assignment as applicable.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

## 31.2 Operational Level Positions

### 31.2.1. REGULATORY LIAISON

<b>Position Title</b>	Regulatory Liaison
<b>Reports To</b>	State Liaison Officer
<b>Typically filled by</b>	Manager/Lead Analyst Regulatory
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Liaises with high ranking regulatory officials as required.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Regulatory Liaison Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
18.3.5.1.	Liaises with high ranking regulatory officials as required.		
21.2.3.	Distributes the Gas Operations Status Update Report to RIEMA.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage.		

### 31.2.2. RIEMA LIAISON

<b>Position Title</b>	Emergency Management Liaison
<b>Reports To</b>	State Liaison Officer
<b>Typically filled by</b>	Vice President/Director
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Liaises with NYS DHSES and NYS PSC officials to keep them abreast of gas related Emergencies.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## RIEMA Liaison Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company’s preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
18.2.3.1.	Liaises with the state emergency management agencies on a regular basis to prepare for emergency coordination efforts. Prior to meeting with agencies and stakeholders: <ul style="list-style-type: none"> <li>➤ Review incident objectives,</li> <li>➤ Review company requests for assistance from or coordination with other agencies,</li> <li>➤ Determine status of outstanding requests from other agencies, and</li> <li>➤ Determine availability of personnel and equipment available to assist other agencies.</li> </ul>		
18.2.3.2.	Provides outage information to RIEMA representatives on a regular basis.		
18.2.3.3.	Assists with the prioritization and coordination of State Level requests as required.		
18.3.4.1.	Liaises with the RIDPUC representative in the RIEMA EOC as required.		
21.2.3.1.	Distributes the Gas Operations Status Update Report to RIEMA.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.3. COMMUNITY LIAISON

<b>Position Title</b>	Community Liaison
<b>Reports To</b>	State Liaison Officer
<b>Typically filled by</b>	Customer Organization
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ Field location/ Command Trailer/MEOC</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Responding to concerns and requests by non-Company personnel,</li> <li>▪ Informing Company of significant actions being planned by non-Company personnel, and</li> <li>▪ Providing information through approved channels within the National Grid organization.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## Community Liaison Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
17.1.4.1.	Communicates with the State Public Information Officer to get the information dissemination plan and schedule prior to an emergency, when practical, and maintains contact as needed throughout the emergency.		
17.1.4.2.	Disseminates messages developed by the State Public Information Officer to the media, government and community leaders, and employees in coordination with the State Operations Section Chief		
17.1.4.3.	Obtains media information that may be useful for planning.		
17.1.4.4.	Periodically meets with the State Liaison Officer to align messaging and obtains the names and numbers of additional agencies, organizations and stakeholders to be added to the dissemination list.		
18.1.2.2.	When directed to do so by the State Liaison Officer, reports to the Emergency Management Director and/or local Incident Commander present in the community EOC and provides assistance to maintain public safety, facilitate the restoration of gas service to the assigned community and respond to the needs of the public as requested by local government officials.		
18.1.2.3.	Maintains regular contact with Government Relations representatives and obtains a list of government officials contacted.		
21.2.4.1.	Distributes the Gas Operations Status Update Report to municipal emergency managers.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.4. RESOURCE UNIT LEADER

<b>Position Title</b>	Resource Unit Leader
<b>Reports To</b>	State Planning Section Chief
<b>Typically filled by</b>	Resource Coordination/Planning Coordinator
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ On-Scene Command Trailer/MEOC /Field Location</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ If Contractor Crews are being utilized, keep detailed records of their work assignments and schedules</li> <li>▪ If Foreign Utility Crews are being utilized: request at least one supervisor for every ten (10) responder and keep detailed records of their activities and work locations.</li> <li>▪ Their National Grid escorts should have cellular phones and should call in periodically for messages</li> <li>▪ Note what hotel they are staying at so that they may be contacted if necessary</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## Resource Unit Leader Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
6.6.3.1.	Identifies and activates Company resources to fill the emergency support assignments within the ERO activated by the State Incident Commander.		
	Works with State Planning Section Chief to identify additional resources in other Company territories to fill support roles not filled after consulting personnel already assigned.		
8.1.2.1.	Records arrival time of additional restoration resources procured for the emergency response.		
8.2.2.1.	Records arrival time of additional restoration resources procured for the emergency response.		
<b>Response Stage</b>			
6.1.4.2.	Identifies the individual(s) at the scene, to whom Company personnel should report.		
6.1.4.3.	Documents the arrival of all personnel who have been assigned to work at the on-scene location, or as field personnel; may use the National Grid Gas Organization On-Scene Emergency Responder Sign-In Sheet (an example of which is included as Exhibit C to this chapter, which is included in Appendix A of this ERP) to do this.		
6.2.4.1.			
6.3.4.1.			
6.6.3.1.	Identifies and activates Company resources to fill the emergency support assignments within the ERO activated by the State Incident Commander.		
	Implements regularly-scheduled communication with Dispatch to ensure the balance of workforce management for shift coverage as well as maintaining emergency support throughout the unaffected jurisdictional areas.		
	Note: The extent of the customer outage determines amount of support personnel needed for Outage Management Card processing. Suggested resource amount: 2 support personnel per 10 service technicians for each 12-hour shift. Ultimate decision of staffing resources is at the discretion of Incident Commander.		
6.6.3.2.	Works with the State Planning Section Chief to identify additional resources in Massachusetts or Rhode Island to fill support roles note filled after consulting personnel already assigned.		
6.6.3.3.	Works with the State Incident Commander to identify resources in New York to fill support roles note filled after consulting personnel already assigned and the State Planning Section Chief.		
6.6.3.4.	Provides State Planning Section Chief updates on requirements for additional support resources		
	Oversees Outage Management Card data input process and supervises Resource Unit Support Team Personnel.		
7.1.1.1.	Communicates materials needs (i.e. materials) of utility mutual assistance crews to the State Logistics Section Chief.		
8.1.2.1.	Records arrival time of additional restoration resources procured for the emergency response.		
8.2.2.1.	Records arrival time of additional restoration resources procured for the emergency response.		

	Report Outage Management Card data entered and pending to State Operations Section Chief and State Planning Section Chief.		
14.1.3.1.	Summarizes Damage Assessment results.		
14.1.3.2.	Maintains oversight of work distribution process.		
14.1.3.3.	Evaluates the need for potential external resources and internal support from other regions.		
14.1.3.4.	Performs an assessment of Mutual Assistance needs beyond northeast region.		
14.1.3.5.	Communicates needs assessment with State Planning Section Chief.		
14.1.3.6.	Ensures system mapping is provided.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.5. GAS CONTROL

<b>Position Title</b>	Gas Control
<b>Reports To</b>	State Planning Section Chief
<b>Typically filled by</b>	Gas Control Manager or Chief Operator
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ Gas Control</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Monitors, controls and coordinates all gas main line activities that effect the transportation of natural gas from the system interconnects with interstate pipelines to our customers, this includes both planned and unplanned gas system outages and emergencies.</li> <li>▪ Maintains the responsibility to evaluate, approve and confirm the appropriateness of any planned system configuration changes, maintain documented interim configuration information and coordinate the review and documentation of final system configuration updates as needed to ensure the safety and reliability of the gas system.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> </ul>
<b>Special Equipment</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Gas Control Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
13.2.1.1.	Operates the Gas Distribution and transmission system.		
13.2.1.2.	Monitors, controls and coordinates all gas main line activities.		
13.2.1.3.	Establishes restoration priorities and directs restoration efforts.		
13.2.1.4.	Dispatches gas supplies to meet system requirements.		
13.2.1.5.	Provides overall control of the distribution system.		
13.2.1.6.	Regulates the pressures and flow rates in the distribution system.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.6. TECHNICAL SPECIALIST

<b>Position Title</b>	Technical Specialist
<b>Reports To</b>	State Planning Section Chief
<b>Typically filled by</b>	Operations Engineering
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Defines all customers affected by a system outage.</li> <li>▪ Evaluates overall effect on the gas system.</li> <li>▪ Provides support with determining proposed changes to the system configuration (when needed) to minimize impact to customers.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Technical Specialist Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	N/A		
<b>Response Stage</b>			
13.2.3.1.	Defines all customers affected by a system outage.		
13.2.3.2.	Evaluates overall effect on the gas system.		
13.2.3.3.	Provides support with determining proposed changes to the system configuration (when needed) to minimize impact to customers.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.7. GAS DISPATCH

<b>Position Title</b>	Gas Dispatch
<b>Reports To</b>	State Planning Section Chief
<b>Typically filled by</b>	Dispatch Manager or Lead Supervisor
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Analyzes the severity and complexity of the emergency based on call information and feedback from Company field responders and establishes the classification level.</li> <li>▪ Communicates the Emergency Classification Level to the State Level ICS positions that are activated in response to the emergency using the Notification Chart as a guide, or, if they are preoccupied with the incident and need additional assistance, requests Gas Dispatch from another region to perform all or a portion of the notifications.</li> <li>▪ Classifies the emergency incident and makes appropriate notifications.</li> <li>▪ Develops and distributes regulatory updates.</li> <li>▪ Distributes event notifications as needed based on Gas Emergency Notification Chart in Table 2.</li> <li>▪ For DOT Reportable Incidents (those classified as A or A1) evaluate the incident conditions and determine / eliminate individuals who may or may not have contributed to the incident.</li> </ul>
	Pre-Event
	Response
	Post-Event
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>

<b>Recommended Emergency Management Response (EMR) Training</b>	<b>Cataloged Course Listing</b> <ul style="list-style-type: none"><li>▪ EMR056 - Gas Emergency Response Training</li><li>▪ EMR025- National Grid Incident Command System (every three years)</li><li>▪ Participation in the annual State Exercises as required</li><li>▪ On-the-Job training when / as required</li></ul>
---	---

## Gas Dispatch Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
4.1.3.1.	Analyzes the severity and complexity of the emergency based on call information and feedback from Company field responders and establishes the classification level.		
4.1.3.2.	Communicates the Emergency Classification Level to the State Level ICS positions that are activated in response to the emergency using the Notification Chart as a guide, or, if they are preoccupied with the incident and need additional assistance, requests Gas Dispatch from another region to perform all or a portion of the notifications.		
14.1.4.1.	Classifies the emergency incident and notifies the First Responder.		
14.1.4.2.	Develops and distributes regulatory updates.		
14.1.4.3.	Distributes event notifications as needed based on Gas Emergency Notification Chart in Table 2.		
18.4.2.1.	For DOT Reportable Incidents (those classified as A or A1) evaluate the incident conditions and determine / eliminate individuals who may or may not have contributed to the incident. Upon determination, communicate the need for completion of: <ul style="list-style-type: none"> <li>➤ Alcohol testing within a 2 – 8 hour period of the incident.</li> <li>➤ Drug testing within a 32 hour period of the incident.</li> </ul>		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.8. OPERATIONAL RESOURCE COORDINATOR

<b>Position Title</b>	Operational Resource Coordinator
<b>Reports To</b>	State Operations Section Chief
<b>Typically filled by</b>	Director/Manager Operations
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ On-Scene Command Trailer/MEOC /Field Location</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Communicate with Emergency Planning regularly for updated information on mutual assistance utilities providing resources</li> <li>▪ Identify with Operations Section Chief when resources are needed</li> <li>▪ As mutual assistance resources arrive ensure staging site is ready and what onboarding information is required.</li> <li>▪ Deliver critical safety and operations information to internal and external mutual aid crews.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## Operational Resource Coordinator Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
	Communicate with Emergency Planning regularly for updated information on mutual assistance utilities providing resources		
	Procures utility mutual assistance resources as directed by the System Planning Officer.		
	Discuss with Operations Section Chief when external resources are needed		
	Identifies any additional resources that are needed in order to meet objectives and informs the State Operations Section Chief of the need to obtain the services of these individuals.		
	As mutual assistance resources arrive ensure staging site is ready and what onboarding information is required.		
	Deliver critical safety and operations information to internal and external mutual aid crews.		
<b>Post-Event Stage</b>			
	Return completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.9. DAMAGE ASSESSMENT LEAD

<b>Position Title</b>	Damage Assessment Lead
<b>Reports To</b>	State Planning Section Chief
<b>Typically filled by</b>	Engineering Manager
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ Field location/ Command Trailer/MEOC</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Responding to concerns and requests by non-Company personnel,</li> <li>▪ Informing Company of significant actions being planned by non-Company personnel, and</li> <li>▪ Providing information through approved channels within the National Grid organization.</li> </ul>
Pre-Event Response	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Damage Assessment Lead Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
11.1.3.1.	Activates Damage Assessors and support personnel.		
11.1.3.2.	Reviews availability of supplies to support the damage assessment process and coordinates with the State Logistics Section Chief to acquire additional supplies, as needed.		
11.1.3.3.	Informs the State Planning Section Chief when the damage assessment process is completed.		
<b>Post-Event Stage</b>			
	Return completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.10. IT Event Lead

<b>Position Title</b>	IT Event Lead
<b>Reports To</b>	Director of Service Delivery, IT Operations
<b>Typically filled by</b>	Information Technology
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Responsible for all IT resources and activities during an emergency event.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### IT Event Lead Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
8.3.1.1.	Postpones planned maintenance on critical IT systems in anticipation of an emergency.		
8.3.1.2.	Directs IT support resources to address any issues with Company hardware and software that are critical to a successful emergency response.		
	Ensure proper IT coverage on both day and night shift for EOC, as well as field support at staging sites.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.11. FLEET LEAD

<b>Position Title</b>	Fleet Lead
<b>Reports To</b>	State Logistics Section Chief
<b>Typically filled by</b>	Fleet Manager or Lead Supervisor
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ Staging Site or field location</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Responsible for all Fleet activities during an emergency event.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## Fleet Lead Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
7.2.4.1.	Acquires supplemental equipment based on the following order: 1) availability within the Company's New England fleet; 2) availability from the Company's Long Island and New York fleets; and 3) obtaining equipment from other sources. Note that obtaining supplemental equipment from the Company's Long Island and New York fleets and from other sources is overseen at the System Level.		
7.2.4.2.	Furnishes appropriate fuel cards when required.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.12. SUPPLY UNIT LEADER

<b>Position Title</b>	Supply Unit Leader
<b>Reports To</b>	State Operations Section Chief
<b>Typically filled by</b>	Gas Work Methods Personnel
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ On-Scene Command Trailer/MEOC /Field Location</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Coordinates, organizes and consolidates the Logistics needs of the affected location to support operations.</li> <li>▪ Communicates the logistics needs and requirement to the State Logistics Section Chief.</li> <li>▪ Keeps the State Logistics Section Chief informed about the crew movements.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Supply Unit Leader Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
7.1.5.1. 7.2.7.1. 7.3.6.1. 8.1.6.1. 8.2.6.1.	Meets with the On-Scene Branch Director periodically to understand their current and forecasted material requirements and communicate these to the Material, Fleet Lead.		
7.1.5.2. 7.2.7.4. 7.3.6.2. 8.1.6.4. 8.2.6.4.	Communicates status of logistics to the On-Scene Branch Director		
7.1.5.3. 7.2.7.2. 7.3.6.3. 7.5.2.1. 8.1.6.2. 8.2.6.2.	Communicates logistics needs to the State Logistics Section Chief.		
7.1.5.4.	Places generators in strategic locations, if necessary.		
7.1.5.5. 7.2.7.3. 7.3.6.4. 8.1.6.3. 8.2.6.3.	Serves as the single point of contact for communicating logistics needs.		
7.4.3.1.	Directs facility employees to maintain safe working conditions at Company facilities.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.13. ON-SCENE BRANCH DIRECTOR

<b>Position Title</b>	On-Scene Branch Director
<b>Reports To</b>	State Operations Section Chief
<b>Typically filled by</b>	Field Operations/Construct & Maintain/Customer Meter Services Manager or Lead Supervisor
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ Field location/ Command Trailer/MEOC</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Site responsibility for the mechanical repair of and recovery from the emergency condition,</li> <li>▪ Directing the Company's overall coordinated response to the emergency to include: personnel, logistics, technical support, engineering, and operations,</li> <li>▪ Primary interface between Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene,</li> <li>▪ Coordinating actions of Shared Services (e.g., Media Services, Customer Relations, etc.) at the incident scene,</li> <li>▪ Providing updates to State Incident Commander on the status of the situation,</li> <li>▪ Develop the operations portion of the Incident Action Plan,</li> <li>▪ Supervise execution of operations portions of the Incident Action Plan, and</li> <li>▪ Make or approve expedient changes to the Incident Action Plan.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>

<b>Recommended Emergency Management Response (EMR) Training</b>	<b>Cataloged Course Listing</b> <ul style="list-style-type: none"><li>▪ EMR056 - Gas Emergency Response Training</li><li>▪ EMR025- National Grid Incident Command System (every three years)</li><li>▪ Participation in the annual State Exercises as required</li><li>▪ On-the-Job training when / as required</li></ul>
---	---

## On-Scene Branch Director Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
4.2.4.1.	Activates the On-Scene Command Center, which could be the Company's mobile command center or established at a Company or third-party location,		
4.2.4.2.	Ensures Customer and Community activities are segregated from operations to allow for access by the public as necessary.		
6.1.6.1.	Identifies and re-assess the resource requirements based on the situation and communicates with the external agency Incident Commander and coordinates any immediate necessary activities, when appropriate.		
6.1.6.2.	Assigns an individual to complete the Operational Planning Worksheet, an example of which is included in Exhibit D to this chapter, which is included in Appendix A of this ERP Ch. 32.2, with the resources required and the resources on hand and provides the information to the State Operations Section Chief so the remaining required resources are requested as soon as possible.		
6.1.6.3.	Ensures the Resources Unit Leader coordinates with the State Planning Section Chief to interact with the Damage Assessment Lead to implement performance of the damage assessment program.		
6.2.7.1.	Performs a situational assessment and makes resource recommendations to the State Operations Section Chief		
6.3.6.1.			
6.6.4.1.			
7.1.4.1. 7.2.6.1. 7.3.5.2. 8.1.5.1. 8.2.5.1.	Meets with the Supply Unit Leader periodically to coordinate their current and forecasted material requirements.		
7.3.5.1.	Determines the location of staging sites based on the request to establish them by the State Incident Commander.		
14.1.8.1.	Provides an update to the State Operations Section Chief and/or State Incident Commander and Gas Dispatch.		
14.1.8.2.	Provides reasonable timing recommendations for field activities that will be reported to the EOC.		

14.1.8.3.	Ensures Gas Control approves all system valve operations.		
14.1.8.4.	For multi-day Emergencies, holds a meeting at all shift changes and/or when the On- Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation, Claims, Public Information Officer, and Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of restoration times for various areas affected. The output from these meetings will be used to develop and communicate a restoration progress update for delivery to field personnel.		
14.1.8.5.	Periodically contacts the State Operations Section Chief and:  Provides an emergency status update.  Indicates what emergency response actions are being taken by National Grid and other response organizations.		
14.1.8.6.	Ensures the implementation of applicable emergency procedures.		
14.1.8.7.	Provides On-Scene Operation Support based on established ICS Structure (as needed depending on quantity of customer outages and additional event considerations (including Planning, Logistics, and Finance Section Chief Positions).		
16.1.11.1.	Provides an overview of issues encountered in the field regarding the overall coordinated response to the emergency including: personnel, logistics, technical support, engineering, and operations.		
16.1.11.2.	Expresses concerns and identifies the activities of Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene.		
16.1.11.3.	Provides a summary of activities performed in the field against those included in the Incident Action Plan.		
18.1.3.1.	Considers health and safety related prioritization requests from the Community Liaisons and incorporates into the restoration plan in order to align the restoration priorities with the health and safety needs of the community.		
21.2.7.1.	Provides information required for the Gas Operations Status Update Report to the State Operations Section Chief.		
22.1.6.1.	Makes recommendations to the State Operations Section Chief regarding opportunities for augmenting the ERO or demobilizing resources.		
22.1.6.2.	When appropriate, oversees the preparation and implementation of the demobilization plan.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

**31.2.14. SECTION DEPUTY (FIELD OPS/CMS)**

<b>Position Title</b>	Section Deputy
<b>Reports To</b>	State Operations Section Chief
<b>Typically filled by</b>	Field Operations/Construct & Maintain/Customer Meter Services Lead Supervisor or Field Supervisor
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ On-Scene Command Trailer/MEOC /Field Location</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Reporting to the emergency scene, assessing the situation, and providing a status as appropriate to Dispatch/Gas Control,</li> <li>▪ Mobilizing one or more crews and establishing a company demark zone of emergency location,</li> <li>▪ Serving as initial representative to the Fire or Police Departments, State Office of Emergency Management organizations, the designated State Operations Section Chief, or other civil authorities at the scene until arrival of the On-Scene Branch Director, and</li> <li>▪ Directs repair activities with other mutual aid utility company crews assigned to the emergency.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Section Deputy (Field Ops/CMS) Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	None		
<b>Response Stage</b>			
14.1.9.1.	The Field Operations Supervisors fulfil the ICS structure role of their respective organizational Section Deputy activities.		
14.1.9.2.	Defines resources and allocates as needed.		
14.1.9.3.	May consult with other areas as needed.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.15. SITUATION UNIT LEADER

<b>Position Title</b>	Situation Unit Leader
<b>Reports To</b>	Planning Section Chief
<b>Typically filled by</b>	Gas Project Manager
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Collecting, processing, organizing and disseminating incident information relating to status of current operations, incident growth, mitigation, or intelligence activities taking place on the incident.</li> <li>▪ Prepare future projections of incident growth, maps, and intelligence.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Situation Unit Leader Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
	Collaborate with Technical Specialist regarding incident status and meeting objectives		
	Refer to Estimate Analysis of Resources report to determine amount of resources needed and assist in timeline development. See Chapter 32.3.		
	Review timeline of restoration activities and develop project management chart		
	Compile, maintain and display incident status information for Incident Command Post or Emergency Operations Center.		
	Provide Maps, organization charts, diagrams, photos, service maps, for Incident Action Plan.		
	Provide situation evaluation, ETR projections, and analysis of meeting objectives to Planning Section Chief and Incident Commander.		
	Develops an event planning timeline that includes Estimated Completion Date (ECD) for shut off, repairs, dewatering, purge/re-gas, and relight processes, establishes metrics respective with those actions and manages reporting of progress on a regularly scheduled basis.		
	Record all activities into Web EOC		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.16. PUBLIC INFORMATION OFFICER SUPPORT

<b>Position Title</b>	Public Information Officer Support
<b>Reports To</b>	State Public Information Officer
<b>Typically filled by</b>	Corporate Communications Staff
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Supports the State Public Information Officer in their activities including but not limited to: press releases, employee communications, and media inquiries.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Public Information Officer Support Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	None		
<b>Response Stage</b>			
	Support PIO.		
	Develop and distribute daily messaging.		
	Partner with Regional PIOs - join municipal calls.		
	Assist Government Relations with stakeholder inquiries.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Level 1 or 2 type events.		

### 31.2.17. JURISDICTIONAL PRESIDENT

<b>Position Title</b>	Jurisdictional President
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Jurisdictional President
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ As determined by the State Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Responsible for all Jurisdictional activities during an emergency event.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Jurisdictional President Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
	Activate Jurisdictional Team as required.		
17.1.4.1.	Provides input into the company message that will be disseminated to the media, government and community leaders, and employees.		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Level 1 or 2 type events.		

### 31.2.18. JURISDICTIONAL TEAM

<b>Position Title</b>	Jurisdictional Team
<b>Reports To</b>	Jurisdictional President
<b>Typically filled by</b>	Customer and Community Management Team
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ Field location/ Command Trailer/MEOC</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Various government relations duties as needed.</li> <li>▪ May require travel to particularly hard-hit areas to meet with local government.</li> <li>▪ Manage all external stakeholder communications (Government, Regulator, and Major Municipal).</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Jurisdictional Team Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	N/A		
<b>Response Stage</b>			
	Various government relations duties as needed.		
	May require travel to particularly hard-hit areas to meet with local government.		
	Manage all external stakeholder communications (Government, Regulator, and Major Municipal).		
<b>Post-Event Stage</b>			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Level 1 or 2 type events.		

### 31.2.19. EMERGENCY PLANNING LEAD

<b>Position Title</b>	Emergency Planning Support
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Emergency Planning Personnel
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ EOC. On-scene, or MEOC, as needed.</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Supports and coordinates the Emergency Response Organization in assigning, training, activating, guiding and reporting all activities during an emergency event.</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## Emergency Planning Lead Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Maintain proficient knowledge of the content of the applicable ERP.		
	Participate in Gas Emergency Restoration Exercises.		
	If mutual assistance is requested, refer to Mutual Assistance Policy (GEN02001) for specific actions to be taken and additional guidance.		
<b>Response Stage</b>			
	Advise Command Staff about ERP-defined processes and responsibilities.		
	Advise on any ad hoc requests from regulatory agencies.		
	Answer questions regarding ICS checklists.		
	Capture Feedback from ICS Command and General Staff and support staff regarding ERP procedures.		
	Ensure appropriate documentation is being maintained.		
	Create ICS-200 Incident Action Plan and continue to update daily throughout the event.		
	Provide Incident Manager, SWN and SEAL support to all that require it.		
	Document any gaps identified in the ERP.		
	Define scheduling of Incident Commander briefings and Operations and Planning Meetings that are conducive to both the EOC and the On-Scene organizational leaders. Also, consider the media team and regulatory reporting needs.		
	Coordinate and/or assist with Gas Emergency Restoration Meetings and System Update Calls. Distribute notes to Emergency Restoration Organization as needed.		

	Requests utility mutual assistance resources as directed by the System Planning Officer.		
	If mutual assistance is requested, refer to Mutual Assistance Policy (GEN02001) for specific actions to be taken and additional guidance.		
	Obtains information about the type of assistance that responding utilities will send, such as: <ul style="list-style-type: none"> <li>a. Number and capability of crews (by utility),</li> <li>b. Type of equipment and material (truck, lighting, etc.),</li> <li>c. Estimated time of arrival on Company property.</li> </ul>		
	Initiates the Mutual Assistance Policy to manage the acquisition of external resources.		
	Communicate with Operational Resource Coordinator regarding mutual assistance resources availability.		
	Implements continuous communications with NGA and Planning Section Chief regarding event status and on-going support needs for restoration.		
	Advise Command Staff about ERP-defined processes and responsibilities.		
	Advise on any ad hoc requests from regulatory agencies.		
	Answer questions regarding ICS checklists.		
	Capture feedback from ICS Command Staff, General Staff and support staff regarding ERP procedures.		
	Ensure appropriate documentation is being maintained.		
	Create ICS-200 Incident Action Plan and continue to update daily throughout the event.		
	Provide Incident Manager, SWN and SEAL support to all that require it.		
	Document any gaps identified in the ERP.		
	Define scheduling of Incident Commander briefings and Operations and Planning Meetings that are conducive to both the EOC and the On Scene		

	organizational leaders. Also consider the media team and regulatory reporting needs.		
<b>Post-Event Stage</b>			
	Ensure that all documentation checklists, position logs are returned to the Emergency Planning Mailbox.		
	Facilitate Lessons Learned discussions and development of after action reviews.		
	Enter proper accounting for time and expenses.		

### 31.2.20. DOCUMENTATION UNIT LEADER

<b>Position Title</b>	Documentation Unit Leader
<b>Reports To</b>	State Planning Section Chief
<b>Typically filled by</b>	Records Management Personnel
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Maintain Activity Log in EOC</li> <li>▪ Ensure each ICS Section Chief documents all actions/activities</li> <li>▪ Assist with preparation of IAP for next operational period</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

## Documentation Unit Leader Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
	Establish, Organize and Maintain Activity Log in EOC.		
	Ensure each Section Chief documents all actions/activities; Accept and file reports and forms submitted by incident personnel; Check the accuracy and completeness of records submitted for files.		
	Assist Planning Section Chief with preparation of IAP for next operational period. Once complete, determine how many copies of IAP are needed and make duplicates.		
	Secure incident files throughout the event; provide for backup storage. Archive all documentation.		
<b>Post-Event Stage</b>			
	Compile all Activity Logs into proper chronology; provide to Emergency Planning for use in After-Action Report.		
	Participate in Lessons Learned discussions and development of After-Action reviews.		

### 31.2.21. TEAM LEADER/WORK COORDINATOR

<b>Position Title</b>	Team Leader/ Work Coordinator
<b>Reports To</b>	On-Scene Branch Director
<b>Typically filled by</b>	Field Operations/Construct & Maintain/Customer Meter Services Lead Supervisor or Field Supervisor
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ On-Scene Command Trailer/MEOC /Field Location</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>▪ Reporting to the emergency scene, assessing the situation, and providing a status as appropriate to Dispatch/Gas Control</li> <li>▪ Supervise National Grid Crews or Contractor Line Crews based on direction from Section Deputy or On-Scene Branch Director</li> <li>▪ Ensure crews are following correct procedures</li> </ul>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> <li>▪ GPS</li> <li>▪ Procurement Card, Storm Card, or Travel Card</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<b>Cataloged Course Listing</b> <ul style="list-style-type: none"> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Team Leader/Work Coordinator Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
	Report to the emergency scene, assess the situation, and provide a status as appropriate to Dispatch/Gas Control,		
	Supervise National Grid Crews based on direction from Section Deputy or On-Scene Branch Director		
	Ensure crews are following correct procedures		
<b>Post-Event Stage</b>			
	Return completed checklist to the Emergency Planning mailbox at end of the Response Stage for Level 1 or 2 type events.		

### 31.2.22. GAS RESOURCE UNIT SUPPORT

<b>Position Title</b>	Resource Unit Support Team
<b>Reports To</b>	Resource Unit Leader
<b>Typically filled by</b>	Resource Coordination/Planning Coordinator
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ On Scene Command Trailer/MEOC /Field Location</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	<ul style="list-style-type: none"> <li>➤ Coordinate reporting for Planning Section Chief</li> <li>➤ Compare customer list provided by engineering to outage management cards received from CMS crews.</li> <li>➤ Divide outage management cards into work zones</li> </ul> <p>1.1.1..1. Organize zone packages for relight process</p>
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Gas Resource Unit Support Team Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Participate in Gas Emergency Restoration Exercises.		
<b>Response Stage</b>			
	Compare Customer Lists with CMS Outage Management Cards		
	Input Outage Management Cards into spreadsheet		
	Review Customer List compare Cards any missing write up cards and send to field for verification		
	Direct field resources to complete all turn offs		
	Continue to scrub data ensure all addresses are turned off		
	Coordinate data reporting for Planning Section Chief to report out at scheduled briefings.		
	Ensure all turn off are complete by matching outage cards to lists		
	Divide outage into work zones for relight process		
	Organize Outage Management Cards into work packages for CMS crews		
<b>Post-Event Stage</b>			
	Return completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

### 31.2.23. GAS METRICS AND REPORTING SUPPORT

<b>Position Title</b>	Metrics and Reporting Support	
<b>Reports To</b>	Situation Unit Leader/Planning Section Chief	
<b>Typically filled by</b>	Resource Coordination/Planning Coordinator/Work Support	
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ On Scene Command Trailer/MEOC /Field Location</li> <li>▪ As determined by the System Incident Commander</li> </ul>	
<b>Job Description</b>	<p>1.1.1..0. Record meter on/off tickets.</p> <p>1.1.1..1. Process field productivity metrics during event.</p> <p>1.1.1..2. Prepare and review completed field work.</p> <p>1.1.1..3. Establish analyst needs based on Situation Unit Leader interactions.</p>	
	Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities.</li> </ul>
	Response	
	Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ Hard Hat</li> <li>▪ Safety glasses</li> <li>▪ Hi-Visibility Vest</li> <li>▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots</li> <li>▪ Leather Gloves</li> </ul>	
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Vehicle</li> <li>▪ Cell Phone</li> <li>▪ Laptop (REQUIRED)</li> </ul>	
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR056 - Gas Emergency Response Training</li> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Level Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>	

### Metrics and Reporting Support Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
<b>Response Stage</b>			
	Establish team size based on event size and criticality of data communications needs.		
	Obtain information regarding the current event objectives and establish metrics to ensure effective measurement of progress, event status, and restoration performance.		
	Establish a scheduled cadence of reporting distribution. Consider metric report distribution timing based on Regulatory Staff requirements.		
	Base frequency of reporting of metrics on the Emergency Response Plan minimum reporting requirements.		
	Utilize the established reporting templates to manage report development.		
	Develop ad hoc reporting when requested by internal, or external regulators or municipalities.		
	Prior to distribution of any reports both internally or externally, obtain Planning Section Chief and Incident Commander approvals.		
<b>Post-Event Stage</b>			
	Return completed checklist to the Emergency Planning mailbox at end of the Response Stage.		

**31.2.24. CUSTOMER CONTACT CENTER LEAD**

<b>Position Title</b>	Customer Contact Center Lead
<b>Reports To</b>	State Incident Commander
<b>Typically filled by</b>	Contact Center Director/Manager/Lead Supervisor
<b>Location</b>	<ul style="list-style-type: none"> <li>▪ State Emergency Operations Center, or</li> <li>▪ As determined by the System Incident Commander</li> </ul>
<b>Job Description</b>	1.1.1..4. Coordinates Customer Contact Center resourcing and messaging
Pre-Event	<ul style="list-style-type: none"> <li>▪ Refer to the subsequent Check-List for notable responsibilities</li> <li>▪ Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities.</li> </ul>
Response	
Post-Event	
<b>Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)</b>	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>
<b>Special Equipment (Suggested)</b>	<ul style="list-style-type: none"> <li>▪ Cell Phone</li> <li>▪ Laptop (REQUIRED)</li> </ul>
<b>Recommended Emergency Management Response (EMR) Training</b>	<p><b>Cataloged Course Listing</b></p> <ul style="list-style-type: none"> <li>▪ EMR025- National Grid Incident Command System (every three years)</li> <li>▪ Participation in the annual State Level Exercises as required</li> <li>▪ On-the-Job training when / as required</li> </ul>

### Customer Contact Center Lead Emergency Checklist

ACTIVITY	ACTION	Date	Initials
<b>Pre-Event Stage</b>			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meeting.		
<b>Response Stage</b>			
	Ensures staffing level is appropriate to meet expected customer inquiries.		
17.2.2.1.	Ensures that the Customer Contact Center is coordinating messaging and other activities with the Customer Response Center and the State Public Information Officer.		
	Provide status of telephone traffic/volume and any issues		
	Create appropriate informational messaging on the Customer Contact Center IVR if warranted notifying customers of service interruptions due to an emergency.		
	Ensures the Customer Contact Center updates the IVRs with information regarding restoration times for the affected area, safety information, and Public Service Announcements, to oversee that a unified message is provided to customers.		
<b>Post-Event Stage</b>			

## 32. Appendix A: Chapter Exhibits

### 32.1. Chapter 4 Exhibits

#### Exhibit A: RI Notification Chart

RHODE ISLAND NOTIFICATION CHARTS  
GAS TRANSMISSION/DISTRIBUTION

Rev 72 Date 05/04/2020

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
Notify for all events.								Regional Dispatch Manager Tim O'Leary			
								Sean Gunter			
								Lead Supervisor: Charles Hagopian			
								Jessica Adams			
								Dispatch Supervisors: Leslie Weiner			
								Mike O'Rourke			
								Chris Mayer			
								Kim Howe			
								Patrick McCarthy			
								Brian Evertt			
Ashley Lemire											
Dan Gallart											
THE FOLLOWING NOTIFICATIONS ARE TO BE MADE AFTER CLASSIFICATION											
A	B B2	C C1 C4	D	E1 E2	F1	G		Chief Operating Officer-Gas Cordi O'Hara			
A	B B2	C C1 C4		E2	F1			Chief Gas Engineer Ross Turrini			
A	B B2	C1	D	E1 E2	F1	G	H	Transmission, Generation, Energy Procurement and Capital Delivery Rudy Wynter			
A	B B2	C1	D	E1 E2	F1	G		Customer Operations SVP Gregg Knight			
A	B B2	C C1 C4	D	E1 E2	F1	G		Safety, Health, & Environment SVP John Bruckner			
A	B B2	C1	D	E1 E2	F1	G		SVP & US General Counsel Keri Sweet-Zavaglia			
A	B B2	C1	D	E1 E2	F1	G		Rhode Island Jurisdictional Pres. Terry Sobolewski			

RHODE ISLAND NOTIFICATION CHARTS  
GAS TRANSMISSION/DISTRIBUTION

Rev 72 Date 05/04/2020

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A A1	B B1 B2							Pipeline Safety & Compliance VP Mark Prewitt			
A	B B2	C	D	E1 E2	F1	G		Gas System Engineering VP Janisse Quinones			
A	B B2	C C1 C4	D	E E1 E2	F F1	G		Field Operations NE VP Fred Amaral			
A	B B2	C C1	D	E E1 E2	F F1	G		Resource Management VP Caroline Hon			
A A1	B B1 B2	C C1	D D1	E E1 E2 E3	F	G G1	H	Stakeholder Engagement – Media VP Michael West			
A	B1		D1		F1	G		Global Security VP Warren Bamford			
A	B B2	C C1	D	E E2	F F1	G	H	Capital Delivery Gas VP Walter Fromm			
A	B B2	C1	D	E E1 E2	F F1	G		Capital Delivery Programs VP Neil Proudman			
A	B							Capital Delivery Project Development VP Clara Giustino			
A	B B2	C C1 C4	D	E E2	F F1	G	H	Emergency Planning & Electric Services Interim VP Chris Paglia			
A	B							Business Process & Performance VP Pam Viapiano			
A	B				F F1			Labor Employee Relations VP Tom Ryan			
A	B B2	C C4	D	E1 E2	F1	G		Gas Asset Mgmt & System Planning VP Tom Bennett			
A	B B2	C C4	D	E	F1	G		Stakeholder Engagement Federal Gov't Affairs VP Nelson Perez			
	B2							Power Plant Operations VP Jim Flannery			
A	B				F F1			Electric Inv & Reg Compliance VP Kass Geraghty			
A	B B2	C C4	D	E E1 E2	F F1	G	H	Field Excellence VP Tatiana Roc			
A	B B2	C C4	D	E	F F1	G		CNG Construction & Operations VP Chris Connolly			
A	B B2	C C1 C4	D	E1 E2	F1	G		Customer Delivery VP Kristen DeSousa			

RHODE ISLAND NOTIFICATION CHARTS  
GAS TRANSMISSION/DISTRIBUTION

Rev 72 Date 05/04/2020

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C4	D	E E2	F F1	G		Gas Control Center Director Rich Delaney			
A	B B2	C C4	D D1	E E2	F F1	G	H	Gas Emergency Planning Director Joe Gilliard			
A	B B2	C C4	D	E	F F1	G		Instrumentation & Regulation, John Barrett Director			
A	B B2	C C4	D	E E2	F F1	G	H	NE Operations Director  Jeff O'Brien Rhode Island			
A	B B2	C C4	D	E1 E2	F1	G		Pipeline Safety Management NE Director Steve Bell			
A	B B2	C C4	D	E	F F1	G		Work & Resource Planning Director Tom Finneral			
A	B B2	C C4	D	E	F F1	G		Scheduling & Coordination Director Jim Patterson			
A	B B2	C C4	D	E	F F1	G		Work Progression, Support & Control Director James Mac Vicar			
A	B B2	C C4		E E1 E2	F F1	G		Strategic Asset and System Planning Director Anthony Taddeo			
A	B B2	C C4		E E1 E2	F F1	G		Pressure Regulation CNG & LNG Asset Management Director Steve Greco			
A	B B2	C C4		E E1 E2	F F1	G		Gas Transmission Engineering Director Mike Kern			
A	B B2	C C4		E E1 E2	F F1	G		Gas Distribution Engineering Director Saadat Khan			
A	B B2	C C4	D	E E2	F F1	G	H	Dispatch & Scheduling Director Phil Rodriguez			
A	B							Project Engineering NE Director Dave Iseler			
A	B B1 B2	C C4	D D1	E E1 E2 E3	F1	G G1	H	Pipeline Safety Management Programs Director Tim Woycik			
A	B B2	C C4	D	E E2	F F1	G	H	Construction NE Director Robert Obi-Tabot			
A	B	C	D	E	F F1	G	H	Field Safety Director Robert Preshong			

RHODE ISLAND NOTIFICATION CHARTS  
GAS TRANSMISSION/DISTRIBUTION

Rev 72 Date 05/04/2020

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C4	D	E E1 E2	F F1	G	H	Standard Engineering/ Projects (MRP/Reliability/ Corrosion) Director Katie Backus			
A	B	C	D	E E2	F F1	G		Pipeline Safety Operational Controls Director Perry Sheth			
A	B B2	C C4	D	E E1 E2	F F1	G		Capital Delivery, Complex Construction Director Bryon Knoth			
A	B B2	C C4	D	E E1 E2	F F1	G		Field Operations Programs Director Tiffany Tropp			
A	B B2	C C4	D	E E2	F F1	G	H	Capital Delivery Programs Director Gary Bennett			
A 1			D D1			G G1		LNG Operations Directors Tom Smith  Dan Lamriben RI			
A	B	C C4	D2	E	F1			Customer Delivery Director Ricardo Jaramillo			
		C4	D2	E3			H	Environmental Compliance Director Joe Callanan			
A	B	C	D		F1			Corporate Process Safety Director Chris Conlon			
A	B B2	C C4	D	E	F1	G		Government Relations/Stakeholder Engagement Director  Mike Ryan RI			
A A 1	B B1 B2	C C1 C3 C4	D D1	E E1 E2 E3	F F1	G	H	Customer and Community Management Director:  Brian Schuster RI			
					F F1			Health & Wellness Director Denise Griffing			
A	B B2	C	D	E E2	F F1	G	H	Advanced Technology, Codes & Standards Director Dennis Ruppert			
A	B				F F1			Labor & Employee Relations Director Maria Marotta			

RHODE ISLAND NOTIFICATION CHARTS  
GAS TRANSMISSION/DISTRIBUTION

Rev 72 Date 05/04/2020

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B1		D D1	E E1	F1	G	Security Operations Director Kathy Judge			
A	B B2	C	D	E E2	F F1	G	Gas Control Manager Paul Loiacono			
A	B B2	C	D	E E2	F F1	G	Chief GSO Operator NE Julie Porcaro			
A	B B2	C C4	D	E E2	F F1	G	SOP Coordination & Gas Scheduling Manager Pat Buckley			
A	B B2	C C4	D	E E2	F F1	G	Chief SOP Coordinator Nick Chester			
A	B B2	C C4	D	E E2	F F1	G	NE Gas Control Center Global Outlook List: <b>GasControlNewEngland</b>			
A	B B2	C C4	D	E E2	F F1	G	Strategic Asset and System Planning –Manager NE Steve Caliri Add Global Outlook List: <b>LTP&amp;OE NE</b>			
A	B B2	C C4		E E1 E2	F F1	G	Gas Transmission Engineering Steve Altbacker- Manager  Use Outlook Distribution List <b>Gas Transmission Engineering All</b>			
A	B B2	C C4	D	E E2	F F1	G	H Consulting Engineer Strategic Asset Planning NE Faye Brown			
A	B B2	C C4	D	E E1 E2	F F1	G	Global Outlook List: <b>Gas Distribution Engineering</b>			
A1			D D1			G G1	Special Projects/ Maintenance Group/Portable LNG Manager K'Chebe Grace			
A	B B2	C C4	D	E	F F1	G	I&R Manager John Talbot  All Field Supervisors			
A	B	C C4	D2	E	F1		Customer Delivery Managers Diana Rivera  Melissa Cheslawski			

RHODE ISLAND NOTIFICATION CHARTS  
GAS TRANSMISSION/DISTRIBUTION

Rev 72 Date 05/04/2020

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A A1	B B1 B2	C C1 C4	D D1	E E1 E2 E3	F F1	G	H	Legal John Boyle Juli McGann			
A	B B2	CC4	D	E	F F1	G	Operations Managers  Ralph Sullivan CMS Gas, NE-S Providence  Joe Curley FO Gas Providence  ALL SUPERVISORS				
A	B B2	CC4	D	E	F F1	G	Program Managers Damage Prevention Mark Huck  Anthony Romano CISS  ALL FIELD SUPERVISORS				
A	B B2	C	D D1	E E2	F F1	G	H	Gas Emergency Planning Kathleen Murray Phillips  Melissa Sullivan  George Rogers Gary Lataille			
A A1	B B1 B2	CC1 C4	D D1	E E1 E2 E3	F F1	G	H	Community & Customer Management Use Global Outlook List: <b>NE Jurisdiction Gas</b>			

RHODE ISLAND NOTIFICATION CHARTS  
GAS TRANSMISSION/DISTRIBUTION

Rev 72 Date 05/04/2020

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C4	D		F1			US Comms Media External Affairs Off-Hours/Weekends On-call Pager Use Global Outlook List- <b>New England Media Relations</b>			
A	B	C	D	E	F F1	G	H	Field Safety Ryan Dineen			
A	B B2	C C4	D	E1 E2	F1	G		Pipeline Safety Management- Process Safety Manager Kelson McDaniel			
A	B B2	C	D	E E1 E2	F F1	G	H	Pipeline Safety Continuous Improvement Program (CIP) Manager Kathleen Mc Namara  Shirley Avila			
A	B B2	C C4	D	E1 E2	F1	G		Pipeline Safety Risk and Assurance Robert Richards			
A	B B2	C C4	D	E1 E2	F1	G		Pipeline Safety- RI Manager Regina Maddox  Add Global Outlook List Pipeline Safety & Compliance RI			
A	B B2	C C1	D	E1 E2	F1	G		Regulatory Affairs Lynn Nadeau Bill Malee			
A	B B1 B2	C C1 C4	D D1 D2					Pipeline Safety Policy & Program Change Management Program Manager Corinne Byrnes			
					F F1			SHE&A Performance & Reporting Carl Shatraw – Manager Use Global List <b>DL.US SHE Performance and Reporting</b>			

RHODE ISLAND NOTIFICATION CHARTS  
GAS TRANSMISSION/DISTRIBUTION

Rev 72 Date 05/04/2020

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A A1	B B1 B2	C C1 C3 C4	D D1	E E1 E2 E3	F F1	G	H	Pipeline Safety Stakeholder Engagement/ Communications Lee Westerind –Manager  David Santana  Karen Sousa  Lisa Callahan			
A	B B2	C C4	D	E E2	F F1	G	Resource Planning Managers Use Global Outlook List: <b>NE Resource Planning Emergency Notification</b>				
				E2			Corrosion Control Principle Engineer Add Global Outlook Distribution list <b>NE Corrosion</b>				
					F F1		Health & Wellness NE Charlene Price Ann Marie Daruwalla Arya Biswas Beth Freel John Hewitt				
A	B B2	C C4		E E1 E2	F F1	G	Pressure Regulation Engineering Manager Alexander Day				
A	B	C C4	D	E	F F1		Claims Use Global Outlook List <b>Claims Emergency Notification- NE</b>				
A A1	B B2	C C4	D D1	E E2	F F1	G G1	H	Program Development and Governance Manager Gerry Miller			
A	B							General Counsel  Celia O'Brien- RI			
A A1	B B2	C C4	D	E	F F1	G G1	H	Customer Response Center Manager Courtney Colon			
A	B B2	C C4	D D1	E E2	F F1	G	H	Cust Sat & Regulatory Compliance Patrick Murray			

RHODE ISLAND NOTIFICATION CHARTS  
GAS TRANSMISSION/DISTRIBUTION

Rev 72 Date 05/04/2020

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
		C4	D2	E3			H	Environmental Management ALL NEW ENGLAND EVENTS Peter Harley- Manager  Bill Howard Rhode Island			
	B1		D1		F F1		G	Security Control Center Manager William Breault			
	B1		D1		F1		G	Security Control Center (24 x 7)			
	B1		D1		F1 F2		G	Corporate Security John Jackson- Rhode Island Brad Newman Massachusetts			
A	B				F F1			Labor & Employee Relations Jim Foley  Melanie Manoach *(ONLY NATIONAL GRID EMPLOYEE INJURIES)			
A A1	B B2	C C4	D	E E1 E2	F F1		G	Gas Distribution Engineering Mains & Services Engineer Dana Wolkiewicz  Michael Ann Baker			

RHODE ISLAND NOTIFICATION CHARTS  
GAS TRANSMISSION/DISTRIBUTION

Rev 72 Date 05/04/2020

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B	C	D	E2	F1	G G1	<b>RIDPUC</b> During Normal Hours (8:30am – 4:00 pm), call <u>work</u> numbers of personnel noted below in the order presented. * Off Hours: (4:00 pm-8:30 am) Contact one in the order listed below using home or cell numbers:  1. Kenneth McCarthy  2. Hakeem Ottun  3. Joseph Schilling  4. Robert Bailey  * Provide information from Preliminary Notification to established State Regulatory Notification Form.	[REDACTED] W: 401-780-2124 [REDACTED] W: 401-780-2122 [REDACTED] W: 401-780-2121 [REDACTED]		
A	B						<b>Rhode Island DEM</b> <b>Normal Business Hours</b> (Mon-Fri, 8-4)  <b>Office of Compliance and</b> <b>Inspection - ANYTIME, ANY</b> <b>EMERGENCY</b>  <b>Division of Law Enforcement</b> DEM Hot-line	401-222-1360  401-222-3070  401-222-3070		
A							<b>Department of</b> <b>Transportation</b> <b>National Response Center</b>	800-424-8802		
	B1		D D1			G1	<b>Local Police Department</b> depending on county, town, or village affected	911		
			D2				<b>U.S. Coast Guard</b> <b>Woods Hole (Providence, RI)</b>	866-819-8128		
Notify Fire Communications Center as necessary. If calling the Fire Comm., have the Dispatcher notify the applicable police department.							Regional Fire Communications	911		
Regional Police								911		

## Exhibit B: Incident Action Plan

	INCIDENT LOCATION	DATE	TIME						
TIME OBJECTIVE									
GENERAL CONTROL OBJECTIVES (INCLUDE ALTERNATIVES)									
WEATHER FORECAST FOR OPERATIONAL PERIOD									
GENERAL SAFETY MESSAGE									
Attachments <input checked="" type="checkbox"/> if attached									
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%; vertical-align: top;"> <input type="checkbox"/> Organizational Chart (EP Coord)                 </td> <td style="width: 33%; vertical-align: top;"> <input type="checkbox"/> Contact Information Plan (Planning Section Chief)                 </td> <td style="width: 33%; vertical-align: top;"> <input type="checkbox"/> Weather Forecast (Incident Commander Assigns)                 </td> </tr> <tr> <td style="vertical-align: top;"> <input type="checkbox"/> Assignment List                 </td> <td style="vertical-align: top;"> <input type="checkbox"/> Incident Map (Operations Section Chief)                 </td> <td></td> </tr> </table>				<input type="checkbox"/> Organizational Chart (EP Coord)	<input type="checkbox"/> Contact Information Plan (Planning Section Chief)	<input type="checkbox"/> Weather Forecast (Incident Commander Assigns)	<input type="checkbox"/> Assignment List	<input type="checkbox"/> Incident Map (Operations Section Chief)	
<input type="checkbox"/> Organizational Chart (EP Coord)	<input type="checkbox"/> Contact Information Plan (Planning Section Chief)	<input type="checkbox"/> Weather Forecast (Incident Commander Assigns)							
<input type="checkbox"/> Assignment List	<input type="checkbox"/> Incident Map (Operations Section Chief)								
PREPARED BY (if not completed by the Emergency Manager (Incident Commander))		APPROVED BY (Incident Commander)							

**Instructions for Completing the Incident Action Plan:**

**Purpose:** The Incident Action Plan form describes the basic Emergency strategy, control objectives, and provides weather information and safety considerations for use during the Emergency response period.

Item	Instructions
Incident Location	Print the location where the incident occurred
Date	Enter the date of the incident
Time	Enter the time prepared
Time Objective	Enter the projected amount of time the repairs should be completed, the problem fixed, and the services turned back on.
General Control Objectives	Enter short, clear, and concise statements of the objectives for managing the incident. Include any alternatives that may be considered. The control objectives usually apply for the duration of the incident.
Weather Forecast for Operational Period	Enter weather prediction information for the specified time objective.
General Safety Message	Enter information such as known safety hazards and specific precautions to be observed during the duration of the incident. If available, a safety message should be referenced and attached.
Attachments	Check any of the boxes for the appropriate attached forms.
Prepared By	Enter the name and position of the person completing the form.
Approved By	Enter the name and position of the person approving the form.

32.2 Chapter 6 Exhibits

Exhibit A: Crew Transfer Sheet

National Grid - Crew Transfer Sheet														
<b>FROM</b>											RoD Team #			
Team/Contractor Co Name											Number of Hotel Rooms			Singles
HQ, Yard, Barn											Number of Hotel Rooms			Doubles
HQ / District Contact											<b>TO</b>			
Telephone # XXX-XXX-XXXX											Restoration Region			
Fax # XXX-XXX-XXXX											Restoration Location			
Foreman / Superintendent											<b>Traveling Time</b>			
Telephone # XXX-XXX-XXXX											Departure from Home HQ: Date			Time
Contractor Safety Rep													MM/DD/YYYY	
Telephone # XXX-XXX-XXXX											Estimated Time of Arrival: Date			Time
NGRID Supervisor / FCC													MM/DD/YYYY	
Telephone # XXX-XXX-XXXX											<b>CREW AVAILABILITY</b>			
<b>CREW GENERAL INFORMATION</b>											<input type="checkbox"/> Available to Work on Arrival			
Crew size											<input type="checkbox"/> Requires Rest on Arrival			
# of Line Crews											<b>CREW CAPABILITIES (Qualified/Rated)</b>			
Number of Buckets 0											<input type="checkbox"/> Overhead Distribution			
# of Digging Crews											<input type="checkbox"/> Transmission			
Number of Diggers 0											<input type="checkbox"/> Underground			
Supervisor Signature											<input type="checkbox"/> Forestry			
Date											<input type="checkbox"/> Other			
NG FCC/Crew Guide sign														
Start Time														
End Time														
Employee ID	Last Name	First Name	*Gender	Supervisor/ FCC (Y/N)	*Storm Role	Cell #	Home HQ	Crew Number	Require Lodging	Vehicle ID	Vehicle Description	Vehicle Type		

### Exhibit B: Contact Information Form

		Incident Location	Date	Time
		<b>Basic Contact Information</b>		
Name	Position	Cell Phone Number	Nextel #	
Prepared by:				

**Instructions for Completing the Contact Information Form:**

**Purpose:** The Contact Information Form provides basic contact information for the entire Emergency Organization. This list can be kept in a communal location so that everyone has access to contact anyone needed within the Emergency Organization at any of the response locations.

<b>Item</b>	<b>Instructions</b>
Incident Location	Print the location where the incident occurred
Date	Enter the date of the incident
Time	Enter the time prepared
Basic Contact Information	This is where the name, position, cell phone number, and Nextel number (if applicable) can be entered for each person in the emergency organization. Extra sheets can be attached as necessary.
Prepared By	Enter the name and position of the person completing the form.

### Exhibit C: Emergency Response Organization Assignment Listing

The emergency assignment listing provided below is accurate as of the date of this ERP.

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Abruzzi, Renee		Records Management 2	Snr Analyst DP & RM	Worcester	COMMUNITY LIAISON	GAS DOCUMENTATION UNIT LEADER	
Acone, Laurie A		Manager Call Centre Customer C	Lead Spec CEI	Malden/Lynn	HOTEL AMBASSADOR	LODGING SUPPORT	
Adams, Jessica		Specialist Supervisor Dispatch	Spec Supvsr Dispatch	Worcester	GAS DISPATCH AND SCHEDULING		
Adley, Sara		Safety Management	Lead Pgm Mgr Vehicle Safety	New England	FIELD SAFETY SUPPORT		
Agostino, Andrea D		Environmental NE 2	Mgr Env Comp L&P	New England	ENVIRONMENTAL SUPPORT	BRANCH ENVIRONMENTAL COORDINATOR	
Agra, Andrea J		Customer Energy Integration NE	Snr Consultant CEI	Worcester	COMMUNITY LIAISON		
Aho, David J		Real Estate Transactions	Mgr Facilities	New England	STAGING SITE MANAGER	BRANCH PLANNING SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Al-Sasah, Rasheed M		Capacity and Continuity	Snr Analyst Service Delivery	New England	IT SUPPORT		
Albano, Michael J		Specialist Supervisor, Resourc	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER		
Alcock, Glenn R		Fleet Maint Worcester B	Snr Supvsr Fleet	New England	FLEET SUPERVISOR		
Aldridge, William B		Field Ops NE Centr Gas WRoxbur	Snr Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY		
Alexander, Richard E		Field Ops NE Centr Gas WRoxbur	Snr Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Ali, Ian F		CMS RI Gas 7	Snr Supvsr CMS	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN ROOM SUPPORT	
Alicea, Cheryl		Program Delivery Operations A	IT BA IT Projects	New England	IT SUPPORT		
Allison, Cory		Damage Prevention NE Gas Bosto	Snr Supvsr Gas Field Ops	New England	GAS DAMAGE PREVENTION	WIRES DOWN FIELD SUPERVISOR	
Alt, Christopher M		Supervisor, Customer Meter Ser	Supvsr CMS	Hopedale	GAS TEAM LEADER/WORK COORDINATOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Amaral, Alfred		USNE CMS	Vice President Gas Field Opera	New England	GAS STATE INCIDENT COMMANDER	GAS STATE OPERATIONS SECTION CHIEF	EXEMPTION
Anand, Prabhjot S		Resource Planning NE	US Dir UK Snr Mgr CPD	Worcester	MEMA LIAISON	BRANCH PLANNING COORDINATOR	
Anderson, Paul E		Complex Construction NE	Enging Mgr CPD	New England	GAS OPERATIONAL RESOURCE COORDINATOR		
Andrade, Carlos M		US Director UK Senior Manager	Asst Assoc Analyst Cust Cntct	Providence	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Andrade, Leonel F		CMS RI Gas 3	Snr Supvsr CMS	Providence	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN ROOM SUPPORT	
Andrew, Elsworth A		Constr NE Gas	Mgr Gas Field Ops	New England	GAS OPERATIONAL RESOURCE COORDINATOR	GAS SECTION DEPUTY	
Andrew, Richard J		Sr Analyst	Snr Technical Inspector Gas Wo	New England	REGULATORY REPORTING ANALYST		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Antiquera, Adriano		IT Infrastructure	US Dir UK Snr Mgr Service Deli	New England	IT SUPPORT		
Appel, Jacqueline		Environmental	Snr Analyst Finance Services	Worcester	LODGING SUPPORT	REGULATORY REPORTING ANALYST	
Arangio, Elizabeth D		Gas Supply Planning	US Dir UK Snr Mgr Energy Tradi	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Archer, Mara B		Specialist Supervisor, Resourc	Snr Permit Coordinator Work Su	New England	GAS RESOURCE UNIT LEADER		
Ardita, Michael P		Field Ops North NE Gas Constr	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR		
Aromando, Anthony P		Customer Improvement	Prin Analyst Proc & Perf Impvm	Worcester	COMMUNITY LIAISON	PUBLIC INFORMATION OFFICER SUPPORT	
Aronson, Christopher S		DGC Lit Env Emp LIPA Comp	Asst General Counsel In House	North Andover	HOTEL AMBASSADOR	BRANCH LIAISON COORDINATOR	
Attuquayefio, Edmund K		Resource Coordination NE	Mgr CPD	New England	GAS RESOURCE UNIT LEADER	GAS SITUATION UNIT LEADER	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Au, Gene T		Proj Eng & Disign NE Public Wo	Snr Eng Gas Plan & Design Eng	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Babington, Amy E		Legal Mgr of Operations	Analyst Controls & Cmplnce	North Andover	HOTEL AMBASSADOR	MEAL SUPPORT	
Bader, Leomary J		Manager DIMP	Enging Mgr Gas Asset Enging	North Andover	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Bailey, Ettay		Sr Supv Operations	Snr Supvsr Gas Field Ops	Providence	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Bailey, Tamela E		Corp Counsel US Comm	Snr Counsel I In House Counsel	Brockton	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE	
Balineni, Anusha		Manager Process and Performanc	Mgr Proc & Perf Reporting	New England	IT SUPPORT		
Barber, Matthew D		IBM App Sup & Dev	Mgr Service Ops	New England	IT SUPPORT		
Bard, Matthew		Project mgmt and Complex Const	Ld Process Mgr Process and Prf	North Andover	HOTEL AMBASSADOR		
Baril, David		US Director UK Senior Manager	Analyst Service Del	Providence	IT STATE COORDINATOR	IT STATE COORDINATOR	IT SUPPORT

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Barkas, John E		Community & Cust Mgmt MA	Lead Pgm Mgr Commty & Cust Mgm	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Barrett, Eileen M		Strategic Sales MA South/RI	Assoc Sales Rep Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Barrett, John F		I&R NE	US Dir UK Snr Mgr Gas Instrum	New England	GAS I&R	ESSENTIAL	
Basham, Sarah A		SHE Performance and Reporting	Snr Eng Environmental Enging	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Baxter, Jeffrey F		Field Ops Centr NE Gas Bos WRo	Snr Supvsr Gas Field Ops	Providence	GAS TEAM LEADER/WORK COORDINATOR		
Bayer, Sean T		Field Ops Centr NE Gas Bos Com	Snr Supvsr Gas Field Ops	Brockton	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Becker, Jane J		Electric Emergency Planning	Prin Pgm Mgr Emergency Plannin	New England	EMERGENCY PLANNING SUPPORT	MUTUAL ASSISTANCE COORDINATOR	
Beers, Christopher D		US Director UK Senior Manager	Lead Analyst Service Del	New England	IT SUPPORT		
Begnal, Nicole A		Project Mgmt Cape & RI	PM Gas CPD	Brockton	GAS DAMAGE ASSESSOR	COMMUNITY LIAISON	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Behr, Dennis M		Liquefier Project	Enging Mgr LNG Pln & Dsgn Eng	Hopedale	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE	DAMAGE ASSESSMENT WORK SUPPORT
Bell, Stephen M		Gas Pipe Regulatory Compliance	US Dir UK Snr Mgr Process Safe	Brockton	REGULATORY LIAISON	BRANCH OPERATIONS COORDINATOR SUPPORT	
Bennett, Gary W		CD Program Management	US Dir UK Snr Mgr Pgmme Mgr	New England	GAS SITUATION UNIT LEADER	WIRES DOWN ROOM LEAD	
Bennett, Steven B		Field Ops South NE Gas Cape	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Bergelson, Gregory		US Director UK Senior Manager	Prin PM IT Projects	Malden/Lynn	IT SUPPORT		
Berndt, Nathan M		Business Systems and Technolog	Lead Analyst Sys Mgmt	Malden/Lynn	HOTEL AMBASSADOR	MEAL SUPPORT	
Berube Jr, Van G		C&I Portfolio Delivery NE	Senior Specialist Project Mana	Worcester	REGULATORY REPORTING LEAD	REGULATORY REPORTING ANALYST	
Betelak, Ryan J		Manager Gas Field Operations	Mgr Gas Field Ops	New England	GAS OPERATIONAL RESOURCE COORDINATOR	STAGING SITE SUPPORT - NE	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Bilsky, Chandra N		Strategic Sales MA South/RI	Snr Rep Sales	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	BRANCH OPERATIONS COORDINATOR SUPPORT
Biron, Stephen P		CMS RI Gas 5	Snr Supvsr CMS	Providence	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Blackmore, Alexandra E		Legal NY Regulatory	US Dir UK SM Asst Gen Cnsl In	New England	EMERGENCY PLANNING SUPPORT		
Blake, Rhonda L		Senior Counsel II	Legal Assistant In House Couns	Hopedale	HOTEL AMBASSADOR		
Blancato, Joseph		Claims Group Svc Co	US Dir UK SM Finance Claims	New England	FINANCE SUPPORT		
Blaney, Arthur M		Channel Sales NE	Snr Rep Sales	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Bleicken, Joshua O		LNG CNG Asset Management	Enging Mgr Gas Asset Enging	Brockton	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Blume, Thomas J		Sr Supv Operations	Snr Supvsr Gas Field Ops	Providence	GAS OPERATIONS SUPPORT	COMMUNITY LIAISON	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Blundell, Stacy M		Major Permits Stakeholder Mgmt	Prin PM Gas CPD	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Bodek, Kristian		Technology C	US Dir UK Snr Mgr Tech & Innov	New England	LODGING SUPPORT		
Bogs, Jacob B		Field Ops South NE Gas Approve	Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	DAMAGE ASSESSMENT DRIVER NE	
Boosahda, Kristen F		Process & Perf - Electric Non-	Prin Analyst Proc & Perf Impvm	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Boossarangi, Ataun		I&R NE Beverly Approver	Lead Supvsr Gas Instrum & Reg	New England	GAS I&R	ESSENTIAL	
Boothapati, Shiny		Delivery UNY	Analyst Res Crdntn	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Borrelli, Christopher P		Senior Supervisor, Security Op	Assoc Analyst Cyber Ops	Hopedale	IT SUPPORT		
Boucher, Francis B		Technical Sales Support NE	Lead Eng Enging Project/Pgm Mg	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Boyd, Michael A		Finance Change Management B	BP Finance BP	Malden/Lynn	FINANCE SUPPORT		
Bracy, Christian		Finance BP IT	Snr Analyst Corp Finance	Malden/Lynn	IT SUPPORT		
Brady, Carissa R		Talent	US Dir UK SM Talent and Divers	Malden/Lynn	COMMUNITY LIAISON	JURISDICTIONAL TEAM	
Branson, Sara E		Performance & Strategy MA	Snr Planner Portfolio Planning	New England	GAS RESOURCE UNIT LEADER	RECONCILIATION COORDINATOR	
Brennan, Timothy J		Reg Strategy & Int Analyst C	US Dir UK SM ISO	North Andover	HOTEL AMBASSADOR	LODGING SUPPORT	
Briggs, Stephanie A		Downstate New York Revenue Req	US Dir UK Snr Mgr Prcng & Rv R	Worcester	COMMUNITY LIAISON		
Brochu, Michael T		NE Facilities Central	Snr Supvsr Facilities	New England	FACILITIES SUPPORT	STAGING SITE SUPPORT - NE	WIRES DOWN ROOM SUPPORT
Brochu, Susan E		Environmental NE	Snr Analyst Environmental Supp	Worcester	ENVIRONMENTAL SUPPORT		
Brougner, Whitney		Manager Customer Energy Manage	Snr Analyst Customer Energy Mg	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Brouwer, Thomas A		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Brown, Faye		Strategic Asset Planning	Enging Mgr Gas Plan & Design E	New England	GAS STATE PLANNING SECTION CHIEF	DAMAGE ASSESSMENT DRIVER NE	
Brown, John H		Assoc Analyst	Software Eng Technical Del	Malden/Lynn	IT SUPPORT		
Brown, Maurice A		Specialist Supervisor, Resourc	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER		
Browne, Kevin M		Field Ops South NE Gas Approve	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	DAMAGE ASSESSMENT DRIVER NE	
Bruno, Michael C		Work Coord Gas NE	Mgr Gas Field Ops	Brockton	GAS RESOURCE UNIT LEADER	WIRES DOWN ROOM SUPPORT	BRANCH POLICE AND FIRE COORDINATOR
Brusco, Nancy A		Fast Track Claims	Lead Rep Claims	New England	LODGING SUPPORT		
Bryant, Thomas A		Fleet & Logistics	Snr Buyer Category Mgmt	New England	FLEET SUPERVISOR		
Bucci, Nicholas E		Professional Services	Analyst Bus Contracts	Hopedale	LODGING SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Buckley, Patrick R		Gas Control NE 2	Mgr GCC Ops	New England	GAS CONTROL	ESSENTIAL	
Burgess, Wayne		Channel Sales NE	Snr Rep Sales	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Burns, Sandra E		Core Functions and Jurisdiction	Mgr Talent Acquisition	Hopedale	HOTEL AMBASSADOR		
Burns, Sarah A		Customer Energy Integration NE	Assoc Consultant CEI	Malden/Lynn	LODGING SUPPORT		
Bush, Kim M		Resource Planning RI	Snr Planner Portfolio Planning	New England	GAS RESOURCE UNIT LEADER	BRANCH POLICE AND FIRE COORDINATOR	
Bush, Mark		Gas Construction Supv	Lead Supv Gas Field Ops	Brockton	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Bushway, Judith A		Complex Claims North & Admin S	Rep Claims	North Andover	HOTEL AMBASSADOR		
Bussard, Anthony		IT Portfolio Management C	Lead PM IT Projects	Malden/Lynn	IT SUPPORT		
Butler, Angelic M		Supervisor, Dispatch	Supv Dispatch	Worcester	COMMUNITY LIAISON	POLICE AND FIRE SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Bynarowicz, Austin G		CD Program Management	Lead Analyst Gas Field Ops	Brockton	GAS OPERATIONS SUPPORT	WIRES DOWN ROOM SUPPORT	BRANCH POLICE AND FIRE COORDINATOR
Caliri, Stephen A		Gas Operations Engineering	Enging Mgr Gas Asset Enging	Hopedale	GAS TECHNICAL SPECIALIST	COMMUNITY LIAISON	
Callanan, Joseph G		SHE Performance and Reporting	US Dir UK Snr Mgr SHER Ass & C	Worcester	STATE ENVIRONMENTAL OFFICER	BRANCH ENVIRONMENTAL COORDINATOR	ENVIRONMENTAL SUPPORT
Cameron, Peter		IT Commercial Ops A2	Snr Analyst Service Delivery	New England	IT SUPPORT		
Camillieri, Pamela M		Shaping Our Future US BMS B	Analyst Business Change	North Andover	IT SUPPORT		
Campbell, Karen A		Manager Accounting	Snr BP Finance Bp	Worcester	HOTEL AMBASSADOR	LODGING SUPPORT	
Canto, Michael J		Field Ops Dorchester 5330	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR		
Capasso, Laura R		NY Budget and Forecasting	Snr BP Finance Bp	Worcester	FINANCE SUPPORT		
Carmichael, Richard A		Fleet Maint Brockton	Snr Supvsr Fleet	Brockton	FLEET SUPERVISOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Carmody, Matthew J		Constr NE Gas North 5330	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Carmody, Patrick F		Internal Compliance	US Dir UK Snr Mgr Ethics & Cmp	Hopedale	COMMUNITY LIAISON		
Carney, Kelly		Customer Process Enablement	VP Customer Solutions	New England	STATE LIAISON OFFICER		
Carriero, Wendy M		Strategic Sales MA South/RI	Lead Rep Sales	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	MUNICIPAL ROOM ANALYST
Carroll, Kathleen M		Manager Customer Connections	Snr Acnt Mgr Customer Connecti	New England	LODGING SUPPORT		
Casna, Deborah A		Strategic Sales MA South/RI	Snr Rep Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Cassel, Jeffrey A		CMS Commercial Point 5110	Snr Supvsr CMS	New England	GAS TEAM LEADER/WORK COORDINATOR		
Castano, Lynn A		IT Commercial Ops B	Mgr Bus Contracts	Malden/Lynn	HOTEL AMBASSADOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Cavicchi, Terrence R		Supv Operations	Supvsr Gas Field Ops	Hopedale	GAS OPERATIONS SUPPORT		
Chabot, Kyle M		Stakeholder Management	Mgr Stkhldr Engmt	Worcester	COMMUNITY LIAISON		
Chalifoux, Jennifer M		Customer Energy Integration NE	Lead Supvsr Customer Connectio	North Andover	COMMUNITY LIAISON		
Chan, Kenneth A		Manager	Lead Analyst Proc & Perf Repor	North Andover	COMMUNITY LIAISON	HOTEL AMBASSADOR	
Chandra, Mona		Cust Energy Management NE Rhod	Prin Analyst Customer Energy M	Worcester	COMMUNITY LIAISON		
Channell, Karen D		Prog Implement Vendor Mgmt & C	Snr Spec Compensation & Benefi	Malden/Lynn	FINANCE SUPPORT		
Charlesworth, Shayne		Supv Operations	Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT		
Chen, Colin B		US Director UK Senior Manager	Eng Gas Plan & Design Eng	Brockton	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Chintalapati, Ravi Kumar		Manager	Snr Data Analyst Mgmt Data Ana	Hopedale	HOTEL AMBASSADOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Ciocca, William		Community & Cust Mgmt MA	Lead Pgm Mgr Commty & Cust Mgm	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Cisternelli, Anthony R		Field Ops Centr NE Gas Waltham	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Clancy, Kathleen L		Pipeline Safety MA	Lead Technical Inspector Gas W	New England	REGULATORY REPORTING LEAD		
Clark, David P		Strategic Account Partnerships	Lead Rep Sales	Hopedale	COMMUNITY LIAISON		
Clark, Misty M		Sr Analyst	Snr Spec New Talent & Skills	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Cleary, Teresa L		Field Ops Centr NE Gas Coml Po	Mgr Gas Field Ops	New England	GAS ON SCENE BRANCH DIRECTOR	DAMAGE ASSESSMENT WORK SUPPORT	GAS ON SCENE BRANCH DIRECTOR
Cobuzzi, Diane D		Exec Asst to Band B	Executive Assistant to Band A	Malden/Lynn	HOTEL AMBASSADOR		
Codere-Lopez, Lisa L		Reliability Compliance	Lead Analyst Comp Tr & Dev ECC	North Andover	FINANCE SUPPORT	BRANCH POLICE AND FIRE COORDINATOR	POLICE AND FIRE SUPPORT

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Cody, Anna J		Options Solutions Engineering	Snr Data Analyst Mgmt Data Ana	Worcester	REGULATORY REPORTING ANALYST		
Cole, Andrew J		Environmental NE	Lead Env Scrstst Env & Sustnblt	New England	ENVIRONMENTAL SUPPORT		
Coleman, Travis J		US Director UK Senior Manager	Lead BP IT	Worcester	COMMUNITY LIAISON		
Collins, Brad M		Gas Operations Engineering	Eng Gas Asset Enging	Brockton	GAS TECHNICAL SPECIALIST		
Collins, Kenneth J		Gas Connections NE Central	Snr Rep Customer Connections	Brockton	COMMUNITY LIAISON		
Collison, Mark A		Finance BP IT	US Dir UK Snr Mgr Finance BP	New England	STATE FINANCE SECTION CHIEF		
Colliton, Robert H		Supv Operations	Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	DAMAGE ASSESSMENT PATROLLER	
Colpitts, Michael S		Damage Prevention NE Gas	Snr Supvsr Gas Field Ops	New England	GAS DAMAGE PREVENTION	WIRES DOWN FIELD SUPERVISOR	
Conley, John P		IT Commercial Supplier Mgmt	VP Commercial IT	Brockton	IT EVENT COORDINATOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Conlon, Andrew		US Director UK Senior Manager	Eng Gas Plan & Design Eng	Hopedale	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Connell, Jonroy A		City State Construction	Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT		
Connolly, Kathleen		Manager Accounting	Snr BP Finance Bp	Worcester	COMMUNITY LIAISON		
Conroy, Brian		Lead Project Manager	Lead PM IT Projects	New England	IT SUPPORT		
Constable, Spencer		Digital Security & Risk E 1	Analyst Business Cmplnce	Brockton	IT SUPPORT		
Cook, Andrew B		Vendor Performance	Snr Analyst Vendor Performance	New England	LODGING SUPPORT		
Cook, Colleen C		Internal Audit SHE US A	Lead Auditor Finance & Risk	Providence	FIELD SAFETY SUPPORT		
Coombs, Matthew J		US Director UK Senior Manager	US Dir UK Snr Mgr Eng Gas Plan	Worcester	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE	
Cooper, Michael L		US Dir UK Snr Mgr Tech & Innov	US Dir UK Snr Mgr Tech & Innov	New England	MEAL SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Cooper, Tammy L		Digital Security & Risk G	US Dir UK Snr Mgr Sltn Dvlpmnt	New England	IT SUPPORT		
Core, Obed		Field Ops North NE Gas Maint M	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Costa, Andrea B		US Director UK Senior Manager	US Dir UK Snr Mgr BP IT	New England	IT EVENT COORDINATOR	IT SUPPORT	
Costigan, William E		Field Ops North NE Gas Directo	US Dir UK Snr Mgr Gas Field Op	New England	GAS STATE OPERATIONS SECTION CHIEF	GAS ON SCENE BRANCH DIRECTOR	GAS STATE INCIDENT COMMANDER
Costopoulos, Matthew J		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	New England	GAS OPERATIONS SUPPORT		STAGING SITE SUPPORT - NE
Cote, Randall N		Manager Customer Connections	Lead Acnt Mgr Customer Connect	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Cotting, Brian J		Senior Technical Inspector Gas	Snr Technical Inspector Gas Wo	New England	GAS DISPATCH AND SCHEDULING		
Coutu, Gregory S		CMS Rivermoor - Team A	Snr Supvsr CMS	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Covitz, Daniel M		Field Safety	Spec Fld Sfty	Hopedale	FIELD SAFETY SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Crayne, Michael O		Lead Eng Supv-Operations	Lead Eng Enging Project/Pgm Mg	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Crompton, John J		CMS RI Gas 4	Snr Supvsr CMS	Providence	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Croteau, Thomas O		Channel Sales NE	Snr Rep Sales	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Crowley, Gerard D		Gas Connections NE Central	Snr Rep Customer Connections	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Cullum, Alexandra		Finance BP - IT	Lead BP Finance Bp	New England	FINANCE SUPPORT		
Cullum, Andrew		Senior Technical Inspector Gas	Snr Technical Inspector Gas Wo	Malden/Lynn	IT SUPPORT		
Cummings, William		FBP - Business Services	BP Finance BP	Malden/Lynn	FINANCE SUPPORT		
Currie, John B		Gas Business Planning	US Dir UK Snr Mgr Proc & Perf	Worcester	MEMA LIAISON	STATE FINANCE SECTION CHIEF	FINANCE SUPPORT
Curry, Kevin J		CMS Lowel 5110	Lead Supvsr CMS	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
D'Ambra, Debra		Senior Supervisor, Customer Co	Snr Supvsr Cust Cntct	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
DaRosa, Nathan M		Business Planning & Performanc	Prin Planner Capital Project P	Brockton	STATE SAFETY AND HEALTH OFFICER	BRANCH SAFETY AND HEALTH COORDINATOR	
Dagher, Fouad		Customer Innovation	US Dir UK Snr Mgr Tech & Innov	Malden/Lynn	STATE LIAISON OFFICER	DAMAGE ASSESSMENT PATROLLER NE	
Daigle, Eric M		Capacity and Continuity	Lead Analyst Service Del	North Andover	IT EVENT COORDINATOR		
Dalo, Michael J		Customer Response Ctr CRC	Assoc Analyst Cust Response	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Davis, Atania E		US Director UK Senior Manager	Snr Software Eng Technical Del	North Andover	IT SUPPORT		
Day, Alexander J		Pressure Regulating Eng A	Enging Mgr Gas Asset Enging	North Andover	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
De Lillo, Chris		US IT Planning & Performance C	Mgr Proc & Perf Reporting	Malden/Lynn	HOTEL AMBASSADOR		
DeFazio, Richard		CMS RI Elec 5	Snr Supvsr CMS	Providence	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN ROOM LEAD	WIRES DOWN ROOM SUPPORT
DeFrancisco, Luke J		Business Systems and Technolog	Snr Analyst Sys Mgmt	Providence	COMMUNITY LIAISON	HOTEL AMBASSADOR	MUNICIPAL ROOM SUPPORT
DeGon, Nicholas J		CMS Brockton 5110	Supvsr Gas Field Ops	Worcester	GAS TEAM LEADER/WORK COORDINATOR		
DeSousa, Kristin L		VP Customer Delivery	VP Customer Delivery	New England	JURISDICTIONAL TEAM	STATE LIAISON OFFICER	
DeWolff, Christie M		Gas Operations Engineering	Eng Gas Asset Enging	New England	GAS TECHNICAL SPECIALIST	WAREHOUSE MATERIAL HANDLER	
Deangelis, Johnathan L		CMS Malden_A Team	Supvsr CMS	Malden/Lynn	GAS TEAM LEADER/WORK COORDINATOR		
Deibler, Leonard M		Digital Channel Performance	Prin Program Mgr Customer Stra	New England	SOCIAL MEDIA		
Dejesus, Michael J		Elec Service Connections	Snr Rep Customer Connections	Providence	MEAL COORDINATOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Delahajj, Beth E		Evaluation Measurement & Verifi	Mgr Eval Meas & Ver	Malden/Lynn	HOTEL AMBASSADOR	MEAL SUPPORT	
DellaCamera, Anthony S		Pressure Regulating Eng A	Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR		
Demelo, Phillip S		Supervisor Gas Field Operation	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN ROOM SUPPORT	
Demers, Polina V		FERC Revenue Requirements	Snr Analyst Prcng & Rv Rq	Worcester	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	
Denoncourt, Mitchell		Field Safety	Spec Fld Sfty	North Andover	FIELD SAFETY SUPPORT		
Depina, Jose L		Manager Security Services	Mgr Security Services	New England	SECURITY SUPPORT		
Dezotell, Jason W		Gas Field Ops - Waltham	Supvsr Gas Field Ops	Hopedale	GAS TEAM LEADER/WORK COORDINATOR		
DiLorenzo, Stephen P		Constr NE Gas 5110 f	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Diaz, Dilena L		Global Hd Program Assurance Ch	Mgr Change Del	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	BRANCH POLICE AND FIRE COORDINATOR
Diaz, Olga		Construction NE	Assoc Planner Capital Project	New England	MEAL SUPPORT		
Dion, Thomas R		Manager Customer Connections	Lead Acnt Mgr Customer Connect	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Diorio, Ronald J		Grid & Network Comms	Prin Eng Enging Project/Pgm Mg	Worcester	COMMUNITY LIAISON		
Diorio, William C		NE Safety Electric	Snr Spec Fld Sfty	New England	FIELD SAFETY SUPPORT	BRANCH SAFETY AND HEALTH COORDINATOR	
Dobson, Teresa A		CEI Application Development	Snr Spec CEI	New England	MEAL SUPPORT	RECONCILIATION COORDINATOR	
Doherty, John E		I&R NE Approver A	Lead Supvsr Gas Instrum & Reg	New England	GAS I&R	ESSENTIAL	
Doherty, Kellie M		Environmental NE 2	Lead Env Scntst Env & Sustnblt	New England	ENVIRONMENTAL SUPPORT		
Doherty, Kevin W		Field Ops North NE Gas Maint L	Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Doherty, William F		Field Ops North NE Gas Maint B	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Dominguez, Damaris		US Director UK Senior Manager	Lead Advocate Cust Cntct	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Donaher, Courtney R		Supv Operations	Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	DAMAGE ASSESSMENT DRIVER NE	
Donoghue, William F		Finance Technology Enablement	US Dir UK Snr Mgr Tech Enabl	Worcester	COMMUNITY LIAISON		
Donovan, Kathleen A		HRBP Customer & BPP	US Dir UK Snr Mgr BP HR	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	BRANCH POLICE AND FIRE COORDINATOR
Donovan, Mark		Strategic Account Partnerships	Lead Rep Sales	Worcester	COMMUNITY LIAISON	AREA COMMUNITY LIAISON COORDINATOR	
Dowdall, Loretta A		US Director UK Senior Manager	US Dir UK Snr Mgr Service Deli	New England	IT STATE COORDINATOR	IT SUPPORT	IT EVENT COORDINATOR

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Dowling, Desmond J		Real Estate Transactions	Rep Real Estate	Worcester	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT	
Downey, Amanda C		Process Performance & Complian	US Dir UK Snr Mgr Proc & Perf	Hopedale	HOTEL AMBASSADOR	LODGING SUPPORT	
Doyle, Daniel		Representative	Rep Customer Connections	Hopedale	HOTEL AMBASSADOR		
Doyle, Kerrie A		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	Malden/Lynn	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	
Doyon, Nancy		Sales Processing A	Analyst Proj Mgmt	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM ANALYST	
Dreiker, Robert A		Gas Operations Engineering	Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Drew, Kathleen F		Sr Supv Operations	Snr Supvrs CMS	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN ROOM SUPPORT	
Drummey, Brian F		Field Ops Centr NE Gas WestRox	Lead Supvrs Gas Field Ops	Hopedale	GAS SECTION DEPUTY	GAS TEAM LEADER/WORK COORDINATOR	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Drury, Melissa		Complex Project Mgmt NE	Snr PM Electricity CPD	Brockton	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	
Dugan, Rachel K		New Energy Innovation	Snr Analyst Tech & Innovation	Worcester	MEAL SUPPORT		
Duggan, Peter J		Strategic Sales MA South/RI	Mgr Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Dumont, William J		Major Incident Management US	Mgr Service Ops	New England	IT SUPPORT		
Dunham, Jeffrey B		Strategic Sales MA South/RI	Lead Rep Sales	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Dunn, Thomas A		Field Ops Centr NE Gas Waltham	Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR		
Dunster, Sylvia J		Project Mgmt and Complex Const	US Dir UK Snr Mgr Proc & Perf	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Duprey, Kimberly F		CMS Waltham-2	Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Duquette, Stephen M		Process & Perf - Electric Non-	Prin Analyst Proc & Perf Impvm	Worcester	REGULATORY REPORTING LEAD	BRANCH PLANNING SUPPORT	BRANCH PLANNING COORDINATOR
Durcan-Cuddy, Diana M		Work Coordinator	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER		
Dwyer, Ina		Specialist Supervisor, Resourc	Snr Coordinator Res Crdntn	Brockton	GAS RESOURCE UNIT LEADER	BRANCH POLICE AND FIRE COORDINATOR	
Easterly, Patricia C		NE Performance & Planning	US Dir UK Snr Mgr Proc & Perf	Worcester	COMMUNITY LIAISON	STATE FINANCE SECTION CHIEF	
Ebert, Gregory W		Supervisor, Gas Instrumental a	Supvsr Gas Instrum & Reg	Brockton	GAS I&R		
Ebner, Brent J		Corp Asset Performance	Prin Spec Fleet	New England	FLEET ADMIN SUPPORT		
Eburn, Michelle L		Residential Team	Snr Mktg Analyst Mktg	North Andover	COMMUNITY LIAISON	HOTEL AMBASSADOR	
Eddy, Joseph P		Proj Eng & Design NE LNG	Snr Eng Gas Plan & Design Eng	Providence	GAS SUPPLY UNIT LEADER	DAMAGE ASSESSMENT DRIVER NE	
Eddy, William J		Field Ops Centr NE Gas Braintr	Mgr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Edmands, Jesse		Site Investig&Remed Admin NE	Lead Pgm Mgr SIR	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Eichhorst, Courtney L		Retail Regulatory Strategy B	Lead Analyst Reg Dlrvy & Strt	New England	LODGING SUPPORT		
Elkin, Kasey M		Gas Operations Engineering	Assoc Eng Gas Asset Enging	Malden/Lynn	GAS TECHNICAL SPECIALIST		
ElseMiller, Sharon		IT Infrastructure	Lead Analyst Service Del	Hopedale	IT SUPPORT		
Emmanuel, Adelaja I		Gas Project Estimating NE	Estimator Estimating	Malden/Lynn	HOTEL AMBASSADOR		
English, Christopher D		Field Ops North NE Gas	Mgr Gas Field Ops	New England	GAS ON SCENE BRANCH DIRECTOR	GAS STATE OPERATIONS SECTION CHIEF	WIRES DOWN FIELD SUPERVISOR
Enis, Paul J		Strategic Account Partnerships	Lead Rep Sales	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Enos, Gail		Fast Track Claims	Rep Claims	Providence	HOTEL AMBASSADOR		
Falls, Jonathan		Resource Planning MA	Mgr Portfolio Planning	Hopedale	GAS SITUATION UNIT LEADER	GAS RESOURCE UNIT LEADER	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Fang, Tommy		Resource Planning RI	Lead Planner Portfolio Plannin	Brockton	GAS SITUATION UNIT LEADER	DAMAGE ASSESSMENT DRIVER NE	
Feleciano, Evan R		Field Ops North NE Gas Constr	Snr Supvsr Gas Field Ops	Malden/Lynn	GAS OPERATIONS SUPPORT		
Fernandes, Jacen C		Senior Technical Inspector Gas	Snr Technical Inspector Gas Wo	New England	GAS DAMAGE PREVENTION	WIRES DOWN FIELD SUPERVISOR	
Ferrandino, Stephanie J		Control & Integration NE	Eng Elec Plan & Design	Hopedale	HOTEL AMBASSADOR		
Ferranti, Chris A		Senior Engineer Gas Planning a	Snr Eng Gas Plan & Design Eng	Providence	GAS DAMAGE ASSESSOR	WIRES DOWN ROOM SUPPORT	
Ferris, Gerald B		Distr Field Eng NE West	Lead Eng Elec Asset Mgmt	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Fichera, Laurie		Gas Connections NE North	Rep Customer Connections	New England	GAS OPERATIONS SUPPORT	WIRES DOWN ROOM LEAD	
Finneral, Thomas J		Resource Planning NE	US Dir UK Snr Mgr Portfolio PI	New England	GAS STATE PLANNING SECTION CHIEF	GAS SITUATION UNIT LEADER	
Fitzgerald, Peter F		Corporate Finance	VP Hd of Fnnc Bsns Prtnrng	New England	FINANCE SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Fitzgerald, Thomas W		Mgr Comp Tr & Dev ECC Ops	Snr Analyst Distribution ECC O	Hopedale	COMMUNITY LIAISON		
Fitzpatrick, James J		Senior Technical Inspector Gas	Snr Technical Inspector Gas Wo	New England	REGULATORY REPORTING ANALYST	STAGING SITE SUPPORT - NE	GAS TEAM LEADER/WORK COORDINATOR
Flaherty, Paul W		DNY Planning Budgeting & Forec	Snr BP Finance Bp	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Floyd, Michael J		Constr NE Gas North	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Flynn, Andrea J		Constr NE Gas Central 5110	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Flynn, Brandon W		Gas Operations Engineering	Eng Gas Asset Enging	New England	GAS TECHNICAL SPECIALIST		
Flynn, Hilary		Dir Business Development	US Dir UK Snr Mgr Business Dev	New England	LODGING SUPPORT		
Foley, James E		Labor & Emp Relations NE	Prncpl Prgm Mngr Lbr and Empl	Worcester	STATE HUMAN RESOURCES SECTION CHIEF	WIRES DOWN ROOM LEAD	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Folgo, Bryan		Field Ops South NE Gas 5110	Supvsr Gas Field Ops	Providence	GAS TEAM LEADER/WORK COORDINATOR		
Forleo, Steven J		US Academy Gas Training A	Snr Instructor Talent Mgmt & D	New England	GAS TEAM LEADER/WORK COORDINATOR		
Fortwengler, Sarah		Representative	Rep Customer Connections	New England	MEAL SUPPORT		
Foster, Barry J		Prin Engineer	Prin Eng Gas Asset Enging	Providence	GAS SUPPLY UNIT LEADER	DAMAGE ASSESSMENT PATROLLER NE	STORM ROOM SUPPORT
Fowler, Keith R		Finance Change Management	US Dir UK Snr Mgr Corp Finance	New England	FINANCE SUPPORT		
Freda, Domenick		IT Portfolio Management C	Lead PM IT Projects	Worcester	IT SUPPORT		
Freeman, Susan B		Process Enablement	Snr Spec Proc & Perf Impvmnt	Worcester	COMMUNITY LIAISON	STORM ROOM SUPPORT	COMMUNITY LIAISON
Freeman, Tonya D		Work Coord NE Gas	Spec Supvsr Res Crdntn	New England	GAS RESOURCE UNIT LEADER	POLICE AND FIRE SUPPORT	
Fresolone, Elizabeth A		RE Energy Del Support-NE South	Mgr Facilities	New England	LODGING SUPPORT	BRANCH PLANNING SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Fricchione, Lee M		Gas Materials and MRO	Lead Buyer Category Mgmt	Worcester	COMMUNITY LIAISON	PROCUREMENT SUPPORT	
Fromm, Walter F		Capital Deliver Gas	VP Gas Cap D	New England	MEMA LIAISON	GAS STATE INCIDENT COMMANDER	EXEMPTION
Furlo III, Frank A		Digital Security & Risk C1	Snr Analyst Security Ops	Hopedale	IT SUPPORT		
Galaburda, Daniel		Legal NE Regulatory	US Dir UK SM Asst Gen Cnsl In	New England	REGULATORY REPORTING ANALYST	LODGING SUPPORT	
Galvin, Colin A		Representative	Rep Customer Connections	Brockton	HOTEL AMBASSADOR		
Gambale, Christopher J		Field Ops North Beverly 5110	Snr Supvrs Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	DAMAGE ASSESSMENT PATROLLER	
Ganem, Robert A		Gas Meter Services NE Sou	Lead Supvrs CMS	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Garbarino, Andrew J		Manager, Corporate Finance	Snr BP Finance Bp	Worcester	STATE FINANCE SECTION CHIEF		
Garnick, Lea		Gas Operations	Executive Assistant to Band A	Malden/Lynn	HOTEL AMBASSADOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Gatland, Christopher D		IT Portfolio Management B	Lead PM IT Projects	Hopedale	COMMUNITY LIAISON		
Gauthier, Lien		Lead Technical Inspector Gas W	Lead Technical Inspector Gas W	New England	GAS SITUATION UNIT LEADER	WIRES DOWN FIELD SUPERVISOR	
Gavula, David L		Gas Construction SE-2	Mgr Gas Field Ops	New England	GAS OPERATIONAL RESOURCE COORDINATOR	GAS SITUATION UNIT LEADER	
Geary, William J		NE South Cape Cod	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Gemmell, Brian D		Trans Plannings & Asset Mgmt	VP Trnsmsn Asset Mgmt Plan & D	New England	JURISDICTIONAL TEAM		
Georgacopoulos, Artie P		Gas Construction NE Director	US Dir UK Snr Mgr Gas Field Op	Brockton	GAS STATE OPERATIONS SECTION CHIEF	GAS STATE INCIDENT COMMANDER	BRANCH POLICE AND FIRE COORDINATOR
George, Adam W		Gas Project Estimating NE	Snr Estimator Estimating	Providence	STAGING SITE MANAGER	SEAL ANALYST	
George, Zachary		Manager Systems and Requiremen	Associate Analyst Bck Off Sys	New England	IT SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Gerrior, Rosemarie		Training Delivery	Instructor Cust Cntct	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Ghatak, Goutam		US Director UK Senior Manager	Lead Architect Application	Hopedale	IT SUPPORT		
Gibbons, David P		Cust Energy Management NE Mass	Prin Analyst Customer Strategy	Hopedale	COMMUNITY LIAISON	HOTEL AMBASSADOR	MEAL SUPPORT
Giblin, Michael D		US Business Resilience	Lead Pgm Mgr Business Resilien	Malden/Lynn	EMERGENCY PLANNING SUPPORT		
Giles, David C		Field Ops Centr NE Gas Bos 533	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Gillis, Jennifer L		Pipeline Safety MA	Lead Analyst Gas Asset Enging	New England	REGULATORY REPORTING LEAD	WIRES DOWN ROOM LEAD	
Gingras, Patricia A		Gas Connections NE North	Snr Acnt Mgr Customer Connecti	Worcester	HOTEL AMBASSADOR	LODGING SUPPORT	
Girard, Tyrone W		Field Ops South NE Gas Cumberl	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	DAMAGE ASSESSMENT DRIVER NE	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Giudice, David M		Digital Security & Risk A	US Dir UK Snr Mgr Security Ser	New England	IT SUPPORT		
Givens, Sheri S		Retail Regulatory Strategy	VP Head of Regulatory Strategy	Hopedale	STATE LIAISON OFFICER		
Glass, Jonathan A		Dir Business Development	US Dir UK Snr Mgr Business Dev	Worcester	COMMUNITY LIAISON		
Gluck, Steven		US Academy Gas Training A	Snr Instructor Talent Mgmt & D	New England	GAS TEAM LEADER/WORK COORDINATOR		
Golden, Ryan C		Lead Supervisor Gas Field Oper	Lead Supvsr Gas Field Ops	Brockton	GAS DAMAGE PREVENTION		
Goldfarb, Jared		US Director UK Senior Manager	US Dir UK Snr Mgr Corp Finance	Malden/Lynn	FINANCE SUPPORT	STATE FINANCE SECTION CHIEF	
Goodwin, Robert J		NE Facilities MerrVal NAn	Lead Supvsr Facilities	New England	FACILITIES SUPPORT	STAGING SITE MANAGER	
Gorman, Bess B		NE Siting	US Dir UK SM Asst Gen Cnsl In	North Andover	COMMUNITY LIAISON	HOTEL AMBASSADOR	LODGING SUPPORT
Gosline, Dorothy A		Manager Technical Delivery	Lead IT BA IT Projects	Malden/Lynn	IT SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Gossage, Andrea		Community & Customer Mgmt	Prin Pgm Mgr Commty & Cust Mgm	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Gothie, Madeline G		US Pension Delivery	US Dir UK Snr Mgr Pension	Worcester	COMMUNITY LIAISON		
Gould, Robert P		Field Ops North NE Gas Maint D	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Govathoti, Dheeraz		Prin Consultant	Lead PM IT Projects	New England	IT SUPPORT		
Grant, Kate		New England Revenue Requiremen	Prin Spec Stkhldr Engmt	Providence	REGULATORY LIAISON		
Gray, Merin E		PMO & Assurance	US Dir UK Snr Mgr PMO	North Andover	COMMUNITY LIAISON	HOTEL AMBASSADOR	
Greco, Katie		AGC Real Estate	Senior Counsel In House Couse	North Andover	COMMUNITY LIAISON		
Greene, Elizabeth M		Site Investig&Remed Admin NE	Mgr SIR	Malden/Lynn	COMMUNITY LIAISON	BRANCH ENVIRONMENTAL COORDINATOR	ENVIRONMENTAL SUPPORT
Gregory, Jonathan L		Gas Control NE 2	Lead Analyst GCC Ops	New England	GAS CONTROL	ESSENTIAL	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Griffin, Susan H		Comm&Cust Mgmt MA3	Prin Pgm Mgr Commty & Cust Mgm	North Andover	COMMUNITY LIAISON		
Guerin, Michael E		Real Estate	Mgr Facilities Relationship	New England	STAGING SITE MANAGER	STAGING SITE SUPPORT - NE	SEAL ANALYST
Gunter, Sean		Dispatch NE	Mgr Dispatch	New England	GAS DISPATCH AND SCHEDULING		
Gurnett, Nigel T		Internal Audit SHE US A	Lead Auditor Finance & Risk	Malden/Lynn	HOTEL AMBASSADOR		
Gurney, Adrienne F		Equip and Commissioning Engine	Crdrtr Elec Const & Maint Engi	New England	LODGING COORDINATOR		
Gurney, Kenneth A		Fleet Maint Worcester	Snr Supvsr Fleet	New England	FLEET SUPERVISOR		
Hagopian, Charles G		Dispatch MA Gas - Team A	Ld Supervisor Dispatch	New England	GAS DISPATCH AND SCHEDULING	WIRES DOWN ROOM SUPPORT	
Hall, Moira		Sales Processing A	Analyst Proj Mgmt	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Halnen, David M		CMS Waltham West St 5330c	Supvsr CMS	New England	GAS TEAM LEADER/WORK COORDINATOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Handy, Larry		Field Ops North NE Gas Constr	Snr Supvrs CMS	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Haney, Michael J		Specialist Supervisor, Resourc	Snr Permit Coordinator Work Su	New England	GAS RESOURCE UNIT LEADER		
Hanlon, John E		Project Mgmt BGC & Lowell	Mgr CPD PM	Worcester	GAS SITUATION UNIT LEADER	COMMUNITY LIAISON	
Harrison, Jon		Credit & Collections	US Dir UK Snr Mgr Finance Serv	New England	FINANCE SUPPORT		
Hartwick, Carl		Community & Customer Mgmt	Pgm Mgr Commty & Cust Mgmt	Worcester	COMMUNITY LIAISON		
Haschig, Brian M		Service Portfolio	Prin Product Owner Infrastruct	Worcester	LODGING SUPPORT		
Hassell, Carol		US Prof Dev & Design	Manager Talent Mgmt and Dev	Malden/Lynn	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	
Hassell, Faith E		Comm&Cust Mgmt MA3	Snr Pgm Mgr Commty & Cust Mgmt	Malden/Lynn	COMMUNITY LIAISON		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Hatch, Dana		CMS Malden	Snr Supvsr CMS	Brockton	GAS TEAM LEADER/WORK COORDINATOR	DAMAGE ASSESSMENT DRIVER NE	
Hearns, Katherine A		Performance	US Dir UK Snr Mgr Proc & Perf	Worcester	JURISDICTIONAL TEAM	SYSTEM LOGISTICS OFFICER	
Held, Edward R		Inventory Management Mgmt	Snr Analyst Inventory Mgmt	New England	FINANCE SUPPORT	TRANSMISSION LOGISTICS/REPORTING/FINANCIAL SUPPORT COORDINATOR	
Hermanowski, Jessica L		Sales Processing A	Coordinator Project Mgmt	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Herring, Mark E		Gas Connections NE North	Snr Acnt Mgr Customer Connecti	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Hickey, Michael J		AGC Real Estate	Snr Counsel II In House Course	Worcester	COMMUNITY LIAISON	HOTEL AMBASSADOR	LODGING SUPPORT
Higgins, Paula		EMS / OMS Program Sub Org Unit	Prin PM IT Projects	Malden/Lynn	IT SUPPORT		
Hilbrunner, Michael E		Proj Eng & Disign NE Public Wo	Eng Gas Plan & Design Eng	North Andover	HOTEL AMBASSADOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Hilbrunner, William H		Fleet Services	US Dir UK Snr Mgr Mgr Fleet	New England	FLEET LEAD		
Hill, Pamela E		Community & Customer Mgmt	Snr Pgm Mgr Commty & Cust Mgmt	Worcester	COMMUNITY LIAISON		
Hill, Terron P		Asset Development	US Dir UK Snr Mgr Proc & Perf	Worcester	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE	
Hiremath, Sheela		Lead Software Engineer	Lead Software Eng Technical De	New England	IT SUPPORT		
Hitchcock, Scott E		I&R NE Boston 5110	Lead Supvsr Gas Field Ops	New England	GAS I&R	ESSENTIAL	
Hitt, Kathleen P		Business Process & Project Man	Prin Analyst Proc & Perf Impvm	Providence	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT	
Hitti, Nabil E		US Business Development D	US Dir UK Snr Mgr Business Dev	New England	MEMA LIAISON	COMMUNITY LIAISON	
Hoffman, Tyler		Proc Systems	Mgr Proc & Perf Impvmnt	Malden/Lynn	IT SUPPORT		
Hogg, Corey J		Engineer Manager	Eng Gas Plan & Design Eng	Hopedale	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Hollinger, Patricia D		People Enablement Capabilities	Lead Analyst People Enablement	North Andover	HOTEL AMBASSADOR		
Hopkins, James E		NE Safety Electric	Snr Spec Fld Sfty	Providence	FIELD SAFETY SUPPORT		
Horowitz, Philip C		Budget and Forecasting - Opera	Mgr Finance Bp	New England	FINANCE SUPPORT		
Houston, Dale E		Supervisor, Customer Meter Ser	Supvsr CMS	North Andover	GAS TEAM LEADER/WORK COORDINATOR	GAS SECTION DEPUTY	
Howe, Kimberly		Senior Supervisor, Dispatch	Snr Supvsr Dispatch	Worcester	GAS DISPATCH AND SCHEDULING		
Howes, Ashley A		Performance & Strategy MA	Planner Portfolio Planning	Worcester	COMMUNITY LIAISON		
Huang, Dennis		Business Partner - FERC	Snr BP Finance Bp	Worcester	COMMUNITY LIAISON		
Hubley, Adrian A		Community & Customer Mgmt	Snr Pgm Mgr Commty & Cust Mgmt	Hopedale	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT	
Huck, Mark J		Manager Gas Field Operations	Mgr Gas Field Ops	Brockton	GAS SECTION DEPUTY	WIRES DOWN ROOM SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Hughes, James L		Engineer Manager	Enging Mgr Gas Asset Enging	Hopedale	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE	
Hunt, Laeyeng H		Resource Planning RI	Mgr Portfolio Planning	Providence	GAS STATE PLANNING SECTION CHIEF	HOTEL AMBASSADOR	GAS RESOURCE UNIT LEADER
Hunter, Carolyn A		Finance Systems & Requirements	Lead Analyst Sys & Requirement	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Iannuccilli, Karen A		Oper Tech Cyber Security	Manager IT Security Services	New England	IT SUPPORT		
Ilair, Jonas		Project Ops and Design NE Pipe	Snr Eng Gas Plan & Design Eng	New England	GAS DAMAGE ASSESSOR		
Isberg, John F		Customer Sales and Solutions	VP Customer Solutions	New England	STATE LIAISON OFFICER		BRANCH LIAISON COORDINATOR
Iseler, David G		Projects Eng & Design NE	US Dir UK Snr Mgr GP&E	Malden/Lynn	REGULATORY LIAISON	MEMA LIAISON	
Ivey, Ray H		Complex Construction NE 2	Prin Category Mgr Category Mgm	New England	GAS OPERATIONAL RESOURCE COORDINATOR		DAMAGE ASSESSMENT DRIVER NE

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Jacks, Brittney		Resource Planning NE	Data Analyst Mgmt Data Analsi	Hopedale	HOTEL AMBASSADOR		
Jackson, Christopher		Dir Process & Performance	US Dir UK Snr Mgr Proc & Perf	Malden/Lynn	LODGING SUPPORT		
Jackson, John E		US Dir UK Snr Mgr Security Ser	Lead Spec Physical Security	New England	STATE SECURITY OFFICER	SYSTEM SECURITY OFFICER	BRANCH SECURITY COORDINATOR
Jackson, Katherine M		Process Improve - Electric Non	Ld Process Mgr Process and Prf	North Andover	HOTEL AMBASSADOR		
Jaramillo, Ricardo R		US Director UK Senior Manager	US Dir UK Snr Mgr Cust Cntct C	New England	CUSTOMER CONTACT CENTER LEAD		
Jenks, Travis R		Channel Sales NE	Snr Rep Sales	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Jenson, Robert K		CMS Malden 1 5330	Supvsr CMS	Worcester	GAS TEAM LEADER/WORK COORDINATOR		
Jewett, Alan D		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	Worcester	COMMUNITY LIAISON		
Johnson, Steve M		Fleet Maint North Andover	Snr Supvsr Fleet	North Andover	FLEET SUPERVISOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Johnston, Jamie M		Pipeline Safety MA	Snr Technical Inspector Gas Wo	Worcester	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT	
Joiner, Keyette K		CEI Application Development	Snr Spec CEI	New England	LODGING SUPPORT	WIRES DOWN ROOM SUPPORT	
Jones, Michael W		Manager, Compliance Training a	Mgr Comp Tr & Dev ECC Ops	Worcester	COMMUNITY LIAISON		
Joseph, Andrew		Constr NE Gas North	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Kailey, Emily N		Strategic Account Partnerships	Pgm Mgr CEI	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Kailey, Jake L		Global Hd Program Assurance Ch	Analyst Proc & Perf Reporting	New England	FIELD SAFETY SUPPORT		
Kamal, Shimat		Comm&Cust Mgmt MA3	Pgm Mgr Commty & Cust Mgmt	North Andover	COMMUNITY LIAISON		
Kamat, Omesh K		Gas Operations Engineering	Snr Eng Gas Asset Enging	New England	GAS TECHNICAL SPECIALIST		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Kaps, Christopher E		NE Safety Electric	Spec Fld Sfty	North Andover	FIELD SAFETY SUPPORT		
Karlin, John		Technical Sales Support NE	Lead PM Proj Mgmt	Worcester	COMMUNITY LIAISON		
Kashmanian, John R		Supv Operations	Supvsr Gas Field Ops	Worcester	GAS OPERATIONS SUPPORT		
Katsh, Gideon N		Mgr Comp Tr & Dev ECC Ops	Mgr CPD	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Kazmierczak, Karen M		Capacity Planning	Mgr Res Crdntn	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Keany, John F		Reliability Compliance	Ld Prog Mgr Comp Train and Dev	New England	IT SUPPORT		
Keeffe, Andrea G		Legal NY Regulatory	Senior Counsel In House Counse	New England	EMERGENCY PLANNING SUPPORT		
Keller, Alyssa		US Director UK Senior Manager	US Dir UK Snr Mgr Cust Comms &	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Kelley, Mary T		Strategic Sales MA South/RI	Lead Rep Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Kendrick, Abeni A		US Communications and Policy	Lead Pgm Mgr US Cmms Prg Mgmt	Brockton	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	
Kennedy, Kelsey J		Campus to Careers	Spec Talent Acquisition	Hopedale	HOTEL AMBASSADOR		
Kennedy, Rachel A		Field Ops Braintree 5330	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Kennedy, Robert P		CMS Braintree Rivermoor	Lead Supvsr CMS	Brockton	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN ROOM LEAD	WIRES DOWN ROOM SUPPORT
Kerivan, Paul D		CMS North & Cent Gas 5330	Lead Supvsr CMS	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Kerr, Darrell R		Software Procurement	Mgr Category Mgmt	Worcester	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT	
Ki, Patrick		Portfolio SAP Enterprise C	Lead Architect Application	Malden/Lynn	IT SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Kilcullen, Sean		Field Ops North NE Malden 5110	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Killion, Jennifer A		RE Energy Del Support-NE	Snr Rep Real Estate	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Kim, Chae Won		Customer Energy Integration NE	Assoc Consultant CEI	Worcester	COMMUNITY LIAISON		
King, Thomas		Lead Supervisor, Customer Conn	Lead Supvsr Customer Connectio	New England	MEALS AND LODGING LEAD		
Kinsman, Margaret H		Shaping Our Future US BMS B	US Dir UK Snr Mgr Business Cha	Worcester	COMMUNITY LIAISON	REGULATORY REPORTING ANALYST	PUBLIC INFORMATION OFFICER SUPPORT
Kirby, Ryan		Engineering Manager, Gas Asset	Snr Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR		
Knell, Josh L		Field Ops Centr NE Gas ComPt c	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Kocandrie, Rudolf S		Constr NE Gas Central 5110	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	STAGING SITE SUPPORT - NE	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Kocon, Nathan		Dir Transition	Prin Analyst Process & Reporti	Providence	COMMUNITY LIAISON		
Kohberger, Eric J		Pipeline Safety RI	Snr Technical Inspector Gas Wo	New England	REGULATORY REPORTING LEAD	WIRES DOWN FIELD SUPERVISOR	
Kounlavouth, Timothy M		Grid Modernization	Eng Enging Project/Pgm Mgmt	Hopedale	COMMUNITY LIAISON		
Kresse, Thaddeus R		US Communications Rhode Island	US Dir UK Snr Mgr US Cmms Prg	Providence	STATE PUBLIC INFORMATION OFFICER		
Kubilis, Thomas P		Pipeline Safety MA	Mgr Gas Work M&S	New England	REGULATORY REPORTING LEAD	BRANCH POLICE AND FIRE COORDINATOR	
Kuchyt, Kenneth J		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	New England	GAS OPERATIONS SUPPORT		
Kunst, Kenneth J		EMS - NE	Lead Analyst Service Del	New England	IT SUPPORT		
Kusser, Adam E		Sr Supv Operations	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
LaFond, Phil		Manager Portfolio Planning	Mgr Portfolio Planning	New England	GAS RESOURCE UNIT LEADER		
Labrecque, Kenneth R		Gas Connections NE North	Snr Acnt Mgr Customer Connecti	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Ladd, Barrett L		Lead Analyst	Lead Analyst Cust Insights	Worcester	COMMUNITY LIAISON		
Lahlum, Gilbert G		Manager Technical Delivery	Snr IT BA IT Projects	Hopedale	COMMUNITY LIAISON		
Lally, Matthew J		Supv Operations	Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT		
Lamontagne, Colette E		NGV Innovation Technology	US Dir UK Snr Mgr Tech & Innov	New England	IT SUPPORT		
Lamontagne, John		US Director UK Senior Manager	US Dir UK Snr Mgr US Cmms Prg	New England	STATE PUBLIC INFORMATION OFFICER		
Lanciault, Brian		New Energy Solutions	Lead Buyer Category Mgmt	Hopedale	COMMUNITY LIAISON	PROCUREMENT SUPPORT	
Landquist, Gary		Finance BP - GBE	Snr BP Finance Bp	Worcester	FINANCE SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Lang, Stephen M		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	New England	GAS OPERATIONS SUPPORT		
Langh, Brian J		Finance Technology Enablement	Principal Analyst Bck Off Sys	Worcester	STAGING SITE MANAGER	COMMUNITY LIAISON	SEAL ANALYST
Lanzel, Joseph F		Dir Fin Business Partnering	US Dir UK Snr Mgr Finance BP	Hopedale	HOTEL AMBASSADOR		
Larsen, Vaughn C		IT Service Delivery A	US Dir UK Snr Mgr Service Deli	New England	IT SUPPORT		
Larson, Antonio		Evaluation Measurement & Verifi	Ld Anlst Eval Meas & Verifi	Hopedale	HOTEL AMBASSADOR		
Lataille, Gary		Principal Program Manager Emer	Prin Pgm Mgr Emergency Plannin	New England	EMERGENCY PLANNING SUPPORT	RIEMA LIAISON	
Laubach, Nicole E		Field Safety	Spec Fld Sfty	Brockton	FIELD SAFETY SUPPORT		
Le, Jourdan A		Service Order Initiation NE 2	Supvsr Cust Cntct	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
LeConec, Torrey L		Sr Supv Operations	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	DAMAGE ASSESSMENT DRIVER NE	
LePage, Richard R		Senior Supervisor Gas Corrosio	Snr Supvsr Gas Corrosion Contr	New England	GAS DAMAGE PREVENTION	WIRES DOWN ROOM SUPPORT	
Leary, Derek J		Field Ops Centr NE Gas Waltham	Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	DAMAGE ASSESSMENT PATROLLER	
Leavens, Pamela J		Lead Supervisor, Customer Conn	Snr Rep Customer Connections	New England	MEAL SUPPORT	RECONCILIATION COORDINATOR	
Lebby, Edward B		CMS RI Gas 6	Snr Supvsr CMS	Providence	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN ROOM LEAD	
Lella, Grant M		Proj Eng & Design NE LNG	Lead Eng Gas Plan & Design Eng	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Lemay, Roland		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	New England	GAS OPERATIONS SUPPORT		
Lemire, Kristen M		US Director UK Senior Manager	US Dir UK Snr Mgr Digital Deli	New England	IT SUPPORT		
Lessard, David E		Proj Eng & Design NE LNG	Enging Mgr Gas Plan & Design E	North Andover	GAS DAMAGE ASSESSOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Leung, Dennis		Global Security B	Lead Analyst Security Services	Brockton	HOTEL AMBASSADOR		
Levey, Wendy B		Legal NY Regulatory	Asst General Counsel In House	Hopedale	COMMUNITY LIAISON	HOTEL AMBASSADOR	LODGING SUPPORT
Levy, Joshua J		Senior Supervisor Facilities	Snr Supvsr Facilities	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Lezak, Christopher C		Technical Sales Support NE	Snr Eng Enging Project/Pgm Mgm	Hopedale	COMMUNITY LIAISON		
Liazos, Melissa		Legal NY Regulatory	Snr Counsel II In House Course	Malden/Lynn	HOTEL AMBASSADOR	LODGING SUPPORT	
Libertini, Matthew		New England Revenue Requiremen	Snr Analyst Prcng & Rv Rq	Worcester	COMMUNITY LIAISON		
Lightman, Michael R		Field Ops Centr NE Gas Waltham	Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR		
Litchfield, Richard A		Fleet Maint Sutton	Snr Supvsr Fleet	New England	FLEET SUPERVISOR		
Little, Kenneth		New Services	Lead PM IT Projects	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Liu, Shirley Y		Manager Pricing and Revenue Re	Snr Analyst Prcng & Rv Rq	Malden/Lynn	HOTEL AMBASSADOR	MEAL SUPPORT	
LoConte, Jeffrey M		Lead Supv Operations	Lead Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Locke, Patrick H		Field Ops Centr NE Gas Bos Com	Mgr Gas Field Ops	New England	GAS SECTION DEPUTY	DAMAGE ASSESSMENT DRIVER NE	
Lodemore, David C		Legal NE Regulatory	Snr Counsel II In House Course	Brockton	HOTEL AMBASSADOR	LODGING SUPPORT	
Logue, Gregory R		US Director UK Senior Manager	Eng Gas Plan & Design Eng	New England	GAS DAMAGE ASSESSOR		
Loiacono, Paul J		Gas Control NE	Mgr GCC Ops	New England	GAS CONTROL	ESSENTIAL	
Loiselle, Timothy J		Work Coord NE Gas	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER		
Lombardi, Robert F		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	Brockton	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE	
Lominac, Patrick		Proj Eng & Disign NE Public Wo	Prin Business Support Eng Elec	New England	GAS DAMAGE ASSESSOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Long, Brandie		US Director UK Senior Manager	Analyst Cust Cntct	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Long, James		Sr Analyst	Snr BP Finance Bp	Malden/Lynn	IT SUPPORT		
Loschiavo, James L		Work Coord NE Gas	Snr Coordinator Res Crdntn	Worcester	HOTEL AMBASSADOR	LODGING SUPPORT	
Lotsbom, David B		Resource Planning MA	Lead Planner Portfolio Plannin	Brockton	GAS RESOURCE UNIT LEADER	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT
Loughlin, Lori A		RE Energy Del Support-NE	Rep Real Estate	Providence	COMMUNITY LIAISON	BRANCH OPERATIONS COORDINATOR SUPPORT	MUNICIPAL ROOM SUPPORT
Louis, Tony		Work Coord NE Gas	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER		
Lucchetti, Mark		Field Ops South NE Gas Dexter	Lead Supvsr Gas Field Ops	Providence	GAS SECTION DEPUTY	GAS TEAM LEADER/WORK COORDINATOR	
Lundberg, Brendan		NE Facilities Maintenance A	Snr Supvsr Facilities	Malden/Lynn	FACILITIES SUPPORT	STAGING SITE SUPPORT - NE	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Lynch, Joel M		Warehousing USNY	US Dir UK Snr Mgr Inventory Mg	New England	MATERIALS LEAD		
Lyne, Daniel D		CMS Rivermoor	Lead Supvrs CMS	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Lyons, Ariel E		Assoc Analyst	Assc Rp Cst Cnctns	Worcester	COMMUNITY LIAISON		
Lyrst, Nick		Gas Coordination	Lead Analyst Gas Field Ops	New England	LODGING SUPPORT		
MacBride, Andrew M		Reg Strategy & Int Analyst A	US Dir UK Snr Mgr Reg Dlvry &	New England	LODGING SUPPORT		
MacDonald, David N		CMS Waltham West St	Snr Supvrs CMS	Brockton	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
MacDonald, Luke J		Project Mgmt Cape & RI	Snr PM Gas CPD	Brockton	GAS RESOURCE UNIT LEADER		
MacLean, Jonathan N		Damage Prevention NE Gas Appro	Supvrs Gas Field Ops	New England	GAS DAMAGE PREVENTION		
Maccarone, Gennaro		Lead Supv Operations	Lead Supvrs Gas Field Ops	Providence	GAS SECTION DEPUTY	DAMAGE ASSESSMENT DRIVER NE	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Madden, David R		Constr NE Gas North	Mgr Gas Field Ops	New England	GAS SECTION DEPUTY	GAS ON SCENE BRANCH DIRECTOR	GAS OPERATIONAL RESOURCE COORDINATOR
Maddock, Kerri A		US Development and Strategy	US Dir UK Snr Mgr Strt Dv	Malden/Lynn	MEAL SUPPORT		
Maddox, Regina D		Pipeline Safety RI	Mgr CMS	Providence	REGULATORY REPORTING LEAD	WIRES DOWN ROOM SUPPORT	
Mahoney, Kevin J		CMS MA North and Central	US Dir UK Snr Mgr Gas Field Op	New England	GAS STATE OPERATIONS SECTION CHIEF	GAS ON SCENE BRANCH DIRECTOR	WIRES DOWN ROOM LEAD
Mahoney, Michael		FBP - Business Services	Snr BP Finance Bp	Brockton	COMMUNITY LIAISON		
Makela, David E		Security Control Center Oversi	Assoc Crdntr Physical Security	New England	SECURITY SUPPORT		
Malin, Walter C		Field Safety	Snr Spec Fld Sfty	New England	FIELD SAFETY SUPPORT		
Maloney, Brendan J		Senior Supervisor, Internal an	Snr Supvrs In & Ex Cap D Super	New England	GAS OPERATIONS SUPPORT		WIRES DOWN FIELD SUPERVISOR
Manoach, Melanie A		Labor & Emp Relations NE	Lead Pgm Mgr Labr & Emplye Rel	Malden/Lynn	HOTEL AMBASSADOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Manship, Jeffrey P		Senior Supervisor, Customer Me	Snr Supvrs CMS	New England	GAS TEAM LEADER/WORK COORDINATOR		
Mantey, Craig		Global IT Solution Delivery	Lead IT BA IT Projects	New England	IT SUPPORT		
Marchio, Mario		Constr NE Gas 5110 g	Snr Supvrs Gas Field Ops	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Marcinkus, Robert J		Field Ops Centr NE Gas WRoxbur	Snr Supvrs Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Mares, Matthew J		Gas Operations Engineering	Assoc Eng Gas Asset Enging	Malden/Lynn	GAS TECHNICAL SPECIALIST		
Marino, Diane		US Property Services and Fleet	Exec Assistant to Glbl or Mltp	Worcester	HOTEL AMBASSADOR		
Markopoulos, Elias A		CEI Application Development	Spec CEI	Hopedale	LODGING COORDINATOR		
Marotta, Maria P		Labor & Emp Relations NE	US Dir UK Snr Mgr Labor & Emp	New England	STATE HUMAN RESOURCES SECTION CHIEF	WIRES DOWN ROOM SUPPORT	
Martens, Karl F		Finance BP - Corp Projects & B	US Dir UK Snr Mgr Finance BP	North Andover	FINANCE SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Martin, Timothy J		Reg Strategy & Int Analyst C	Prin Analyst Reg Dlvry & Strt	Hopedale	COMMUNITY LIAISON	HOTEL AMBASSADOR	LODGING SUPPORT
Martin, Timothy F		Environmental	Snr Analyst Finance Services	Providence	ENVIRONMENTAL SUPPORT		
Mason, Gregory C		CMS RI Elec 8	Snr Supvsr CMS	Providence	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN ROOM LEAD	WIRES DOWN ROOM SUPPORT
Mastro, James V		Utility Services Analysis & Su	Lead Analyst Controls & Cmplnc	Providence	HOTEL AMBASSADOR	LODGING SUPPORT	
Matthews, Diedre S		Major Permits Stakeholder Mgmt	Prin PM Electricity CPD	Worcester	REGULATORY LIAISON	COMMUNITY LIAISON	
Matthews, Gwyn M		CMS Gas North	Mgr CMS	North Andover	GAS SECTION DEPUTY	GAS ON SCENE BRANCH DIRECTOR	
Matzell, Shelby D		Senior Program Manager US Comm	Snr Pgm Mgr US Cmms Prg Mgmt	New England	JURISDICTIONAL TEAM	OUTBOUND CALLING SPECIALIST	
May, James A		Strategic Account Partnerships	Snr Rep Sales	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
McAllister, Timothy E		Corp Counsel M&A	US Dir UK SM Asst Gen Cnsl In	New England	HOTEL AMBASSADOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
McAuliffe, Kendra J		Stakeholder Management	Spec Stkhldr Engmt	Brockton	COMMUNITY LIAISON		
McCabe, Andrew J		CMS Essex 5110	Snr Supvsr CMS	New England	GAS TEAM LEADER/WORK COORDINATOR		
McCabe, Scott M		New England Pricing One	Mgr Prcng & Rv Rq	Worcester	STAGING SITE MANAGER	COMMUNITY LIAISON	SEAL ANALYST
McCaffery, Dennis E		Community & Cust Mgmt MA	Prin Pgm Mgr Commtly & Cust Mgm	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM LEAD	
McCann, Dominic		CEI Application Development	Spec CEI	Hopedale	LODGING SUPPORT		
McCarthy, Ezra J		Manager Customer Energy Manage	Mgr Customer Energy Mgmt	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
McCorkle, John Z		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	North Andover	GAS OPERATIONS SUPPORT		
McCune, David		Programme Delivery A	Prin PM IT Projects	Brockton	IT SUPPORT		
McDonald, Michael E		Lead Eng Supv-Operations	Lead Eng Enging Project/Pgm Mg	Worcester	COMMUNITY LIAISON		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
McDonough, Joseph D		Work Coord NE Gas	Permit Crdntr Work Support	Brockton	GAS RESOURCE UNIT LEADER		
McElhinney, William J		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	Malden/Lynn	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
McGloin, Sean M		Channel Sales NE	Lead Rep Sales	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
McGrath, Paul E		Constr NE Gas North	Lead Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
McGuirk, Kelly A		Channel Planning and Improve	Snr Analyst Cust Cntct	New England	GAS STATE/COUNTY SPECIAL REQUEST COORDINATOR		
McIntosh, Glenn S		Field Ops Centr NE Gas Waltham	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	STAGING SITE SUPPORT - NE	
McIntyre, Russell P		Sr Supv Operations	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT		
McKenna, John		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	New England	GAS OPERATIONS SUPPORT		WIRES DOWN FIELD SUPERVISOR

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
McLaren, Richard H		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
McLaughlin, Sean W		Project Ops and Design NE Pipe	Eng LNG Pln & Dsgn Eng	North Andover	GAS DAMAGE ASSESSOR		
McLellan, Douglas N		Field Ops South NE Gas Dexter	Snr Supvsr Gas Field Ops	Brockton	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
McMahon, Joseph J		Manager	Snr Analyst Proc & Perf Report	New England	HOTEL AMBASSADOR	LODGING SUPPORT	
McManus, Thomas F		Constr NE Gas Aux Ops Dump Tru	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
McNamara, Kathleen A		Aware to Repair	Mgr Proc & Perf Impvmt	Worcester	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT	
McNeil, Kim D		Manager	Acnt Mgr Customer Connections	New England	LODGING SUPPORT		
Mcmahon, Thomas J		Lead Cyber Business Partner IT	Lead Cyber BP IT	Brockton	IT SUPPORT	HOTEL AMBASSADOR	
Meighan, Stephen A		Constr NE Gas Central	Mgr Gas Field Ops	New England	GAS ON SCENE BRANCH DIRECTOR	WIRES DOWN FIELD SUPERVISOR	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Meighan, Timothy		Constr NE Gas	Supvsr Gas Field Ops	Brockton	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Meissner, Robert C		Strategic Account Partnerships	Spec Sales	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Mello, Susan		Constr NE Gas Auxillary Operat	Snr Analyst Gas Field Ops	New England	GAS DAMAGE ASSESSMENT LEAD	MUNICIPAL ROOM SUPPORT	
Melvin, Paul J		Fleet Maint Malden	Snr Supvsr Fleet	Malden/Lynn	FLEET SUPERVISOR		
Mendez, Raul O		Corporate Finance	Exec Assistant to Band B	North Andover	HOTEL AMBASSADOR		
Menton, John R		Field Ops Brain and ComPt Nigh	Snr Supvsr Gas Field Ops	Brockton	GAS SECTION DEPUTY		
Merena, Sara J		Manager Event Management	Snr Analyst Brand & Cust Comms	Malden/Lynn	COMMUNITY LIAISON	HOTEL AMBASSADOR	
Merritt, Lisa		Manager Finance Business Partn	Mgr Finance Bp	New England	FINANCE SUPPORT		
Mespelli, Kristine L		NY Business Plan & Perform	Lead Program Mgr Reg Dlvry and	Worcester	REGULATORY REPORTING ANALYST		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Mestechkin, Tamara		Manager Technical Delivery	Snr IT BA IT Projects	Malden/Lynn	IT SUPPORT		
Meuse, Deborah		Strategic Account Partnerships	Snr Rep Sales	Worcester	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	
Middleton, Michael A		Corp Counsel US Comm	US Dir UK SM Asst Gen Cnsl In	Worcester	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE	
Midkiff, Felicia M		RI & NES Plan Budgeting and Pe	US Dir UK Snr Mgr Finance BP	North Andover	STATE FINANCE SECTION CHIEF		
Miller, Amy		Site Investig&Remed Admin NE	Analyst Environmental Support	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Miller, Keith A		Strategic Account Partnerships	Lead Rep Sales	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Miller, Mackay W		US Strategy	US Dir UK Snr Mgr Strt Dv	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Moar, Kathleen P		Labor & Emp Relations NE	Lead Pgm Mgr Labr & Empl Rel	New England	HOTEL AMBASSADOR	POLICE AND FIRE ROOM LEAD	BRANCH POLICE AND

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
							FIRE COORDINATOR
Mondi, Dominic R		Internal Audit US	Spec Controls & Cmplnce	New England	LODGING SUPPORT	MEAL SUPPORT	
Monplaisir, Valery D		Constr NE Gas 5110 d	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Montigny, Jeffrey A		Project Ops and Design NE Pipe	Enging Mgr Gas Plan & Design E	Providence	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE	
Moore, Jeffrey A		Constr NE Gas 5110 a	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	STAGING SITE SUPPORT - NE	
Moore, Lynn M		Sr Representative	Snr Rep Customer Connections	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Moore, Shawn P		Resource Planning MA	Snr Planner Portfolio Planning	Hopedale	GAS RESOURCE UNIT LEADER	STORM ROOM SUPPORT	
Moreau, Suzette E		Prog Implement Vendor Mgmt & C	US Dir UK Sr Mgr Bnfts Strat	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Moreira, David M		Customer Solutions New England	US Dir UK Snr Mgr Sales	Providence	COMMUNITY LIAISON	BRANCH OPERATIONS COORDINATOR SUPPORT	
Morissette, Shalaya T		Senior Technical Inspector Gas	Snr Technical Inspector Gas Wo	Providence	GAS RESOURCE UNIT LEADER		
Morris, Jennifer S		Gas Business Planning	Analyst Proc & Perf Reporting	New England	HOTEL AMBASSADOR		
Morris, Tara L		Customer Connections NEN	Rep Customer Connections	Worcester	COMMUNITY LIAISON		
Moshier, Andrea		Strategic Account Partnerships	Lead Pgm Mgr CEI	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Moszka, William D		Field Ops North NE Gas Constr	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Motta, Jeffrey D		Resource Planning RI	Snr Planner Portfolio Planning	New England	GAS RESOURCE UNIT LEADER		DAMAGE ASSESSMENT DRIVER NE
Moynihan, Kellyann F		Manager HR Business Services	Snr Spec HR Centre of Expertis	Hopedale	HOTEL AMBASSADOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Muhunthan, Amutha K	[REDACTED]	Performance Analytics	Mgr Corp Finance	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Mulcahy, Brian J		AGC Real Estate	US Dir UK SM Asst Gen Cnsl In	New England	HOTEL AMBASSADOR		
Muldoon, Amanda		Resource Planning NE	PM Electricity CPD	Worcester	COMMUNITY LIAISON	CONTRACTOR ROOM SUPPORT	
Muraco, Joseph		Comm&Cust Mgmt MA3	Lead Pgm Mgr Commty & Cust Mgm	Malden/Lynn	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	
Murphy, Alexander		OH Lines Trans Line Const and	Buyer Category Mgmt	New England	REGULATORY REPORTING ANALYST	REGULATORY REPORTING ANALYST	
Murphy, Colin J		Project Ops and Design NE Pipe	Enging Mgr Gas Plan & Design E	New England	GAS DAMAGE ASSESSOR		
Murphy, Colleen K		Field Ops Centr NE Gas Bos WRo	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Murphy, Joseph G		Associate Supervisor Customer	Snr Supvsr Gas Field Ops	New England	GAS DAMAGE PREVENTION		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Murphy, Kimberly L		Channel Sales NE	Rep Sales	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Murray, Patrick T		NE Complaints Supervisor	Lead Supvsr Cust Cntct	Hopedale	GAS STATE/COUNTY SPECIAL REQUEST COORDINATOR	WIRES DOWN ROOM SUPPORT	
Mycroft, William		Manager Portfolio Planning	Lead Planner Portfolio Plannin	Providence	GAS RESOURCE UNIT LEADER	HOTEL AMBASSADOR	
Myers, Angele A		Program Delivery Operations A	IT BA IT Projects	Malden/Lynn	IT SUPPORT		
Mykos, Michael S		Major Incident Management US	Lead Analyst Service Ops	Brockton	IT SUPPORT		
Nadeau, Lynne M		New England Revenue Requiremen	Prin Spec Stkhldr Engmt	New England	REGULATORY LIAISON	MUNICIPAL ROOM ANALYST	
Nasuti, Peter J		Field Ops South NE Gas Webster	Lead Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Navarro, Scott D		Real Estate	Prin Analyst Facilities	New England	STAGING SITE MANAGER		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Nelson, Robert S		Field Ops South NE Gas Dexter	Supvsr Gas Field Ops	Providence	GAS TEAM LEADER/WORK COORDINATOR		
Newberry, Cheryl		Project mgmt and Complex Const	Snr Process Mgr Proc & Perf Im	Providence	GAS OPERATIONS SUPPORT		
Newell, Barry P		Associate Supervisor Customer	Snr Supvsr Gas Field Ops	North Andover	GAS TEAM LEADER/WORK COORDINATOR		
Newman, Bradford P		US Dir UK Snr Mgr Security Ser	Lead Spec Physical Security	Worcester	STATE SECURITY OFFICER	BRANCH SECURITY COORDINATOR	
Ng, Carolyn M		Gas Coordination	Lead Analyst Proc & Perf Repor	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN ROOM SUPPORT	WIRES DOWN FIELD SUPERVISOR
Nguyen, Bang D		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	New England	GAS OPERATIONS SUPPORT		
Nickl, Michael		NE Safety Electric	Mgr Fld Sfty	Worcester	FIELD SAFETY SUPPORT	SEAL ANALYST	
Nicolas, David L		Sr Supv Operations	Snr Supvsr Gas Field Ops	Providence	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE	
Nieman, William P		Maps & Records	Crdntr Maps & Records	Worcester	COMMUNITY LIAISON		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Niemi-Farhoody, Sally		Major Incident Management US	Analyst Service Ops	Worcester	IT SUPPORT		
Norden, Roy C		Strategic Sales MA South/RI	Lead Rep Sales	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Nouel, Carlos A		Customer Innovation and Develo	VP Business Dvlpmnt	New England	STATE LIAISON OFFICER	SYSTEM LIAISON OFFICER	
Novak, Christopher J		Legal NE Regulatory	Snr Counsel I In House Counsel	New England	HOTEL AMBASSADOR	LODGING SUPPORT	
Nyarko, John A		Project Controls	Assoc Planner Capital Project	Worcester	COMMUNITY LIAISON		
Nydam, Cheryl A		Performance & Strategy MA	Snr Planner Portfolio Planning	New England	GAS RESOURCE UNIT LEADER	DAMAGE ASSESSMENT WORK SUPPORT	
O'Brien, Celia B		Legal NY Regulatory	US Dir UK SM Asst Gen Cnsl In	New England	HOTEL AMBASSADOR	LODGING SUPPORT	
O'Brien, Jeffrey M		Field Ops South NE Gas Directo	US Dir UK Snr Mgr Gas Field Op	New England	GAS STATE INCIDENT COMMANDER	GAS STATE OPERATIONS SECTION CHIEF	
O'Leary, Timothy J		Dispatch NE	Mgr Dispatch	Brockton	GAS DISPATCH AND SCHEDULING	BRANCH OPERATIONS COORDINATOR	BRANCH DIRECTOR

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
O'Neil, Mary E		US Director UK Senior Manager	US Dir UK Snr Mgr Strat & Perf	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
O'Neil, Michael J		UK Head of Delivery Service A	Manager Project management	New England	IT SUPPORT		
O'Reilly, Maureen A		Global Functions	US Dir UK Snr Mgr Talent Acqui	Brockton	HOTEL AMBASSADOR		
OLEary, Pamela M		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	Brockton	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	
Obi-Tabot, Robert E		Constr NE Gas South Inspectors	US Dir UK Snr Mgr GMC	New England	GAS OPERATIONAL RESOURCE COORDINATOR	GAS SITUATION UNIT LEADER	WIRES DOWN FIELD SUPERVISOR
Oliveira, Jeffrey D		New England Revenue Requiremen	Lead Analyst Prcng & Rv Rq	New England	STAGING SITE MANAGER	WIRES DOWN ROOM SUPPORT	SEAL ANALYST
Osterhoudt, Cassandra J		Commercial Services	Analyst Commtly & Cust Mgmt	Worcester	HOTEL AMBASSADOR		
Owens, Melissa F		Proj Eng & Disign NE Public Wo	Enging Mgr Gas Plan & Design E	North Andover	GAS DAMAGE ASSESSOR	COMMUNITY LIAISON	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Paglia, Christopher J		US Business Resilience	US Dir UK Snr Mgr Business Res	New England	EMERGENCY PLANNING SUPPORT	STATE FINANCE SECTION CHIEF	
Paille, Marlene R		Assoc Buyer	Assoc Buyer Category Mgmt	Worcester	COMMUNITY LIAISON		
Paine, Frederick A		Strategic Account Partnerships	Mgr Sales	Worcester	COMMUNITY LIAISON	HOTEL AMBASSADOR	
Palmacci, Susan V		Trans Line Inspection & Mainte	Snr Data Analyst Mgmt Data Ana	Malden/Lynn	HOTEL AMBASSADOR		
Pantazopoulos, George		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	New England	GAS OPERATIONS SUPPORT		
Papetti, Dino C		NE Portfolio Planning	Mgr Portfolio Planning	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Paradis, Brett J		Manager Security Services	Mgr Security Services	New England	IT SUPPORT		
Parella, Christopher M		RE Energy Del Support-NE South	Snr Rep Real Estate	Worcester	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Parenteau, Stephen J		Electric Emergency Planning	Prin Pgm Mgr Emergency Plannin	Worcester	EMERGENCY PLANNING SUPPORT	MUTUAL ASSISTANCE COORDINATOR	WIRES DOWN ROOM SUPPORT
Parham, Dinah		Work Coord NE Gas	Permit Crdnt Work Support	New England	GAS RESOURCE UNIT LEADER		
Parro, Brian R		Gas Trans Engineering	Enging Mgr Gas Asset Enging	Malden/Lynn	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT PATROLLER NE	
Pascual, Jose Ronald G		IT Serv Delivery F	Manager Service Owner Srvc De	New England	IT SUPPORT		
Pasquel, Frank A		Field Ops South NE Gas Approve	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	GAS TEAM LEADER/WORK COORDINATOR	DAMAGE ASSESSMENT DRIVER NE
Patey, Donna M		Bus Process/Sale Sup Assoc	Asst Rep Commty & Cust Mgmt	Hopedale	FINANCE SUPPORT		
Patterson, James H		CMS Dispatch	US Dir UK Snr Mgr Res Crdntn	North Andover	MEMA LIAISON	GAS SITUATION UNIT LEADER	BRANCH PLANNING COORDINATOR
Paul, Robert M		US Director UK Senior Manager	US Dir UK Snr Mgr Facilities M	New England	STAGING SITE LEAD		
Paulette, James M		Proj Eng & Disign NE Public Wo	Prin Eng Gas Plan & Design Eng	Providence	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Pazzanese, Kristopher D		Constr NE Gas Cent 5330	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	STAGING SITE SUPPORT - NE	
Pekarovich, Heather		Reg Strategy Analyst	Analyst Reg Dlvry & Strt	Malden/Lynn	HOTEL AMBASSADOR		
Pelletier, Brian J		Manager	Lead Analyst Proc & Perf Repor	Providence	COMMUNITY LIAISON	BRANCH OPERATIONS COORDINATOR SUPPORT	MUNICIPAL ROOM SUPPORT
Pepe, Nicholas L		Constr NE Gas Central 5110	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT		
Perez, Samantha G		US Director UK Senior Manager	Asst Assoc Analyst Cust Cntct	Providence	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Perls, Nicholas		US Director UK Senior Manager	Software Eng Technical Del	Brockton	COMMUNITY LIAISON	POLICE AND FIRE SUPPORT	
Peterson, Marin		US Director UK Senior Manager	BA Business Analysis	Malden/Lynn	IT SUPPORT		
Phillips, Chad R		Field Ops South NE Gas Dexter	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN ROOM SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Phillips, Joseph I		Capacity and Continuity	Snr Analyst Service Delivery	Hopedale	IT SUPPORT	IT SUPPORT	
Pierce, Andrew N		Financial Long Term Planning	Snr BP Finance Bp	New England	FINANCE SUPPORT		
Pieri, Robin E		New England Pricing One	Snr Analyst Prcng & Rv Rq	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Pini, Michael J		New England Pricing	Lead Analyst Prcng & Rv Rq	New England	STAGING SITE MANAGER	COMMUNITY LIAISON	SEAL ANALYST
Pio, Nelson R		Constr NE Gas 5110 c	Snr Supvsr Gas Field Ops	Hopedale	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Pizzi, Marisa L		Senior Counsel II	Snr Counsel II In House Course	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Poe, Theodore E		Economics and Load Forecasting	Prin Analyst Reg Dlvry & Strt	New England	MEAL SUPPORT	LODGING SUPPORT	
Pomeroy, Peggy		OMS	Snr Analyst Service Delivery	Worcester	IT SUPPORT		
Porcaro, Gianna R		Supervisor Gas Field Operation	Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	BRANCH POLICE AND FIRE COORDINATOR	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Porreca, David S		Senior Analyst Gas Asset Engin	Snr Technical Inspector Gas Wo	Providence	REGULATORY REPORTING ANALYST		
Porter, Christopher B		Customer Energy Management NE	US Dir UK Snr Mgr Energy Mgmt	New England	STATE LIAISON OFFICER		
Porter, Joan L		Lead Analyst Gas Asset Enginee	Lead Technical Inspector Gas W	Providence	GAS SUPPLY UNIT LEADER	DAMAGE ASSESSMENT DRIVER NE	DAMAGE ASSESSMENT WORK SUPPORT
Powers, John J		Project Ops and Design NE Pipe	Spec Designer Gas Plan & Desig	Malden/Lynn	GAS DAMAGE ASSESSOR		
Preshong, Robert J		SHE Safety NE and NY	US Dir UK Snr Mgr Fld Sfty	New England	STATE SAFETY AND HEALTH OFFICER	SYSTEM SAFETY, HEALTH AND ENVIRONMENTAL OFFICER	
Price, Charlene A		Health and Wellbeing B	Mgr Health	New England	FIELD SAFETY SUPPORT	INCIDENT REPORTING AND INVESTIGATION COORDINATOR	SAFETY COMMUNICATIONS COORDINATOR
Proudman, Neil		NE Gas Ops & Construction VP	VP Gas Cap D	New England	GAS STATE INCIDENT COMMANDER		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Przybysz, Agnieszka		Project Dev Gas	Lead PM Gas CPD	Hopedale	GAS DAMAGE ASSESSOR		
Purcell, Meabh T		Legal NY Regulatory	Asst General Counsel In House	New England	EMERGENCY PLANNING SUPPORT		
Putnam, Andrew J		Audit Program Assurance	US Dir UK Snr Mgr Audit	New England	FINANCE SUPPORT		
Queiros, Victoria		Aware to Repair 2	Snr Scheduler Scheduling	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Querzoli, Dawn F		ESCO Transportation Allocation	Lead Spec En Trad	New England	HOTEL AMBASSADOR	MEAL SUPPORT	
Quiles, Jesus M		Field Ops Braintree 5330	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR		
Quirk, Richard B		Finance BP - IT	Lead BP Finance Bp	Malden/Lynn	FINANCE SUPPORT		
Radloff, Virginia G		OMS	Lead Analyst Service Del	New England	IT SUPPORT		
Raffetto, Bonnie C		AGC Real Estate	Snr Counsel II In House Course	Providence	HOTEL AMBASSADOR	MEAL SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Rafter, Lesley M		Buyer	Buyer Category Mgmt	New England	MEAL SUPPORT		
Raphael, Marie D		Strategic Sales MA North	Lead Pgm Mgr Proj Mgmt	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Ray, Matthew J		Cust Energy Management NE Rhod	Mgr Customer Energy Mgmt	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Raymond, Arditia		Senior Supervisor Scheduling	Snr Supvsr Scheduling	Brockton	COMMUNITY LIAISON		
Reed, Marcy L		Pres MA Jurisdiction	Pres Ma & Exec VP Pcly & Scl I	New England	JURISDICTIONAL PRESIDENT		
Reidy, Emily J		Specialist Supervisor, Resourc	Spec Supvsr Res Crdntn	Providence	GAS RESOURCE UNIT LEADER	WIRES DOWN ROOM SUPPORT	
Reppucci, Donald		Fleet Maint NE South	Mgr Fleet	North Andover	FLEET SUPERVISOR	FLEET LEAD	
Reynolds, James P		Finance BP - IT	US Dir UK Snr Mgr Finance BP	Worcester	COMMUNITY LIAISON		
Ricci, Kathleen K		CEI Application Development	Spec CEI	New England	MEAL SUPPORT		
Richards, Robert H		Gas Process Safety 2	Mgr Gas Work M&S	New England	FIELD SAFETY SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Rielly, Mark R		Senior Counsel II	Snr Counsel II In House Course	Worcester	HOTEL AMBASSADOR	LODGING SUPPORT	
Riley, Laurie E		Legal NY Regulatory	Legal Assistant In House Couns	New England	HOTEL AMBASSADOR	MEAL SUPPORT	
Rivera, Diana		Customer Delivery NE A	Mgr Cust Cntct	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Rivera, Jose A		Finance Business Partners	US Dir UK Snr Mgr Finance BP	Malden/Lynn	FINANCE SUPPORT		
Rivers, Benjamin A		Cust Energy Management NE Rhod	Snr Analyst Customer Energy Mg	Malden/Lynn	COMMUNITY LIAISON	HOTEL AMBASSADOR	
Roan, Daniel F		Supervisor Customer Meter Serv	Supvsr CMS	New England	GAS DAMAGE ASSESSOR		
Robbins, Wayne L		US Academy Gas Training A	Snr Instructor Talent Mgmt & D	Brockton	GAS TEAM LEADER/WORK COORDINATOR		
Roche, Michelle C		Proj Eng & Disign NE Public Wo	Enging Mgr Gas Plan & Design E	Malden/Lynn	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Rodormer, Laura C		Cust Energy Management NE Rhod	Lead Analyst Customer Energy M	Worcester	COMMUNITY LIAISON		
Rogers, George W		Emergency Preparedness	Lead Pgm Mgr Emergency Plannin	Brockton	EMERGENCY PLANNING SUPPORT		
Rogers, Joshua		US Distributed Energy Developm	US Dir UK Snr Mgr Strt Dv	New England	HOTEL AMBASSADOR		
Romano, Anthony J		Constr NE Gas Auxillary Operat	Mgr Gas Field Ops	Providence	GAS SECTION DEPUTY	SAP PROJECT NOT AVAILABLE FOR STORM ASSIGNMENT	
Romano, Michael T		I&R NE Rhode Island Approver	Lead Supvsr Gas Instrum & Reg	New England	GAS I&R	ESSENTIAL	
Rose, Kevin E		Cust Energy Management NE Rhod	Snr Analyst Customer Energy Mg	North Andover	COMMUNITY LIAISON		
Rose, Nicholas J		US Director UK Senior Manager	Asst Assoc Analyst Cust Cntct	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Rose, Ric		Internal Audit US	Snr Auditor Finance & Risk	Hopedale	COMMUNITY LIAISON		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Roseen, Paula A		Manager	Lead Data Analyst Mgmt Data An	New England	LODGING COORDINATOR	STAGING SITE SUPPORT - NE	
Rosen, Mindy		New England Pricing One	Lead Analyst Prcng & Rv Rq	New England	HOTEL AMBASSADOR	LODGING SUPPORT	RECONCILIATION COORDINATOR
Rossignoli, Joseph M		Dir Business Development	US Dir UK Snr Mgr Business Dev	Hopedale	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE	
Roughan, Timothy R		Dir Reg Strategy	US Dir UK Snr Mgr Reg Dlvry &	Worcester	COMMUNITY LIAISON		
Rouleau, Denise C		Strategic Account Partnerships	Lead Rep Sales	Malden/Lynn	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Rugg, Charles H		CMS RI Gas 2	Lead Supvsr CMS	Providence	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	GAS SECTION DEPUTY
Russell Salk, Paul R		US Director UK Senior Manager	Snr Eng Enging Project/Pgm Mgm	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Ruxton, Michael W		Fleet Maint Lincoln	Snr Supvsr Fleet	New England	FLEET SUPERVISOR		
Ryan, Benjamin S		Field Ops Centr NE Gas WRoxbur	Mgr Portfolio Planning	New England	GAS OPERATIONAL	GAS SITUATION UNIT LEADER	HOTEL AMBASSADOR

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
					RESOURCE COORDINATOR		
Saad, Michael D		Senior Supervisor, Gas Field O	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Sacco, Lisa A		Training Delivery	Instructor Cust Cntct	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Sacco, Michael		Engineering Lab NE	Snr Technician Lab & Testing	Worcester	COMMUNITY LIAISON		
Salani, Charles A		US Academy Gas Training A	Snr Instructor Talent Mgmt & D	New England	GAS TEAM LEADER/WORK COORDINATOR		
Sancomb, Daniel R		Strategic Account Partnerships	Snr Rep Sales	Malden/Lynn	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	
Sanford, Timothy		Manager Corporate Finance	Mgr Corp Finance	Malden/Lynn	FINANCE SUPPORT		
Santana, David		Public Awareness	Lead Spec Stkhldr Engmt	Malden/Lynn	COMMUNITY LIAISON	COMMUNITY LIAISON	HOTEL AMBASSADOR

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Santana, Victor		Sr Supv Operations	Snr Supvsr Gas Field Ops	Brockton	GAS OPERATIONS SUPPORT	MUNICIPAL ROOM SUPPORT	
Saporito, Tammy M		Comm&Cust Mgmt MA3	Lead Pgm Mgr Commty & Cust Mgm	North Andover	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR	
Saunders, Edward G		Field Ops Centr NE Gas WRox Ni	Snr Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Sawaya, Grace M		Strategic Account Partnerships	Lead Rep Sales	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM ANALYST	
Sayers, Francis X		Project Ops and Design NE Pipe	Eng LNG Pln & Dsgn Eng	Brockton	GAS DAMAGE ASSESSOR		
Scanlon, Joanne M		Senior Counsel II	Legal Assistant In House Couns	Providence	REGULATORY LIAISON	DATA CENTER ANALYST	
Schafer, Cari J		US Risk Management	Snr Spec Risk Mgmt	North Andover	MEAL SUPPORT		
Scheib, Ryan M		New England Pricing Two	Analyst Prcng & Rv Rq	New England	LODGING SUPPORT		
Schneider, Kim M		NY Performance & Planning 5110	Sr Prog Mgr Reg Del and Strat	Providence	COMMUNITY LIAISON	BRANCH OPERATIONS COORDINATOR SUPPORT	MUNICIPAL ROOM SUPPORT

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Schutzman, Corey J		Environmental NE	Lead Env Scntst Env & Sustnblt	New England	ENVIRONMENTAL SUPPORT		
Sechovicz, Ryan		Analyst	BP Finance BP	Brockton	FINANCE SUPPORT		
Sedewitz, Carol A		Electric Asset Mgmt	VP Electric Asset Mgmt & Plann	New England	MEMA LIAISON		
Semel, Joel D		Relationship Mgr Network Strat	US Dir UK Snr Mgr BP IT	New England	MEALS AND LODGING LEAD		
Shafir, Jordan		Buyer	Buyer Category Mgmt	Hopedale	MEAL SUPPORT	PROCUREMENT SUPPORT	
Shaikh, Rahil S		US Director UK Senior Manager	Eng Gas Plan & Design Eng	New England	GAS DAMAGE ASSESSOR		
Shea, Gregory		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	New England	GAS OPERATIONS SUPPORT		
Shea, Lauren P		Senior Counsel II	Snr Counsel I In House Counsel	New England	EMERGENCY PLANNING SUPPORT		
Shih, Karen T		US Business Development F	Mgr Business Dvlpmnt	Hopedale	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE	
Shooshan, Ryan M		Manager Process and Performanc	Ld Process Mgr Process and Prf	Worcester	COMMUNITY LIAISON		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Siegal, Mark A		Strategic Sales MA North	Prin PM Proj Mgmt	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Silva, Carlos		Senior Supervisor, Gas Field O	Snr Supvsr Gas Field Ops	Providence	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Silva, Kenneth		Field Ops North NE Gas Maint L	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	DAMAGE ASSESSMENT DRIVER NE	
Simmons-Gaffny, Rosa G		Gas Connections NE Central	Snr Acnt Mgr Customer Connecti	New England	HOTEL AMBASSADOR		
Simpson, Kathleen R		Leadership Capabilities Develo	Mgr New Talent & Skills	New England	HOTEL AMBASSADOR		
Sirois, Andrew		US Academy Gas Training A	Snr Instructor Talent Mgmt & D	Providence	GAS TEAM LEADER/WORK COORDINATOR		
Skinner, Michael B		Channel Sales NE	Snr Rep Sales	Brockton	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT	
Skulley, Brooke E		Legal NY Regulatory	US Dir UK SM Asst Gen Cnsl In	New England	HOTEL AMBASSADOR	LODGING SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Smith, Amy S		Dir Transition	US Dir UK Snr Mgr Reg Dlvry &	New England	GAS STATE PLANNING SECTION CHIEF	REGULATORY LIAISON	
Smith, Brandy A		Contact Center Northboro D6	Assoc Supvsr Cust Cntct	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Smith, Conor B		Work Coord NE Gas	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER		
Smith, Erica A		Dir Process & Performance	US Dir UK Snr Mgr Proc & Perf	Providence	JURISDICTIONAL TEAM		
Smith, Mary A		Pres RI Jurisdiction	Executive Assistant to Band A	Providence	JURISDICTIONAL TEAM		
Smith, Robert P		Corp Asset Performance	Snr Analyst Fleet	New England	FLEET ADMIN SUPPORT		
Smith, Thomas P		Gas Trans IVP	Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Snow, Michael J		Field Ops NE North Essex 5110	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Sobolewski, Terence M		Pres RI Jurisdiction	President Rhode Island New Ham	Providence	JURISDICTIONAL PRESIDENT		
Soltys, David A		Damage Prevention NE Gas RI	Snr Supvsr Gas Field Ops	New England	GAS DAMAGE PREVENTION	RESTORATION CREW SUPERVISOR - NE	DAMAGE ASSESSMENT PATROLLER NE
Somiah, Niraja		US CIO IT Business Partnership	Prin BP IT	Hopedale	HOTEL AMBASSADOR		
Soroka, Stephen A		Pressure Regulating Eng A	Snr Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR	MUNICIPAL ROOM SUPPORT	
Soto, Jessika		Resource Planning RI	Snr Planner Portfolio Planning	Providence	GAS RESOURCE UNIT LEADER	STORM ROOM SUPPORT	
Sousa, Jorge B		CEI Application Development	Mgr CEI	New England	STATE LOGISTICS SECTION CHIEF	LODGING COORDINATOR	
Sousa, Tyler		Auxiliary Operations C	Supvsr Gas Field Ops	New England	MEAL COORDINATOR		
Spelman, Colleen D		US Finance Projects	US Dir UK Snr Mgr PM	Worcester	FINANCE SUPPORT	COMMUNITY LIAISON	SAP PROJECT NOT AVAILABLE FOR STORM ASSIGNMENT

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Spencer, Brian D		NE Portfolio Planning	Lead Planner En Trad	Malden/Lynn	COMMUNITY LIAISON	HOTEL AMBASSADOR	
Springsteel, Ian M		Dir Reg Strategy	US Dir UK Snr Mgr Reg Dlvry &	New England	HOTEL AMBASSADOR	LODGING SUPPORT	
Sserubombwe, Ireneo I		Shaping Our Future US BMS B	Snr Spec Business Change	Malden/Lynn	FINANCE SUPPORT		
St Cyr, Sherryl C		VP Customer Delivery	Exec Assistant to Glbl or Mltp	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
St Fleur, Gary J		Stakeholder Management	Snr Spec Stkhldr Engmt	Brockton	COMMUNITY LIAISON		
Steiner, Christina		Customer Res and Intelligence	Lead Analyst Cust Insights	New England	HOTEL AMBASSADOR		
Stelling, Danielle M		Resource Planning NE	Lead PM Electricity CPD	New England	MEAL SUPPORT	MEAL COORDINATOR	
Stevens, Adam L		Project Management Office and	US Dir UK Snr Mgr PMO	Brockton	COMMUNITY LIAISON		
Stevens, James C		Project Dev Gas	Lead PM Gas CPD	North Andover	GAS OPERATIONS SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Stone, Gary A		Field Ops Braintree 5330	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Stoughton, Colby S		Internal Compliance	Assoc Analyst Ethics & Cmplnce	North Andover	HOTEL AMBASSADOR		
Sullivan, Amy E		Senior Supervisor Internal and	Snr Supvsr In & Ex Cap D Super	North Andover	COMMUNITY LIAISON	HOTEL AMBASSADOR	
Sullivan, Brian		Field Ops Centr Gas Braintree	Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Sullivan, Kevin J		Senior Technical Inspector Gas	Snr Technical Inspector Gas Wo	Malden/Lynn	REGULATORY REPORTING ANALYST		
Sullivan, Kyle T		Field Ops Centr NE Gas WestRox	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR		
Sullivan, Ralph J		Resource Planning CMS NE	Mgr CMS	New England	GAS ON SCENE BRANCH DIRECTOR	GAS SITUATION UNIT LEADER	CONTRACTOR ROOM SUPPORT
Sun, Mei		New England Revenue Requiremen	Lead Analyst Prcng & Rv Rq	Hopedale	MEAL SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Swedberg, Joyce		HRBP Electric Ops Engineering	US Dir UK Snr Mgr BP HR	Worcester	COMMUNITY LIAISON		
Swedberg, Kristofer C		Manager Corporate Finance	BP Finance BP	Worcester	FINANCE SUPPORT		
Sweetin, Samuel		Proj Eng & Disign NE Public Wo	Assoc Eng Gas Plan & Design En	Malden/Lynn	GAS DAMAGE ASSESSOR		
Sylvester, Jennifer C		C&I Portfolio Delivery NE	Senior Specialist Project Mana	New England	HOTEL AMBASSADOR		
Szulak, Eric J		Strategic Sales MA South/RI	Lead Rep Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Talbot, John J		I&R NE Boston&Cape Approver	Mgr Gas Instrum & Reg	New England	GAS I&R	ESSENTIAL	
Taliep, Majedah		Portfolio Network Strategy	Lead Architect Application	Hopedale	IT SUPPORT		
Tang, Daniel X		Enterprise Service Desk	Snr Analyst Service Delivery	Brockton	IT SUPPORT		
Tarmey, Patrick		Legal NE Regulatory	Snr Counsel I In House Counsel	Worcester	COMMUNITY LIAISON		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Tatro, Bonnie A		Functional Process	Mgr Proc & Perf Impvmnt	New England	CUSTOMER CONTACT CENTER MANAGEMENT SUPPORT		
Tawfik, Monica		US Director UK Senior Manager	US Dir UK Snr Mgr PMO	Malden/Lynn	COMMUNITY LIAISON	HOTEL AMBASSADOR	
Taylor, Kenneth B		User Access and Controls	Mgr Finance Services	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Teal, Michael P		Field Ops Waltham 5110	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR	
Teceno, Kathleen M		US Business Resilience	Exec Assistant to Gbl or Mltp	New England	EMERGENCY PLANNING SUPPORT		
Teehan, Thomas R		Senior Counsel II	Snr Counsel II In House Course	Providence	HOTEL AMBASSADOR	MEAL SUPPORT	
Terzian, David J		Gas Material & Standards	Prin Eng Gas Asset Enging	Worcester	GAS SUPPLY UNIT LEADER	DAMAGE ASSESSMENT DRIVER NE	
Thebado, Kris D		NE Facilities Operation	Mgr Facilities	New England	FACILITIES LEAD	STAGING SITE MANAGER	STAGING SITE SUPPORT - NE
Thiyagarajan, Arun N		OMS	Snr Analyst Service Delivery	New England	IT SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Thompson, Michael		IBM App Sup & Dev B	Mgr Service Ops	Hopedale	IT SUPPORT		
Thompson, Wesley T		Constr NE Gas Central 5110	Snr Supvsr Gas Field Ops	Hopedale	GAS OPERATIONS SUPPORT		
Tibbetts, Elizabeth M		LNG Unreg Providence	Planner Portfolio Planning	New England	HOTEL AMBASSADOR		
Tikoian, Deborah J		Manager Gas Asset Engineering	Snr Analyst Gas Asset Enging	Providence	REGULATORY REPORTING LEAD	BRANCH POLICE AND FIRE COORDINATOR	MUNICIPAL ROOM SUPPORT
Tilt, William K		Damage Prevention NE Gas North	Snr Supvsr Gas Field Ops	New England	GAS DAMAGE PREVENTION	WIRES DOWN FIELD SUPERVISOR	
Timmermann, Lori R		Channel Sales NE	Snr Rep Sales	Malden/Lynn	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Tolpin, Jason		Finance Change Management	Snr BP Finance Bp	Hopedale	FINANCE SUPPORT		
Tong, Qiang		Manager, Corporate Finance	Snr BP Finance Bp	New England	FINANCE SUPPORT	WIRES DOWN ROOM SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Tor-Morales, Kathleen M		Global Security	Executive Assistant to Band A	New England	SECURITY SUPPORT	IT SUPPORT	DAMAGE ASSESSMENT WORK SUPPORT
Torres, Ana		Talent	Specialist New Talent and Skill	Brockton	HOTEL AMBASSADOR		
Tortorella, Eliza D		Dir Project Management	US Dir UK Snr Mgr PMO	New England	MEAL SUPPORT	BRANCH POLICE AND FIRE COORDINATOR	
Travalini, Dawn A		Environmental NE 2	Lead Env Scntst Env & Sustnblt	New England	ENVIRONMENTAL SUPPORT	BRANCH ENVIRONMENTAL COORDINATOR	
Travassos, Joshua P		Proj Eng & Design Permitting	Snr Supvsr Gas Corrosion Contr	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Tropp, Tiffany A		CMS Safety	US Dir UK Snr Mgr Pgmme Mgr	North Andover	FIELD SAFETY SUPPORT		
Troy, Christian D		Constr NE Gas 5110 b	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	STAGING SITE SUPPORT - NE	
Truman, Morgan		Gas Operations Engineering	Assoc Eng Gas Asset Enging	New England	GAS TECHNICAL SPECIALIST		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Tsegaye, Binyam		Specialist Supervisor, Resourc	Snr Permit Coordinator Work Su	New England	GAS RESOURCE UNIT LEADER		
Tufts, David E		New England Revenue Requiremen	US Dir UK Snr Mgr Prong & Rv R	Brockton	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE	
Tupper, Michael C		Proj Eng & Design NE LNG	US Dir UK Snr Mgr Tech Impl GP	Providence	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT PATROLLER NE	DAMAGE ASSESSMENT WORK SUPPORT
Tyrrell, Michael E		Environmental NE 2	Lead Env Scntst Env & Sustnblt	New England	ENVIRONMENT AL SUPPORT		
Unander, Jeffrey S		SHE Performance and Reporting	Assu Crdntr SHER Assu & Cmplnc	New England	FIELD SAFETY SUPPORT		
Uppal, Jayson A		Manager Category Management	Enging Mgr Enging Project/Pgm	Malden/Lynn	IT SUPPORT		
Uwaifo, Osamwonyi I		Engineering Manager Gas Planni	Lead Eng Gas Plan & Design Eng	Brockton	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Uyehara, Tomi		New England Pricing Two	Snr Analyst Prong & Rv Rq	Malden/Lynn	FINANCE SUPPORT		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Vallis, Peter C		Constr NE Gas 5110 e	Snr Supvsr Gas Field Ops	New England	GAS OPERATIONS SUPPORT	WIRES DOWN FIELD SUPERVISOR	
Veiga, Jose M		Strategic Sales MA South/RI	Lead Rep Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Velardocchia, David L		Strategic Sales MA North	Lead Pgm Mgr Proj Mgmt	Worcester	COMMUNITY LIAISON		
Vella, Adam J		US IT Audit and Program Assura	Assoc Auditor Finance & Risk	Worcester	IT SUPPORT		
Viapiano, Pamela A		Business Planning & Performanc	VP Gas Business Planning & Per	Worcester	HOTEL AMBASSADOR	MEAL SUPPORT	COMMUNITY LIAISON
Vidal, Alfredo		Manager Customer Meter Service	Mgr CMS	New England	GAS SITUATION UNIT LEADER	STAGING SITE SUPPORT - NE	BRANCH POLICE AND FIRE COORDINATOR
Vincent, Ronald J		Corrosion KUC	Snr Supvsr Gas Corrosion Contr	Providence	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Wagner, Douglas E		Strategic Account Partnerships	Lead Rep Sales	Malden/Lynn	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Walsh, Joseph M		Sr Supv Operations	Snr Supvsr In & Ex Cap D Super	New England	GAS OPERATIONS SUPPORT		
Walsh, Patrick M		Director Corporate Venture Cap	US Dir UK SM Corporate Venture	Malden/Lynn	FINANCE SUPPORT		
Walsh, Timothy M		IBM App Sup & Dev B	Snr Analyst Service Ops	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Walters, Keith		Field Ops North Beverly 5110	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	
Wang-Jiang, Yan		Manager DIMP	Snr Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR		
Ward, Shawn P		Senior Supervisor Gas Instrume	Snr Supvsr Gas Instrum & Reg	North Andover	REGULATORY REPORTING LEAD	WIRES DOWN ROOM LEAD	WIRES DOWN ROOM SUPPORT
Warner, Mark E		Constr NE Gas North	Snr Supvsr Gas Field Ops	North Andover	GAS OPERATIONS SUPPORT	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Watts, Bruce N		Fleet Maint Prov Dexter	Lead Supvsr Fleet	Providence	FLEET SUPERVISOR		
Webster, Raquel J		Senior Counsel II	Snr Counsel I In House Counsel	New England	HOTEL AMBASSADOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Weinand, Dylan		Engineering Manager LNG Planni	Eng LNG Pln & Dsgn Eng	New England	GAS DAMAGE ASSESSOR		
Weldon, Patricia A		Gas Connections NE Central	Snr Acnt Mgr Customer Connecti	Brockton	COMMUNITY LIAISON	WIRES DOWN FIELD SUPERVISOR	
Wencis, Edward M		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	North Andover	COMMUNITY LIAISON	DAMAGE ASSESSMENT PATROLLER NE	
Wermann, Kenneth J		IT Portfolio Management B	US Dir UK Snr Mgr Pgmme Mgr IT	Worcester	IT SUPPORT		
Whelan, Ellen T		Assoc Representative	Assc Rp Cst Cnnectns	Brockton	COMMUNITY LIAISON		
White, James A		Manager DIMP	Lead Eng Gas Asset Enging	Brockton	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT WORK SUPPORT	DAMAGE ASSESSMENT DRIVER
White, Jessica A		RE Energy Del Support-NE	Rep Real Estate	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Whitehead, James G		Strategic Sales MA South/RI	Lead Rep Sales	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM LEAD	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Williams, Glyn E		Engineering Manager Gas Planni	Enging Mgr Gas Plan & Design E	New England	GAS DAMAGE ASSESSMENT LEAD		
Williams, Joseph D		Supervisor Internal and Extern	Lead Supvsr Int & Ext Cap D Sp	New England	GAS OPERATIONS SUPPORT		
Williams, Trenee		Specialist Supervisor, Resourc	Snr Coordinator Res Crdntn	Brockton	GAS RESOURCE UNIT LEADER		
Williamson, Danielle M		US Communications Massachusett	US Dir UK Snr Mgr US Cmms Prg	Worcester	STATE PUBLIC INFORMATION OFFICER	SYSTEM PUBLIC INFORMATION OFFICER	
Willoughby, Amy A		Site Investig&Remed Admin NE	Lead Eng Environmental Enging	Providence	COMMUNITY LIAISON	BRANCH ENVIRONMENTAL COORDINATOR	ENVIRONMENTAL SUPPORT
Wilson, Kyle R		Fleet Maint Brockton B	Snr Supvsr Fleet	New England	FLEET SUPERVISOR		
Wines, Leslie E		Gas Operations Engineering	Snr Eng Gas Asset Enging	Worcester	GAS TECHNICAL SPECIALIST		
Wisniewski, Catherine		Process and Performance	US Dir UK Snr Mgr Proc & Perf	Worcester	HOTEL AMBASSADOR		

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Wofsy, Jonathan		Manager Talent Acquisition	Ld Anlst Ldrshp Dvlpmnt Prgrm	Malden/Lynn	COMMUNITY LIAISON		
Wojcik, Nicholas M		Technical Sales Support NE	Lead Eng Enging Project/Pgm Mg	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	
Wolkiewicz, Dana E		Supv Operations	Supvsr Gas Field Ops	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Wollenburg, Stephan F		Cust Energy Management NE Mass	Lead Analyst Customer Energy M	Worcester	COMMUNITY LIAISON		
Wong, Patricia Y		AGC Real Estate	Snr Counsel II In House Course	Brockton	COMMUNITY LIAISON	HOTEL AMBASSADOR	LODGING SUPPORT
Yee, Andrew H		US Director UK Senior Manager	IT BA IT Projects	Brockton	COMMUNITY LIAISON		
Yoakum, John H		Pipeline Safety MA	Snr Technical Inspector Gas Wo	Providence	REGULATORY REPORTING ANALYST		
Young, Cheryl A		VP Assurance Global	VP SHE Governance and Assuranc	New England	JURISDICTIONA L TEAM		
Young, Christine		Alliance Vendor Strategy VAMCO	Snr Analyst Bus Contracts	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT	

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Assignment	Second Assignment	Third Assignment
Young, Edward J		Executive Advisor	US Dir UK Snr Mgr Strt Dv	Malden/Lynn	COMMUNITY LIAISON		
Young, Eric C		Manager Gas Work Methods and S	Mgr Gas Work M&S	New England	GAS SUPPLY UNIT LEADER	WAREHOUSE MATERIAL COORDINATOR	
Zaccari, Justin P		Pressure Regulating Eng	Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR		
Zagarella, Joseph S		Project Ops and Design NE Pipe	Lead Eng Gas Plan & Design Eng	North Andover	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Zeng, Li		Engineering Manager Gas Planni	Spec Designer Gas Plan & Desig	Malden/Lynn	GAS DAMAGE ASSESSOR		
Zhang, Yifei		Gas Business Planning	Lead Analyst Proc & Perf Repor	New England	HOTEL AMBASSADOR		
Zhen, May		Proj Eng & Disign NE Public Wo	Lead Eng Gas Plan & Design Eng	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE	
Zimmerman, Daniel M		Field Ops North NE Gas Maint M	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER/WORK COORDINATOR	WIRES DOWN FIELD SUPERVISOR	



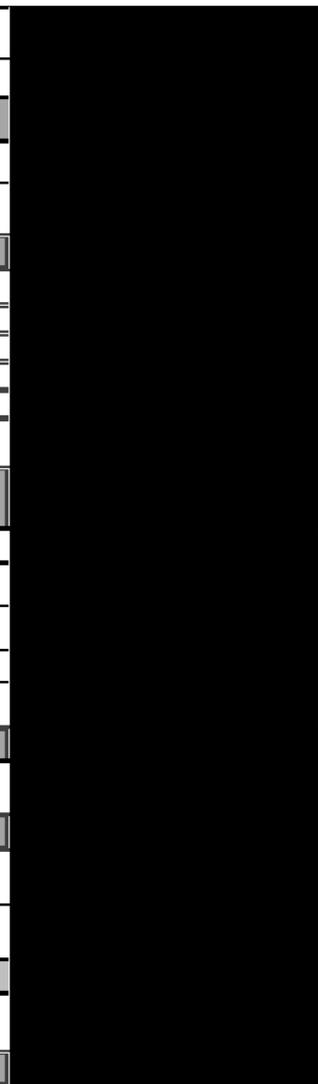
### Exhibit E: Operational Planning Worksheet

				Incident Location	Date		Time Objective				
					Time Prepared						
Work Assignments			Resource by Type							Reporting Location	Requested Arrival Time
		Req.									
		Have									
		Need									
		Req.									
		Have									
		Need									
		Req.									
		Have									
		Need									
		Req.									
		Have									
		Need									
Total Resources		Req.								Prepared by (Name and Position)	
		Have									
		Need									

**Exhibit F: Northeast Gas Association Roster**

Company Name	24 Hour Emergency Dispatch or Control Center	Primary Contact	Phone Number
Northeast Gas Association		Jose Costa	
		Dan Dessanti	
		Tom Kiley	
		Steve Leahy	
		Paul Armstrong	
		Bob Wilson	
Algonquin Gas Transmission Co.	(800) 231-7794 or (800) 726-8383	Bill Whaley	
		Roy Taylor	
		Rich Paglia	
Bangor Gas Company	(877) 427-7991	Mike Hussey	
		Darren Turner	
Berkshire Gas Company	(800) 292-5012	Rick Nasman	
		Franklyn Reynolds	
Central Hudson G & E Corp.	(845) 486-5600 (845) 486-5604	Tim Hayes	
		John Collins	
Columbia Gas of Massachusetts	(800) 282-9426	Lloyd Tiffner	
		Eric Cook	
		Kathy Silver	
		Frank Davis	

Columbia Gas of PA		Dan Williamson Jennifer King
		Eric Cook
Connecticut Natural Gas Co.	(866) 924-5325	Brian Hawley
		Vic Fryxell
Consolidated Edison	(718) 319-2310	Oscar Leon
		Nick Hellen
		Catherine Lewis
		Julius White
		Michelle Gionta
		Yvette Diaz-Middleton
Corning Natural Gas Corp.	(800) 834-2134	Matt Cook
		Jeff Spear
		Kevin Fink
		Harry German
		Bob Bush
Distrigas Of Massachusetts LLC	(617) 381-8536	Mark Skordinski
Elizabethtown Gas	(855)877-9692	Christie McMullen
		Marc Stubel
Enbridge Gas Distribution	(416) 758-4444	Mike Scarland



Eversource Company	(508)305-7171 Gas Dispatch (844)886-9350 (Gas Control MA) (844)886-9349 (Gas Control CT)	Scott Clifford
		Joshua White
		Tom Mahoney
Holyoke Gas & Electric Dept.	(413) 536-9300	Brian Roy
Iroquois Pipeline Operating Co.	(800) 888-3982	Paul Amato
		Mike Kinik
		Tom Bashaw
Liberty Utilities Massachusetts (Blackstone Gas)	(508) 883-9516	James Wojc k
		Stephen Jolicoeur
Liberty Utilities Massachusetts	(774) 627-2642 (774) 627-2643	Peter Eichler
		Gary Munroe
		Bill Peck
Liberty Utilities New Hampshire	(603) 216-3620	Leo Cody
		Richard MacDonald
		Robert Mostone
		Sue Fleck
Liberty Utilities (St. Lawrence Gas)	(800) 673-3301	Darren Wilson
		Giles Volpe
		Brent Poirier
		Tom Hannan
		Kim Baxter
Maine Natural Gas		James Garland
		Sheen Mason

Maritimes & Northeast Pipeline	(800) 726-8383	Bill Whaley
		Roy Taylor
Middleborough G&E Dept.	(508) 947-1535	Rick Labossiere
		Dave Shaw
National Fuel Gas	(800) 526-2608	Craig Swiech
		Jay Lesch
		Mike Colpoys
		Bill Snyder
		Dale Halvarson
National Grid US	(718) 403-2920	Joe Gilliard
		Kathleen Murray
New Jersey Natural Gas Co.	(732) 938-1211	Brian Emerson
		Rick Hauter
		Holly McGovern
		Jim Tarleton
Norwich		Barry Ellison
		Chris LaRose
NYS Electric and Gas	(607) 762-4291	Mike Eastman
		Greg George
Orange & Rockland Utilities	(845) 577-3094 or (845) 577-3880	Patrick Walsh
		Don Higgins
		Catherine Lewis
		Julius White
		Michelle Gionta
Philadelphia Gas Works		Joseph Hawkins
		Ray Welte
PECO		William Kelbaugh
		Richard Conforth
Portland Natural Gas Transmission System		Cynthia Armstrong
		Wayne Oosterman
Public Service Electric & Gas Company, NJ	(973) 430-5075	Christopher LaRossa
		William Kostecki
		Matt Khaled

Rochester Gas and Electric	(607) 762-4291	Greg George
		Mike Eastman
		TBD
Southern CT Gas Co.	(800) 513-8898	Brian Hawley
		Vic Fryxell
South Jersey Gas	(800) 624-3307	Brent Schomber
		Jeff Ogborn
Summit Natural Gas of Maine	800-909-7642	Keith Lincoln
Tennessee Gas Pipeline Company / Kinder Morgan	(800) 231-2800	Steve Rogers
		Tom Burgett
		Mitchell Myer
UGI		Hans Bell
		Tim Angstadt
		Mark Connors
Union Gas Limited	(877) 969-0999	Terry McGivern
Unitil/Northern Utilities Maine	(603) 294-5158	Bill Hobart
Unitil/Fitchburg	(603) 294-5158	Daniel Golden
Unitil/Director Gas Operations	(603) 294-5158	Chris LeBlanc
Vermont Gas Systems, Inc.	802-863-4511 800-639-2112	John St. Hilaire
		Beth Parent
		David Attig
Wakefield Municipal Gas and Light Department	(781) 246-6363	Peter Dion
Westfield Gas & Electric	(413) 572-0000	Michael Lee
		Greg Freeman
		Pat Levesque

**Exhibit G: Information Supplied to US Utilities by Party Seeking Assistance**

Emergency Mutual Assistance Requesting Company Checklist			
No.	Checklist Item	Comment	Date/Time
1.	Name and title of person calling.		
2.	Telephone number where you can be reached.		
3.	Geographical location to have personnel to report to and telephone number of the On-Scene Branch Director responsible for restoration at that location.		
4.	The name and title of person to report to.		
5.	When the personnel are required.		
5.	Number and types of crews and customer service personnel requested. (One supervisor for every 5 service person is suggested).		
6.	Type of emergency: facility failure, load curtailment, turn-off, turn-on, other.		
7.	Estimated duration of the emergency and extent of outage. (It is the responsibility of the requesting utility to arrange housing facilities).		
8.	Work to be done on mains, services, meter set assemblies, and restoring service.		
9.	Major equipment needed: a. Construction crew trucks		

	<ul style="list-style-type: none"> <li>b. Passenger cars</li> <li>c. Other trucks (customer service trucks, dump, regulator, pressure control)</li> <li>d. Welders</li> <li>e. Compressors, backhoes, skip loaders</li> </ul>		
10.	Materials needed: (e.g., pipe, valves, service regulators, etc.)		
11.	Contractor Crews shall follow all Federal, State and local safety requirements as well as National Grid contractor procedure requirements, whereas foreign utility crews shall follow their own safety rules as long as they are compliant with OSHA regulations.		
12.	<p>Inform responding utility of minimum requirements to invoice National Grid for mutual assistance:</p> <ul style="list-style-type: none"> <li>a. Daily timesheets with signature of National Grid Field Supervisor</li> <li>b. Resource on Demand Crew Transfer sheet (verified by NG field Supervisor)</li> </ul>		
13.	Obtain primary contact name from responding utility, phone number and company email address.		
14.	Tools needed: e.g., pneumatic tools, pressure-control equipment, pipe locators, combustible gas indicators, pumps, lighting equipment.		
15.	Suggested highway routes to travel and specific, detailed instructions of where to report.		

16.	Specific job site requirements regarding personnel qualifications and special equipment.		
17.	Guide with communications capability or portable radios/cellular telephones to assist responding field supervisors.		
18.	Provide weather conditions at the emergency location.		
19.	Refer to Mutual Assistance Policy (GEN02001) for further reference.		

### Exhibit H: US Customs and Border Protection – Border Crossing Ports of Entry

PORTS	FACILITIES & CROSSING	PHONE NO.	FAX
24 HOUR CONTACT NUMBER FOR CHAMPLAIN/TROUT RIVER LOCATIONS 518-298-8311			
CHAMPLAIN, NY	Main Office	518-298-8311*	518-298-8395
	Champlain Cargo	518-298-8327*	518-298-8315
	Cannons Corners	518-236-5312	none
	Mooers	518-236-7113*	518-236-4008
	Overton Corners (Route 276)	518-298-3182*	518-298-4944
	Rouse's Point	518-297-2441*	518-297-3632
TROUT RIVER, NY			
	Main Office	518-483-0821*	518-483-3717
	Chateaugay	518-497-6633*	518-497-6639
	Churubusco	518-497-6491	518-497-0028
	Fort Covington	518-358-2444*	518-358-9290
MONTREAL, ONT			
Wednesdays Only 10a.m. – 1:30 pm	Main Office	514-631-2097	514-631-5126
BUFFALO, NY			
	Port Office in Downtown Buffalo	716-843-8300*	
	Buffalo/Niagara Falls International Airport	716-632-4727	
	Lewiston Bridge	716-282-1500*	
	Rainbow Bridge	716-284-5174*	
	Whirlpool Bridge	716-278-0200	
	Peace Bridge	716-881-4447*	
ALEXANDRIA BAY, NY			
	Main Office	315-482-2065	315-482-5304
	Massena	315-769-3091*	315-769-3146
	Ogdensburg	315-393-1390*	

HOULTON, ME	Main Office	207-532-2131*	207-532-4153
	Forest City	207-448-2288	None
	Monticello	207-538-9475	None
	Orient	207-448-2427	None

\*Point of Entry number staffed 24/7

For the most recent contact info, please visit <http://www.cbp.gov/contact/ports/NY>.

### Exhibit I: Customs Superintendent Contact Information

The Customs Superintendent will direct full awareness of the Emergency facilitation to the on-duty Immigration Supervisor, the Local Traffic Supervisor for the Bridge Authority.

Customs Superintendents	Telephone
<b>Peace Bridge</b>	905-994-6333/6334
Back up Direct Line	905-994-6330/6331
Peace Bridge Authority	905-871-1608
<b>Rainbow Bridge</b>	905-354-6754/6427
Back up Direct Line	905-354-4096
Niagara Falls Bridge Commission	905-354-5641
<b>Queenston-Lewiston Bridge</b>	905-262-4833/4813
Back up Direct Line	905-262-6192
Niagara Falls Bridge Commission (Queenston)	905-262-4823

***Whirlpool Bridge is managed by the superintendents at Rainbow.***

## Exhibit J: US/Canada Border Guidance Procedure & Pre- Arrival List

### Purpose

To make the Bi-National assistance during an event as expeditious as possible by preparing utilities workers deployed across the U.S./Canada border. The sharing of resource does not stop at the U.S. boundaries. During major events, we need to be able to cross our northern border as effectively while maintaining the security of both Canada and the United States.

### Data

1. Prior to mobilizing, there are requirements. While it is preferred to have a passport, the following is required for each individual:
  - Port of Entry Name,
  - ETA,
  - Name,
  - Phone #,
  - Birth date,
  - Female/Male,
  - Citizenship,
  - Passport #,
  - Country issued,
  - Driver's license #,
  - Driver's license province/state,
  - Previous provinces/state resided in, and
  - Final destination.
  
2. For the forms needed at the border, go to the U.S. Customs and Border Protection website and access the Certificate of Registration:
  - Link for CBP: <http://cbp.gov/>
  - Link for Form 4455: [http://forms.cbp.gov/pdf/CBP\\_Form\\_4455.pdf](http://forms.cbp.gov/pdf/CBP_Form_4455.pdf)

Complete one form per group of trucks.
  
3. Make sure vehicle has copies of the state declaration.
  
4. Include the Requesting Company letter of Invite, which should include:
  - Requesting Company Name/Address
  - Company ICON
  - Reason for responding company to help requesting company
  - Requesting Company twenty-four-hour contact number
  
5. Make sure to have the applicable vehicle manifest and forward the master roster to CBSA (Canadian Border) so that they have all the details beforehand.
  - Reference – Title 19: Customs Duty, Chapter 1, Part 10, Subpart A: General Provisions

## 6. Prior to leaving Canada:

- Each vehicle MUST stop at the Canadian Export Lane at the port of exit and present the truck inventory manifest to the Canadian Agent. It must have a total of approximated value...both in and out, expecting that the value doesn't change.
- The Agent will stamp the manifest as 'goods exported'.
- The vehicle then proceeds to the US side, the crews receive a temporary work permit, and off they go to their destination.

## 7. Upon Return:

- At the US border, present the vehicle manifest and the temporary work permit.
- The stamped manifest MUST be presented to the port of exit upon return to be stamped as 'goods returned'. (If not stamped, they run the risk of having the vehicle searched and duty charged on the approximate contents. CBSA advice).
- All paper work will be either returned to the vehicle or secured at the border. Retain any paperwork returned.

As a precaution, the crews can check the border websites to see what the current in-bound wait times are. The websites are included below for your convenience:

- US Border Crossing Wait Times: <http://apps.cbp.gov/bwt/>
- Canadian Border Crossing Wait Times: <http://www.cbsa-asfc.gc.ca/bwt-taf/menu-eng.html>

**THIS IS FOR REFERENCE ONLY TO ASSIST TO EFFECTIVELY TRANSIT THROUGH THE POEs. THE FINAL ENTRY DECISION WILL BE MADE BY CBP.**

### Exhibit K: Procedure for Dispatching Forces to US Utilities Seeking Assistance

Emergency Mutual Assistance Responding Company Checklist			
No.	Checklist Item	Comment	Date/Time
1.	Select a supervisor or supervisors who will be in charge. (One supervisor for every 5 service person is suggested).		
2.	Instruct supervisor who is in charge of the duties expected of him/her.		
3.	Decide on mode of transportation, based on weather, distance, time of day and available transportation.		
4.	If trucks are required: <ul style="list-style-type: none"> <li>a. Select and assign drivers</li> <li>b. Select trucks</li> <li>c. Have trucks serviced</li> <li>d. Load any special tools and material if requested</li> <li>e. Provide for expenses from home base to destination</li> <li>f. Arrange departure time and notify requesting company</li> <li>g. Advise requesting company as to:                             <ul style="list-style-type: none"> <li>(1) Departure time</li> <li>(2) Approximate arrival time at designated location</li> <li>(3) Name of supervisor in charge, number of persons and vehicles.</li> </ul> </li> </ul>		

<p>5.</p>	<p>Provide supervisor with:</p> <ul style="list-style-type: none"> <li>a. Name and address of requesting company</li> <li>b. Name, address and phone number of person he or she is to report to in requesting company</li> <li>c. Highway routes to travel and specific detailed information of exactly where to report</li> <li>d. Conditions of emergency, e.g., rain, snow, wind, lightning, flood.</li> <li>e. Estimated duration of emergency (it is the responsibility of the requesting utility to arrange housing facilities)</li> <li>f. Equipment needed</li> <li>g. Tools required</li> <li>h. Weather, present and forecasted</li> </ul>		
<p>6.</p>	<p>Provide supervisor in charge with check list of personal items required by employees, such as change of work clothes, personal toilet articles, shaving equipment, tool bag (which includes gloves, goggles, overalls, company uniform, work shoes, hard hats, etc.).</p>		
<p>7.</p>	<p>Provide supervisor and personnel with money and instructions to handle required expenses.</p>		
<p>8.</p>	<p>Provide accurate list of names and classifications of personnel to supervisor in charge.</p>		
<p>9.</p>	<p>Provide supervisor with time slips, report forms and other required stationery supplies.</p>		

10.	Provide crew members with I.D. cards and, if required, authorized CIVIL DEFENSE PASSES.		
11.	Obtain any special insurance coverage desired for duration of the emergency.		
12.	If crews are required, the responding company will only provide individuals who are qualified under the Operator Qualification requirement 49 CFR Part 192 Subpart N.		
13.	Provide field communication, if needed.		

## Exhibit L: Procedure for Supervisors Assisting Other Parties

1. Call the National Grid Restoration Section Deputy's and Team Leaders responsible for restoration upon arrival at the point of the emergency work assignment.
2. Verify information as to where the crews will be met and where they will report for work.
3. Obtain information on crew lodging and meals.
4. Check the restaurant hours for proper accommodations, especially breakfast.
5. Establish the daily work schedule.
6. Where necessary, arrange for the assignment and storing of vehicles.
7. Arrange for the assignment of a crew guide who knows the local area and who has experience with gas system equipment.
8. Request general information for your crews.
9. Request maps of the local gas distribution system.
10. Request important telephone numbers such as for the work headquarters, Branch Directors and/or Deputy's (Field Ops/CMS) office, police, and medical support.
11. Maintain a daily log of activities from the time of departure to end of work assignment.
12. Arrange for the return home in a reasonable and prompt manner.
13. Report to the local Restoration Crew Supervisor responsible for restoration.
14. Submit required reports.

### 32.3. Chapter 7 Exhibits

#### Exhibit A: Manufacturer and Equipment Vendor Listing

MANUFACTURER	CONTACT NAME	EMAIL ADDRESS	PHONE NUMBER
A Y MCDONALD MANUFACTURING CO	Tony Althaus		
ACTARIS	Craig Raivitch		
ADVANCE ENGINEERING	Tom Brown		
AMERICAN METER CO	Russ Schrey		
ANVIL	James Golden		
BINGHAM & TAYLOR	Perry Hyde		
C P TEST SERVICES INC	Pamela Krieg		
CONSOLIDATED PIPE & SUPPLY CO INC	Barry Curtis		
CONTROL ASSOCIATES INC	Aaron Brown		
DRESSER Piping	Dan Cuthbertson		
ELSTER/PERFECTION	Jim Hansen		
FISHER CONTROLS INTERNATIONAL	Steve DiPilato		
HIGHFIELD MFG CO	Jennifer Anderson		
IDEAL SUPPLY INC	Pete Fazio		
INDEPENDENT PIPE & SUPPLY CORP	Eric Kessler		
INNER TITE CORP	Marlene Ferris		
ITRON INC	Craig Raivitch		
J M EAGLE	Matt Olsson		
KEROTEST MFG. CORP.	Christine Cutruzzula		
MCJUNKIN REDMAN CORPORATION	James Golden		
MUELLER CO	Kim Sills		
MULCARE	Scott Vigil		
NORDSTROM VALVE	Mark Federici		
NOV WILSON, LP	Cindy Miller		
PERFORMANCE PIPE	Nicole Singletary		
PLCS INC.	Denise Englebert		
PLIDCO	Justin Abramovich		
POLYVALVE ANDRONACO	Scott Vigil		
RICHARDS MFG. CO	Richard Fox		
SMITH BLAIR	Jeff Beauchamp		
SPECTRUM CATALYST	Michael Plunkett		
STOCKHAM	James Golden		
STUART STEEL PROTECTION CORP	Theresa Petroski		

MANUFACTURER	CONTACT NAME	EMAIL ADDRESS	PHONE NUMBER
T D WILLIAMSON INC	Scott Mara	[REDACTED]	[REDACTED]
THE C J NOLTE CO	Carol Nolte		
UMAC INC	Jack Wink		
UPSCO	Scott Newman		
WARD MANUFACTURING INC	James Golden		
WELDBEND	James Golden		
WHEATLAND STEEL PRODUCTS CO	James Golden		

### 32.4. Chapter 8 Exhibits

#### Exhibit A: Vendor Contact List

##### Catering Contact List

Name	Title	Address	City	State	Phone Number
Autin, Tracy	Manager, Catering Operations	3809 Day St	Harvey	LA	
Badeaux, Jeff	Managing Partner, President	3809 Day St	Harvey	LA	
Badeaux Jr, Jeffrey	Logistics Manager	3809 Day St	Harvey	LA	
Bourgeois, Craig	Logistics Manager/Safety Supervisor	3809 Day St	Harvey	LA	
Bourgeois, Rachel	Logistics Coordinator / AR	3809 Day St	Harvey	LA	
Cryer, Ken	Logistics Manager	3809 Day St	Harvey	LA	
Guillot, William	Logistics Manager	3809 Day St	Harvey	LA	
Langston, Jodi	Customer Liaison - Plan Maintenance	3809 Day St	Harvey	LA	
Lazaro, Julian	Logistics Manager	3809 Day St	Harvey	LA	
Lazaro, William	Partner, Executive Vice President	3809 Day St	Harvey	LA	
Murray, Robert	Logistics Manager	3809 Day St	Harvey	LA	
Reeves, Nicole	Accounting Manager / AP	3809 Day St	Harvey	LA	
Rote, Rob	Logistics Manager	3809 Day St	Harvey	LA	
Young, Rosalie	Project Coordinator	3809 Day St	Harvey	LA	

National Grid retains the services of Base Logistics (800-878-4903) to maintain and update local vendor contact information for use during emergency events. Contact with emergency vendors is made through Base Logistics.

Category	Supplier Name	City	State	Supplier Phone #
Catering	Fine Catering	Attleboro	MA	800-552-7822
Catering	Italian Kitchen	Brockton	MA	508-586-2100
Catering	Lambert's Deli	Brockton	MA	508-588-4099
Food Suppliers	CrielliFoods	Brockton	MA	508-584-6700
Catering	Carriage House of Easton	Easton	MA	508-238-1266
Catering	Corporate Chefs	Haverhill	MA	978-372-7400
Food Suppliers	Corporate Chefs	Haverville	MA	978-372-7400
Catering	Talk of the Town	Hingham	MA	781-741-2590
Food Suppliers	Hallsmith-Sysco	Norton	MA	508-285-1000
Catering	Sodexo Marriott Services	Westboro	MA	508-836-4233
Food Suppliers	BJ's Warehouse	Westboro	MA	508-366-7048
Catering	B & D Catering	Weymouth	MA	781-335-1273
Catering	Union Chowder House	Weymouth	MA	781-335-6073
Catering	Northport deli and Caterers	Northport	NY	631-261-1402
Food Suppliers	CulinArt, Inc.	Plainview	NY	516-322-5203
Catering	Tee's Deli Mart Company INC	Worcester	NY	978-729-2337
Catering	Emery's Catering Service	Central Falls	RI	401-725-5680
Catering	Harty Caterers	Lincoln	RI	
Food Suppliers	Ro-Jacks Food Store	Patucket	RI	401-725-0075
Catering	Julian's Providence	Providence	RI	401- 861-1770
Catering	Pranzi Catering	Providence	RI	401-383-3631
Catering	Cozy Caterers	Providence	RI	401-351-3111
Food Suppliers	Anthony Lambert			781-461-8388

**Lodging Contact List**

*Site Name	*Address	City	State	Zip	Contact Phone	Contact E-mail
Atlantic House - Narragansett	85 Ocean Rd	Narragansett	RI	02882	401-783-6400	
Bay Voyage Inn - Jamestown	150 Conancicus Ave	Jamestown	RI	02835	401-423-2100	fdbayvoyage@fairfieldresorts.com
Beechwood Hotel - Worcester	363 Plantation Street	Worcester	MA	01605	508-754-5789	ylugo@beechwoodhotel.com
Best Western - Chelmsford Inn	187 Chelmsford St	Chelmsford	MA	01824	9782567511	bwcsales@aol.com
Best Western - Merrimack Valle	401 Lowell Avenue	Haverhill	MA	01832	9783731511	steve@bwmerrimackvalley.com
Best Western - Rockland	909 Hingham St989	Rockland	MA	02370	781-871-5660	
Best Western - Seekonk	45 Mink St	Seekonk	MA	02771	508-336-4927	michael@bestwesternprovidence.com
Best Western - W Greenwich	99 Nooseneck Hill Rd	West Greenwich	RI	02817	401-397-5494	
Best Western - Warwick	2138 Post Road	Warwick	RI	02886	401-737-7400	mike.bestwestern@gmail.com
Best Western Lord - Wakefield	595 North Ave	Wakefield	MA	01880	781 245 6100	
Best Western Mainstay - Newpor	151 Admiral Kalbfus Rd	Newport	RI	02840	401-849-9880	
Best Western Royal Plaza - Mar	181 Boston Post Rd	Marlboro	MA	01752	5083031736	jkerrigan@rplazahotels.com
Boston Marriott - Peabody	8A Centennial Drive	Peabody	MA	01960	978-977-9700	stephanie.sadowski@marriott.com
Boston Marriott Newton Hotel	2345 Commonwealth Avenue	Newton	MA	02466	617-630-3505	chris.giovanetti@marriott.com
Boston Marriott- Quincy	1000 Marriott Dr	Quincy	MA	02169	508-360-4179	Shannon.skoglund@marriott.com
Boxborough Woods H.I.	242 Adams Place	Boxborough	MA	01719	9788891713	nhurley@procgrouop.com
Brant Point Inn	6 North Beach Street	Nantucket	MA	02554	508-228-5442	info@brantpointinn.com
Candelwood Suites - Burlington	130 Middlesex Tpk	Burlington	MA	01803	781 229 4300	justin.gagnon@IHG.com
Cape Ann Resort - Gloucester	75 Essex Avenue	Gloucester	MA	01930	978-283-2116	
Cape Point Hotel	476 Main Street	Yarmouth	MA	02763		
Centerboard Inn	8 Chester St.	Nantucket	MA	02554		
Charlemont Inn	107 Main Street	Charlemont	MA	99999	413-339-5796	
Clarion Colonial Hotel - Gardn	625 Betty Spring Road	Gardner	MA	01440	9786302500	colonialhcc@net1plus.com
Clarion Hotel - Northampton	1 Atwood Drive	Northampton	MA	01060	413-586-1211	kisinkoski@hhgmail.com
Clarion Hotel - Seekonk	940 Fall River Ave	Seekonk	MA	02771	508 336 7300	darlingdevelopment@comcast.net
Clarion Hotel Wakefield	995 North Avenue	Wakefield	MA	01880	781-245-6100	
Coachman Motor Inn - S Kingsto	3055 Tower Hill Rd	S Kingston	RI	02883	401-783-2516	cmotormotel@aol.com
Comfor Inn- Middletown	28 Aquidneck Ave.	Middletown	RI	02842	401-619-2800	
Comfort Inn & Suites - Gr Bar	249 Stockbridge Rd	Great Barrington	MA	01230	(413)644-3200	sales@berkshirecomfortinn.com
Comfort Inn - Auburn	426 Southbridge Street	Auburn	MA	01501	5088328300	gm.ma038@choicehotels.com
Comfort Inn - Danvers	50 Dayton Street	Danvers	MA	01923	9787771700	jill.granger@snhotels.com
Comfort Inn - Foxboro	4 Fisher Street	Foxboro	MA	02035	508 543 1000	gm.ma036@choicehotels.com
Comfort Inn - Marlboro	880 Donald Lynch Blvd	Marlborough	MA	01752	5084601000	gm.ma140@choicehotels.com
Comfort Inn - Milford	3 Fortune Blvd	Milford	MA	01757	508-634-2499 x301	dmgexpress@comcast.net
Comfort Inn - Pawtucket	2 George Street287	Pawtucket	RI	02860	401-365-1702	sales@comfortinnri.com
Comfort Inn - Randolph	1374 North Main St	Randolph	MA	02368	7819611000	lkeaney@itenhm.com
Comfort Inn - Rockland	850 Hingham Street	Rockland	MA	02370	781 982 1000	crockland@nantucketcos.com
Comfort Inn - Seekock	341 Highland Ave	Seekonk	MA	02771	5083367900	gm.ma130@choicehotels.com
Comfort Inn - Warwick	1940 Post Road	Warwick	RI	02886	401-824-0670	lisa.kasprzak@sheratonprovidence.com
Comfort Inn & Suites - Logan	85 American Legion Hwy267	Revere	MA	02151	7814853600	jfiorello@comfortinnboston.com
Comfort Inn & Suites - Sturbri	215 Charlton Road (Rt. 20)	Sturbridge	MA	01566	508 347 3307	angela@sturbridgecomfortinn.com
Comfort Inn Fall River	360 Airport Road	Fall River	MA	02720	508-672-0011	keastman@globalvisionhotels.com
Comfort Suites	10 Keyes Way	West Warwick	RI	02893	401-826-1800	gm.n016@choicehotels.com
Comfort Suites - Andover	4 Riverside Drive	Andover	MA	01810	9784756000	kellie.pabst@hilton.com
Country Inn and Suites	50 Christy's Drive	Brockton	MA	02301	508-559-0099	cx_brok@countryinns.com
Country Inn and Suites - Holyo	1 Country Club Rd	Holyoke	MA	01040	4132632036	dritchie@columbushotel.com
Countryside Motel - Bellingham	115 Mechanic St	Bellingham	MA	02019	508 966 0440	countrysidemotel0440@yahoo.com
Courtyard - Foxboro	35 Foxboro Blvd	Foxboro	MA	02035	508-360-4179	stephanie.sadowski@marriott.com
Courtyard - Providence	32 Exchange Terr	Providence	RI	02903	401-272-1191	helaine.gallagher@crestlinehotels.com
Courtyard By Marriott - Raynham	37 Paramount Drive (Rt 44)	Raynham	MA	02767	508-822-8383	
Courtyard- Fitchburg	150 Royal Plaza Drive	Fitchburg	MA	01420	978-342-7100	
Courtyard- Lowell	30 Industrial Avenue East	Lowell	MA	01852	978-458-1337	joey.tutela@marriott.com
Courtyard Marriott- Westborough	3 Technology Dr195	Westborough	MA	01581	508-263-9149	tamara.colpack@interstatehotels.com
Courtyard Marriott - Andover	10 Campanelli Dr	Andover	MA	01810	9787940700	matthew.nolan@marriott.com
Courtyard Marriott - Danvers	275 Independence Way	Danvers	MA	01923	978-777-8630	jennifer.dianich@marriott.com
Courtyard Marriott - Middletow	9 Commerce Drive	Middletown	RI	02842	508-360-4179	stephanie.sadowski@marriott.com
Courtyard Marmott - Milford	10 Fortune Blvd	Milford	MA	01757	508-360-4179	stephanie.sadowski@Marriott.com
Courtyard Marriott - Stoughton	200 tech drive	Stoughton	MA	02072	781-297-7000	Stephanie.Sadowski@Marriott.com

*Site Name	*Address	City	State	Zip	Contact Phone	Contact E-mail
Courtyard Marriott - Warwick	55 Jefferson Park Rd	Warwick	RI	02888	401.215.1412	sgallogly@waterfordhotelgroup.com
Courtyard Marriott - Woburn	700 Unicorn Park Dr	Woburn	MA	01801	7819389001	jmillerick@csmcorp.net
Courtyard Marriott - Woburn	240 Mishawum Rd	Woburn	MA	01801	508-360-4179	stephanie.sadowski@marriott.com
Courtyard Marriott/Boston Nor	300 River Ridge Drive	Norwood	MA	02062	508.360.4179	stephanie.sadowski@marriott.com
Courtyard Marriott/Hadley	423 Russell Street1357	Hadley	MA	01305	413-586-3910	kisinkoski@hhgmail.com
Courtyard Marriott-Worcester	72 Grove St.	Worcester	MA	01605	508-363-0300	eamato@colwenhotels.com
Courtyard Providence Lincoln	635 George Washington Hwy	Lincoln	RI	02865	401-333-3400	lnickerson@buffalolodging.com
Courtyard- Raynham	37 Paramount Drive,Route 44	Raynham	MA	02767	508-822-8383 x401	efulginiti@jitenhm.com
Crowne Plaza - Danvers	50 Ferncroft Rd	Danvers	MA	01923	978-777-2500	
Crowne Plaza Crossing - Warwick	801 Greenwich Avenue293	Warwick	RI	02886	401-681-4722	kimberly.geary@providenceri.crowneplaza.com
Days Hotel - Boston	1234 Soldiers Field Rd	Boston	MA	02135	617 254 1234	
Days Inn - Cranston	101 New London Ave	Cranston	RI	02920	4019424200	patelsur20@whnyc.com
Days Inn - Milford	3 Fortune Blvd	Milford	MA	01757		dgcomfort@comcast.net
Days Inn - New Bedford	500 Hathaway Rd	New Bedford	MA	02740	5089971231	newbedinn@yahoo.com
Days Inn - S. Attleboro	1116 Washington	Attleboro	MA	02703	508-761-4825	patel.gita@gmail.com
Days Inn - Shrewsbury	889 Boston Tpke	Shrewsbury	MA	01545	508-842-3042	daysinnworcester@gmail.com
Days Inn- Lenox	194 Pittsfield Rd.	Lenox	MA	01240	413-637-3560	
Days Inn- Methuen	159 Pelham St.	Methuen	MA	01844	978-686-2971	
Days Inn Middleborough	30 East Clark St	Middleborough	MA	02346	508-946-0966	sales@daysinn-middleboro.com
Days Inn of Sturbridge	400 Haynes Road (Rt 15)	Sturbridge	MA	01566	5083471978	daysinn27393@gmail.com
Days Inn- Raynham	164 New State Highway(Rt 44)	Raynham	MA	02767	508-824-8647	
Doubletree - Leom	99 Erdman Way	Leominster	MA	01453	978-840-5532	christinec@fourpointsleom.com
Doubletree - Milford	11 Beaver Street	Milford	MA	01757	5084787010	ericaallen@remingtonhotels.com
Doubletree Bedford Glen Hotel	44 Middlesex Turnpike606	Bedford	MA	01730	781-275-3042	Liz.Pritchard2@hilton.com
Doubletree Guest Qtr Suite - B	400 Soldiers Field Rd	Boston	MA	02134	617 783 0090	danielle.babin@hilton.com
Doubletree Inn - Westborough	5400 Computer Dr	Westborough	MA	01581	(508)366-5511	henry.tessman@hilton.com
Doubletree Leominster	99 Erdman Way	Leominster	MA			
Doubletree Riverfront Hotel	50 Warren St	Lowell	MA	01852	978-452-1200	jennifer.auyer@hilton.com
Econolodge - Sutton	Rte 146	Sutton	MA	01590	5088655222	econosutton@aol.com
Embassy Suites	123 Boston post Rd	Marlboro	MA	01752	508-481-3110	deborah.lepreste@hilton.com
Embassy Suites Hotel	550 Winter Street	Waltham	MA	02451	781-487-4235	melissa.mcrae@hilton.com
Extended Stay - Warwick	245 W. Natick Road	Warwick	RI	02886	401-747-7130	klindelow@extendedstay.com
Extended Stay - Westborough	1800 Computer Dr.	Westborough	MA	01581	508-366-9699	alaney@extendedstay.com
Extended Stay America - Tewskb	1910 Andover St	Tewksbury	MA	01876	978-863-9888	alaney@extendedstay.com
Extended Stay America - Warwick	241 W Natick Rd	Warwick	RI	02886	401-732-2547	pwa@extendedstay.com
Extended Stay America/EProv	1000 Warren Ave	East Providence	RI	02910	401-474-7130	klindelow@extendedstay.com
Extended Stay America/Norton	280 S Washington St	Norton	MA	02766	508-395-8538	mgould@extendedstay.com
Extended Stay America/Westbor	19 Connector Rd	Westborough	MA	01581	508-395-8538	mgould@extendedstay.com
Extended Stay Deluxe/Waltham	32 4th Avenue	Waltham	MA	02451	508-395-8538	mgould@extendedstay.com
Extended Stay Deluxe/Westbor	180 E Main St	Westborough	MA	01581	508-395-8538	mgould@extendedstay.com
Extended Stay Deluxe/Woburn	831 Main	Woburn	MA	01801	508-395-8538	mgould@extendedstay.com
Extended Stay/W Warwick	1235 Division Rd	West Warwick	RI	02893	401-474-7130	klindelow@extendedstay.com
Fairfield Great Barrington	249 Stockbridge Rd.	Great Barrington	MA			
Fairfield Inn - Amesbury	35 Clarks Road	Amesbury	MA	01913	978-388-3400 X174	renee.w@prosperahospitality.com
Fairfield Inn - Middleboro	4 Chalet Road	Middleboro	MA	02346	5089464000	
Fairfield Inn - Tewksbury	1695 Andover St	Tewksbury	MA	01876	978-640-0700 x177	priscilla.d@prosperahospitality.com
Fairfield Inn & Suites - Aubur	718A Southbridge Street	Auburn	MA	01501	508-832-9500	ffi.bosaw.gm@marriott.com
Fairfield Inn & Suites - Milfo	1 Fortune Blvd	Milford	MA	01757	508-478-0040	lwomham@colwenhotels.com
Fairfield Inn & Suites -Boston	100 Morris Street	Revere	MA	02151	781-324-1900 X2217	anna.colom@marriott.com
Fairfield Inn and Suites - Boston	100 Morris Street	Revere	MA	02151	781-324-9000	
Fairfield Inn Marriott - Dedha	235 Elm Street	Dedham	MA	02026	781-326-9264	harley.chien@marriott.com
Fairfield Inn Marriott - Warwi	36 Jefferson Blvd	Warwick	RI	02886	401-941-6600	
Fairfield Inn Marriott - Wobur	285 Mishawaum Rd	Woburn	MA	01801	781 938 7575	debbie.m@proserahospitality.com
Ferncroft	Ferncroft Dr	Danvers	MA	01923	978-750-7981	
Four Points by Sheraton	1125 Boston-Providence Turnpike	Norwood	MA	02062		ashley.homs@hobbsbrook.com
Four Points Sheraton -Boston	407 Squire Rd	Revere	MA	02127	781-284-7200	aimee.corkem@fourpointsbostonlogan.com
Foxboro Inn - Westboro	62 Milk Street	Westborough	MA	01581		innkeeper@westboroinn.com
Guesthouse Intl - Methuen	159 Pelham st	Methuen	MA	01844	978-686-2971	info@methuenguesthouse.com
Hamilton Village Inn - N Kings	642 Boston Neck Road285	N Kingston	RI	02852	4012950700	HVIRI@aol.com

*Site Name	*Address	City	State	Zip	Contact Phone	Contact E-mail
Hamilton Village Inn - N Kings	642 Boston Neck Road436	N Kingston	RI	02852	4012950700	HVIRI@aol.com
Hampton Inn	184 Sherbourne Rd	Greenfield	MA	01301	413-773-0057	cassie.johnson@hilton.com
Hampton Inn	945 Douglas Pike	Smithfield	RI	02917		
Hampton Inn - Auburn	736 Southbridge St	Auburn	MA	01501	774-221-0055	lisa.young@hilton.com
Hampton Inn - Franklin	735 Union Street220	Franklin	MA	02038	(508)520-2999	amanda.culhane@hilton.com
Hampton Inn - Marlboro	277 Boston Post Road WEST	Marlboro	MA	01752	508-787-0877	hloiselle@buffalolodging.com
Hampton Inn - Middletown	317 West Main Rd	Middletown	RI	02842	401-848-6555	
Hampton Inn - Seekonk	1030 Fall River Ave	Seekonk	MA	02771	508 536 9000	Michael.Brightman@hilton.com
Hampton Inn - South Kingston	20 Hotel Drive	South Kingston	RI	02879		
Hampton Inn - Warwick	2100 Post Road	Warwick	RI	02886	4017398888	jay.visnjic@hilton.com
Hampton Inn - Westport	53 Old Bedford Rd	Westport	MA	02790	5086758500	renay@lafrancehospitality.com
Hampton Inn & Suites - Westford/Chelmsford	9 Nixon Rd.	Westford	MA	01886		
Hampton Inn- Coventry	850 Center of NE Blvd	Coventry	RI	02816	401-823-4041	
Hampton Inn- Hadley/ Amherst	24 Bay Rd.	Hadley	MA	01035	413 781-0900	cmfoster@pvhg.com
Hampton Inn Peabody	59 Newbury Street	Peabody	MA			
Hampton Inn- Raynham	600 New State HWY	Raynham	MA	02767		salesraynham@msn.com
Hampton Inn Sturbridge	328 main street	sturbridge	MA	01566	508-347-1978	
Hampton Inn-Bed Burl	25 Middlesex Turnpike	Billenica	MA	01821	978-262-9977 X4906	jjoubert@buffalolodging.com
Hampton Inn-Raynham	600 New State Highway	Raynham	MA	02767	508-822-6222	
Hawthorn Suites - Franklin	835 Upper Union St	Franklin	MA	02038	508-404-2197	karyn.landreville@hershahotels.com
Hawthorne Hotel - Salem MA	18 Washington Sq West	Salem	MA	01970	978-744-4080	tmacdonald@hawthornehotel.com
Hilton - Boston	2 Forbes Rd	Woburn	MA	01801	781-932-0999	anton.ramus@hilton.com
Hilton Boston Dedham	25 Allied Drive	Dedham	MA	02026	781-461-1027	grace.alexander@hilton.com
Hilton Garden - Warwick	1 Thurber Street	Warwick	RI	02886	401-734-9600	Lee.Buchanan@hilton.com
Hilton Garden Inn - Springfiel	800 West Columbus	Springfield	MA	01105	4132632036	dritchie@columbushotel.com
Hilton Garden Inn - Worcester	35 Major Taylor Blvd	Worcester	MA	01608	5087535700	connie_pion@hilton.com
Hilton Providence	21 Atwells Avenue	Providence	RI	02903	401-927-9518	tkenahan@hiltonprovidence.com
Holiday Inn - Mansfield	31 Hampshire St	Mansfield	MA	02048	508-337-8677	mcorreia@fine-hotels.com
Holiday Inn - Berkshires	40 Main Street	North Adams	MA	01247	4136636500	hbsales@verizon.net
Holiday Inn - Boston/Dedham	55 Ariadne Rd	Dedham	MA	02026	781-407-2272	efagan@midlandhc.com
Holiday Inn Express - Gr Barr	415 Stockbridge Road (Rt7)	Great Barrington	MA	01230	413 442 4000	hiexgb@hotmail.com
Holiday Inn - Marlboro	265 Lakeside Ave984	Marlborough	MA	01752	508-303-2790	dlibby@midlandhc.com
Holiday Inn - N Adams	40 Main Street	North Adams	MA	01247		
Holiday Inn - Rockland	929 Hingham Street	Rockland	MA	02370	7818710545	richarddecusati@remingtonhotels.com
Holiday Inn - S Kingston	3009 Tower Hill Rd	S Kingston	RI	02883	4017891051	SKNRI@aol.com
Holiday Inn - Somerville	30 Washington St	Somerville	MA	02143	617-628-1000	susan.perry@phg.net
Holiday Inn - Taunton	700 Myles Standish Blvd333	Taunton	MA	02780	(508)823-0430	bsmith@welsi.us
Holiday Inn - Tewksbury	4 Highwood Drive	Tewksbury	MA	01876	9786409000	lcavalcanti@twintierhospitality.com
Holiday Inn Boston - Brockton	405 Westgate Drive	Brockton	MA	02301	5085886300	preeti@jitenhm.com
Holiday Inn Exp-Boston/Milford	50 Fortune Blvd	Milford	MA	01757	5086341054	sales@expressmilford.com
Holiday Inn Express	707 South	North Attleboro	MA	02760	508 643-9900	soriagm@hotmail.com
Holiday Inn Express	224 Winthrop Avenue	Lawrence	MA	01840	9789754050	anhpdos@shanerhotels.com
Holiday Inn Express	855 West Main Rd.	Middletown	RI	02842	401-848-7128	
Holiday Inn Express - Auburn	10-12 Johnson Street	Auburn	MA	01501	508-832-2500 EXT 165	kkirk@roedelcompanies.com
Holiday Inn Express - Smithfie	1010 Douglas Pike	Smithfield	RI	02917	401-231-6300 X404	sbrodie H E@gmail.com
Holiday Inn Express - Warwick	901 Jefferson Blvd	Warwick	RI	02886	401-739-6098	kimberly.geary@providenceri.crowneplaza.com
Holiday Inn Express - Woosocke	194 Fortin Drive	Woonsocket	RI	02895	4017695000	sshexpressri@mindspring.com
Holiday Inn Express Braintree	190 Wood Rd	Braintree	MA	02184	781-848-9799 EXT 7094	rdpatel@norfolkhospitality.com
Holiday Inn Exp-Saugus-Logan	999 Broadway	Saugus	MA	01906	781-233-1800	s.hiexpressaugus@yahoo.com
Holiday Inn Fitchburg	150 Royal Plaza Drive	Fitchburg	MA	01420	9783427100	night.audit@hifitchburg.com
Holiday Inn Hotel - Peabody	1 Newbury Street	Peabody	MA	01960	(978)535-4600	eoneil@midlandhc.com
Holiday Inn Select - Boston/Go	5 Blossom St	Boston	MA	02114	617 742 7630	
Holiday Inn South Kingstown	3009 Tower Hill Road	South Kingstown	RI	02874	401-789-1051	
Holiday Inn-Taunton	700 Myles Standish Blvd.	Taunton	MA	02780	508-823-0430	
Homestead Studio Suites Peabod	200 Jubilee Drive	Peabody	MA	01960	978-531-6632	
Homestead Studio/Burlington	40 South Avenue	Burlington	MA	01803	508-395-8538	mgould@extendedstay.com
Homestead Stuido Suites - Warw	268 Metro Ctr Blvd	Warwick	RI	02886	4012268430	klindelow@extendedstay.com
Homestead Village - Marlboro	19 Northboro Rd	Marlboro	MA	01752	508 490 9911	mar@extendedstay.com
homewood Studio/Peabody	200 Jubilee Drive	Peabody	MA	01960	508-395-8538	mgould@extendedstay.com
Homewood Suites Peabody	57 Newbury Street	Peabody	MA	01960		
Hotel Indigo Boston	339 Grove Street	Newton	MA	02703	617-454-3444	trudenaer@pyramidhotelgroup.com

*Site Name	*Address	City	State	Zip	Contact Phone	Contact E-mail
Hotel Northampton	36 King Street	Northampton	MA	01060	413 584 3100	rmeng@hotelnorthampton.com
Hotel Viking - Newport	1 Bellevue Ave	Newport	RI	02840	401-848-4839	asheehan@hotelviking.com
Howard Johnson - Hadley	401 Russell Street	Hadley	MA	01035	413-887-4619	Kskinkoski@hghmail.com
Howard Johnson - Williamstown	213 Main Street	Williamstown	MA	01267	413-458-8158	
Howard Johnson Express	462 Pittsfield Rd.	Lenox	MA	01240	413-442-4000	
Hyatt Place	50 Forbes Road	Braintree	MA	02184	781-848-0600	crystal.sullivan@hyatt.com
Hyatt Place - Boston/Medford	116 Riverside Avenue	Medford	MA	02155	781-395-8500	anthony.moreschi@hyattselect.com
Hyatt Regency - Newport	1 Goat Island 286	Newport	RI	02840	4018511234	mcorujo@hyattnewport.com
Hyatt Summerfield Suites - Bos	54 4th Avenue	Waltham	MA	02451	781-290-0026 x5105	kelly.dress@Hyatt.com
International Inn & Suites Hyannis	662 Main Street	Hyannis	MA	02601		
Jared Coffin House	24 Broad Street	Nantucket	MA	02554	508-228-2400	candersson@niresorts.com
Jiminy Peak Resort	37 Corey Road	Hancock	MA	01237	4137385500	tgrant@jiminy.com
Johnson and Wales Inn	213 Taunton Avenue	Seekonk	MA	02777	508-336-8700	barbara.dickinson@jwu.edu
La Quinta - Andover	131 River Rd	Andover	MA	01810	978-685-6200	dsmith@lq.com
La Quinta - Auburn	446 Southbridge St.	Auburn	MA	01501	508-832-7000	
La Quinta - Somerville	23 Cummings Street	Somerville	MA	02145	617-625-5300	
La Quinta - Warwick	36 Jefferson Blvd	Warwick	RI	02888	(401) 941-6600	
La Quinta-Milford	24 Beaver St Milford	Milford	MA	07157	508-478-8243	lq4042gm@laquinta.com
LaQuinta Inn & Suits- Coventr	4 Universal Blvd.	Coventry	RI	02816	401-821-3322	
Lighthouse Inn - Narragansett	307 Great Island Rd	Narragansett	RI	02882	401-789-9341	
Marlborough Courtyard by Mar.	75 Felton Street	Marlboro	MA	01752	508-263-9149	tamara.colpack@ihcco.com
Marriot Courtyard - Stoughton	200 Technology Dr	Stoughton	MA	02072	781 297 7000	sheila.rhlinger@marriott.com
Marriott - Boston Quincy	1000 Marriott Drive	Quincy	MA	02169		
Marriott - Newport	25 America's Cup Ave	Newport	RI	02840	401-849-1000	
Marriott Boston - Burlington	1 Mall Rd	Burlington	MA	01803	781-350-1437	
Motel 6	Bos Worc Trnkp	Westborough	MA	01581	5083660202	jpatel_comfortinn@hotmail.com
Motel 6 Sturbridge	408 Main St	Sturbridge	MA	01566	508-347-3313	
Nantucket Inn	1 Millers Way	Nantucket	MA	02554	800-321-8484	groupsales@nantucketinn.net
Newport Harbor	49 America's Cup Ave	Newport	RI	02840	401-847-9000	
Olde Willow Motel	1463 Mohawk Trail	Charlemont	MA	01339	413-339-4483	NO EMA L - mailed RFI
Oxbow Motel	1741 Mohawk Trail	Charlemont	MA	01339	413-625-6011	NO EMA L - mailed RFI
Providence Biltmore	11 Dorance St	Providence	RI	02903	401-455-3192	dpillatsch@providencebiltmore.com
Providence Courtyard-Warwick	55 Jefferson Park Rd	Warwick	RI	02886		
Providence Marriott Downtown	1 Orms Street	Providence	RI	02904	401-553-0407	cagostino@marriottprovidence.com
Publick House - Sturbridge	277 Main Street	Sturbridge	MA	01566	508-347-3313	iskowron@publickhouse.com
Quaker Inn & Conference Center	442 Quaker Hwy	Uxbridge	MA	01569	508-278-2445	
Quality Inn	117 Conz Street	Northampton	MA	01060	4135861500	smcquire@shieldhotels.com
Quality Inn	355 George Washington Highway	Smithfield	RI	02917	4012322400	smithfieldinn@yahoo.com
Quality Inn - Middletown	936 W Main Rd	Middletown	RI	02842	401-846-7600	
Quality Inn - Somerset	1878 Wilbur Ave	Somerset	MA	02769	5086784545	qisomerset@verizon.net
Quality Inn & Conf Ctr - Sturb	400 Haynes Road (Rt 15)	Sturbridge	MA	01566	5083471978	gm.MA123@choicehotels.com
Quality Inn Express - Swansea	1878 Wilbur Ave	Swansea	MA	02777	(508)678-4545 X	hiexswansea@rkhospitality.net
Quality Inn- Middletown	34 Wave Ave.	Middletown	RI	02842	401-847-5330	
Quality Inn Raynham	164 Route 44	Raynham	MA	02767		
Quality Inn- Smithfield	355 Washington Hwy	Smithfield	RI	02917	401-232-2400	
Radisson - Chelmsford	10 Independence Drive	Chelmsford	MA	01824	978-256-0800	rhi_clms@radisson.com
Radisson Hotel - Prov Airpt	2081 Post Road	Warwick	RI	02886	4017393000	jtaylor@jwu.edu
Ramada Inn - Seekonk	940 Fall River Ave	Seekonk	MA	02771	508 336 7300	darlingdevelopment@comcast.net
Red Roof - Southborough	367 Turnpike Rd00000	Southborough	MA	01752	508-481-3904	jarreca@redroof.com
Red Roof Inn - Mansfield	60 Forbes Rd	Mansfield	MA	02048	508-993-2323	jfoley@redroof.com
Red Roof Inn - Saugus	920 Broadway424	Saugus	MA	01906	781-941-1400	i0305@redroof.com
Red Rose Motel	1701 Mohawk Trail	Shelburne Falls	MA	99999	413-625-2666	laurajpizzi@gmail.com
Renaissance at Patriot Place	28 Patriot Place	Foxborough	MA			
Renaissance Boston - Bedford	44 Middlesex Turnpike	Bedford	MA	01801	781 275 5500	
Renaissance Providence	5 Avenue of the Arts	Providence	RI	02903		
Residence Inn - Andover	500 Minuteman Rd	Andover	MA	01810	508-360-4179	stephanie.sadowski@marriott.com
Residence Inn - Danvers	51 Newbury Street	Danvers	MA	01923	978-777-7171	Stephanie.sadowski@marriott.com
Residence Inn - Foxborough	250 Foxborough Blvd	Foxborough	MA	02035	508-698-2800	nfink@colwenhotels.com
Residence Inn - Tewksbury	1775 Andover St	Tewksbury	MA	01876	9788860091	pam.hickerson@marriott.com
Residence Inn - Westboro	25 Connector Road	Westborough	MA	01581	508 366 7700	afaf.gerges@marriott.com
Residence Inn Marriott - Marl	112 Donald Lynch Blvd	Marlborough	MA	01752	508-305-3802	susan.wardzala@marriott.com
Residence Inn Marriott - Worce	503 Plantation Street	Worcester	MA	01605	5087536300	dcasavecchia@colwenhotels.com
Residence Inn Marriott-Bos	300 Presidential Way	Woburn	MA	01801	781-738-6059	catherine.ventura@marriott.com
Residence Inn Marriott-Brockto	124 Liberty St	Brockton	MA	02301	5085833600	crichard@buffalolodging.com
Residence Inn/Marriott - Warwi	500 Kilvert Street	Warwick	RI	02886	4017377100	andrea.stewart@marriott.com
Residence Inn-Marriott Bstn Fr	4 Forge Parkway	Franklin	MA	02038	508-298-6022	lwornham@colwenhotels.com

*Site Name	*Address	City	State	Zip	Contact Phone	Contact E-mail
Rockland Holiday Inn	929 Hingham Street	Rockland	MA			
Royal Plaza Middletown	425 East Main Road	Middletown	RI	02842	401-846-3555	
Salem Waterfront Hotel & Suite	225 Derby Street	Salem	MA	01970	978-740-8788	amsirois@salemwaterfronthotel.com
Sheraton - Providence Airport	1850 Post Road	Warwick	RI	02886	401-824-0670	lisa.kasprzak@sheratonprovidence.com
Sheraton - Springfield Monarch	1 Monarch Place	Springfield	MA	01105	(413)781-1010	amorrisette@sheratonspringfield.com
Sheraton - Warwick	1850 Post Rd	Warwick	RI	02886	401-738-4000	
Sheraton Framingham	1657 Worcester Rd Rt 9	Framingham	MA	01701	(508)879-7200	lbrown@Framinghamsheraton.com
Sheraton Hotel - Braintree	32 Forbes Road	Braintree	MA	02184	781-848-0600	janette.karwahan@sheraton.com
Sheraton Tower Hotel	1657 Worcester Rd Rt 9	Framingham	MA	02999	508-270-1907	lbrown@Framinghamsheraton.com
Sheraton/Doubletree - Leom	99 Erdman Way	Leominster	MA	01453	978-840-5532	sdespres@fourpointsleom.com
Southbridge Hotel & Con Center	14 Mechanic St	Southbridge	MA	01550	508-765-8000	jennifer.casey@southbridgehotel.com
SpringHill Suites- Devens	27 Andrews Parkway	Devens	MA	01434	508-360-4179	stephanie.sadowski@marriott.com
Springhill Suites Marriott - A	550 Minuteman Rd	Andover	MA	01810	9786888200	shs.bosav.gm@marriott.com
Springhill Suites Peabody	43 Newbury Street US 1 North	Peabody	MA	01960	978-535-5000	craig.ramos@marriott.com
Springhill Suites/Marriott - W	14 James P Murphy Ind Hwy	W Warwick	RI	02893	4018221244	fabio.pari@marriott.com
Staybridge Suites - Andover	4 Tech Drive	Andover	MA	01810	978-686-2000	
Staybridge Suites - Burlington	11 Old Concord Rd	Burlington	MA	01803	781 221 2233	
Stonehedge Inn - Tyngsboro	160 Pawtucket Blvd 273	Tyngsboro	MA	01879	9786494400	tbozkurt@stonehedgeinnandspa.com
Sturbridge Host Hotel	366 Main Street	Sturbridge	MA	01566	508-347-7393 x620	bungerland@sturbridgehotel.com
Sturbridge Travelodge	400 Haynes Rd Rt 15	Sturbridge	MA	01566	508-347-1978	travelodge27393@gmail.com
Tage Inn - Milford	24 Beaver Street	Milford	MA	01757	508 478 8243	lq4042gm@laquinta.com
Tent City-Raynham Dog Track	1958 Broadway	Raynham	MA	02767		NO LODG NG AVAILABLE - gaming only
The Beachside at Nantucket	30 North Beach Street	Nantucket	MA	02554	800-322-4433	info@thebeachside.com
The Carlyle House Inn	26 North Water Street	Nantucket	MA	02554		
The Nantucket Hotel	77 Easton Street	Nantucket	MA			
The Regatta Inn	78 Centre St.	Nantucket	MA			
The Westin - Providence	1 W Exchange St	Providence	RI	02903	401-598-8000	provi@westin.com
Town Place Suites	55 Gate Rd.	North Kingstown	RI	02852		
Towne Place Suites - Tewksbury	20 International Place	Tewksbury	MA	01876	9788860091	pam.hickerson@marriott.com
Towneplace Suites Marriott - D	238 Andover Street	Danvers	MA	01923	978-777-6222	roberto.concepcion@marriott.com
Travelodge- Middletown	1185 West Main Rd.	Middletown	RI	02842	401-849-4700	
Vanessa Noel Hotel	5 Chestnut Street	Nantucket	MA			
Village Inn - Naragansett	1 Beach St	Naragansett	RI	02882	401-783-6767	info@villageinnatthepier.com
Wachusett Village Inn - Westmi	9 Village Inn Road	Westminster	MA	1473	978 874 2000	laura@wachusettvillageinn.com
Wayfarer Inn	George Washington Hwy	Smithfield	RI	02917	4012322400	wayfarer@aol.com
Westford Regency - Westford	219 Littleton Road	Westford	MA	01886	9786928200	mareac@westfordregency.com
Westin Hotel Waltham	70 Third Ave	Waltham	MA	02451		
Wickford Motor Inn	7650 Post Road (Route 1)	North Kingstown	RI	02852	401-294-4852	
Williams Inn - Williamstown	1090 Main Street	Williamstown	MA	01267	4134589371	marilyn@williamsinn.com
Winnapaug Inn - Westerly	169 Shore Rd	Westerly	RI	02891	(508)303-2790	
Wylie Inn & Conference Center	295 Hale St.	Beverly	MA	01915	978-867-1957	jminkopf@wyliecenter.com
Wyndham - Andover	123 Old River Rd	Andover	MA	01810	978-975-4405	mbuckland@wyndham.com
Wyndham Garden - Providence	220 India Point St	Providence	RI	02903	401-272-5577	steven.ricciardi@tpgcompanies.com

### 32.5. Chapter 15 Exhibits

### Exhibit A: ETR Report (example)

CMS Status of Outages													
Date / Time	SHUT DOWN PHASE GAS							TURN ON PHASE GAS					Comments
AREA NAME	Total # of Gas Meters Visited	# of Gas Meters with "no action" required or taken or gas left on and affected appliance isolated	# of Gas Meters Shut Off	# of meters that the customers equipment needs inspection prior turning back on	# of CGI's (may include multiple meters @ premise)	Service shut off @ Gate / Curb Vlv or cut off (may include multiple meters @ premise)	Total # of Gas Meters Shut off at meter or shut off @ gate/curb valve or cut off	# of Gas Meters Turned Back On	# of Gas Meters unable to turn back on due to premise access issues (CGI)	# of Gas Meters Unable to Turn On because inspection required	# of Gas Meters Unable to Turn On because premise condemned	Total Customers Without Gas	
Town Name	0						0					0	
Town Name	0						0					0	
Town Name	0						0					0	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

WARNING TAG STATUS					
AREA NAME	# Of Warning Tags Issued	A Tags	B Tags	C Tags	Comments
Town Name	0				
Town Name	0				
Town Name	0				
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

REGULATOR STATUS						
AREA NAME	Total # of Regulators	# inspected	# Left to Inspect	Needs Replacement	Replaced	Comments
Town Name			0			
Town Name			0			
Town Name			0			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

STAFFING	CMS Tech	CMS Supv	Mutual Aid	Mutual Aid Supv	GFO Mechanics	GFO Supv	OHL/ OPC	Total
Town Name								0
Town Name								0

Page 1

### Exhibit B: Estimated Analysis of Resources (example)

<b>Turn Off</b>											<b>Assumptions For FTE Calculations</b>					
Visit	Job type description	Total Productive Jobs	Total Visits (unprod + prod)	UTC Rate	UTC Volume	Total Prod MOJ	Prod Hours	Travel Hours	UTC Hours	Total Hours	Total FTE's	UTC Min	UTC Rate	Travel Min	Days	# of Jobs
Wave 1	Shut off and Clear											10	20%	5	2.00	8000
Wave 2	Shut off and Clear															
<b>Total Hours/Jobs/FTE</b>																

<b>Turn On</b>											<b>Assumptions For FTE Calculations</b>					
Visit	Job type description	Total Productive Jobs	Total Visits (unprod + prod)	UTC Rate	UTC Volume	Total Prod MOJ	Prod Hours	Travel Hours	UTC Hours	Total Hours	Total FTE's	UTC Min	UTC Rate	Travel Min	Days	# of Jobs
Wave 1	Turn On and Relight											10	30%	5	5.00	8000
Wave 2	Turn On and Relight															
<b>Total Hours/Jobs/FTE</b>																

### 32.6. Chapter 16 Exhibits

#### Exhibit A: Gas Emergency Organization Event Update Agenda

MEETING INFORMATION	
Date:	Time:
Event Name:	
Call Details:	1-866-844-9417, Participant code:

KEY MEETING PARTICIPANTS			
D = Delegate X = in attendance			
State Incident Commander/		Public Information Officer/	
Gas Control Center Lead/		Logistics Section Chief/	
Operations Section Chief/		Finance/	
Instrument and Regulation/		Security/	
Planning Section Chief/		Jurisdiction Team/	
Dispatch/		Regulatory Liaison/	
Emergency Planning/		Info Services/	
Safety and Health Officer/		Customer Contact Center Lead/	
Environmental Officer		Human Resources/	
Liaison Officer/			
<p><b>*Attendees speak only upon request.</b> Names in blue-grey cells may or may not participate in smaller emergency events.</p> <p>Insert names to designated assignments above.</p>			

#	Agenda Item
1	Safety Message
2	Weather Forecast (EP or Schneider Electric)
3	Opening Comments (Incident Commander)
	<ul style="list-style-type: none"> <li>a. As IC, your role is to determine/drive the development of “Strategic” objectives. The On-Scene Branch Directors will develop the “Tactical” objectives and report out on development and progress updates during this meeting. NOTE: For emergency events that do not require activation of the EOC, you may be required to support development of tactical objectives.</li> <li>b. The items included within this meeting agenda are for guidance purposes only and can be omitted or modified by you dependent on the current situation.</li> </ul>
4	Gas Control Center(s) - Considerations
	<ul style="list-style-type: none"> <li>a. Request information of any extenuating operational issues.</li> <li>b. Request information regarding gas supply status.</li> <li>c. Evaluate gas system needs and ask if communication with/support of LNG or I&amp;R facilities is necessary.</li> </ul>
5	Operations Section Chief (region as applicable to event) - <u>Event with Advance Warning</u> Considerations
	<ul style="list-style-type: none"> <li>a. Obtain an update of planned or current staffing requirements.</li> <li>b. Request information regarding any planned or current leak/tidal/etc. patrols.</li> <li>c. Request information regarding any planned or current drip monitoring or pumping.</li> <li>d. Request information re: sealing any openings and shut-down of construction projects.</li> <li>e. Obtain update on any plans to relocate critical vehicles from low lying areas to higher ground.</li> <li>f. Establish operational period objectives and obtain feedback objectives already developed.</li> <li>g. Evaluate need for the Mobile Emergency Operation Center. If so, contact EP for activation.</li> </ul>
6	Operations Section Chief (region as applicable to event) – <u>Event with No Warning</u> Considerations
	<ul style="list-style-type: none"> <li>a. Obtain a determination of the impact to the system and customer.</li> <li>b. Obtain an update of planned or current staffing requirements.</li> <li>c. Obtain feedback on exposure to the Company to determine actions necessary.</li> <li>d. Define need to establish Operational Organization Incident Command structure based on the Gas Emergency Response Plan. Provide support if needed.</li> <li>e. Determine size of the response organization and need to establish multiple command locations.</li> <li>f. Determine outage scenario and whether or not other dangers are involved.</li> <li>g. Is the Mobile Emergency Operation Center required? If so, contact EP for activation.</li> </ul>
7	Planning Section Chief - Considerations
	<ul style="list-style-type: none"> <li>a. Develop / Update current Incident Command Emergency Organizational Structure</li> <li>b. Evaluate initial / Update current personnel resource requirements</li> <li>c. Establish process to gather / update Incident Action Planning process.</li> <li>d. Evaluate needs to implement Mutual Assistance process.</li> <li>e. Evaluate needs to implement a damage assessment organization.</li> <li>f. Determine support needed for “on-boarding” process when mutual assistance is required.</li> <li>g. Establish resourcing needs / request update on current personnel resourcing and actualization of plan developed by Planning Section and Gas Operations.</li> </ul>
8	Health and Safety Officer
	<ul style="list-style-type: none"> <li>a. Request establishment of support that informs of safety impacts and concerns during the event.</li> <li>b. Request information regarding outside emergency agency response and additional resources requested.</li> </ul>

	<ul style="list-style-type: none"> <li>c. Request establishment of consistent approach to ensure safety of the public, employees and facilities.</li> <li>d. Request securing of hazardous areas following the incident and to protect integrity of any evidence.</li> <li>e. Determine need to implement safety communications to employees or the public based on strategic safety plan.</li> <li>f. Request review and communication for use of proper PPE and any issues with supplies on-hand.</li> </ul>
9	<b>Logistics Section Chief</b>
	<ul style="list-style-type: none"> <li>a. Based on event needs, evaluate Logistical support and obtain updates on activities being performed.</li> <li>b. Review Operational Fleet fueling needs.</li> <li>c. Establish meal support at pre-determined locations and schedules.</li> <li>d. Determine support needs at non-Company locations set up in support of field operations (Fire houses, town centers, etc.).</li> <li>e. Evaluate hoteling or overnight arrangements for mutual assistance support.</li> </ul>
10	<b>Customer Contact Centers (NY/NE) - Considerations</b>
	<ul style="list-style-type: none"> <li>h. Request reporting on planned Customer Contact Center staffing support.</li> <li>i. Obtain a review of current issues impacting the organization.</li> <li>j. Develop outbound communication and messaging needs for the affected customers.</li> <li>k. When outbound messaging has been established, ensure messaging is updated based on any changes and obtain feedback on communication campaign w/ Customers.</li> <li>l. Obtain a determination of Elderly, Blind, Disabled customers within the affected area(s).</li> </ul>
11	<b>Liaison Officer- reports on behalf of Community / Government / Regulatory/Jurisdiction Team</b>
	<ul style="list-style-type: none"> <li>a. Request update on establishment of team / current activities to coordinate implementation of a customer outreach program in proximity to the affected locations.</li> <li>b. Obtain feedback on level of support needs to ensure appropriate incident relationship at field locations/external agency facilities (EOCs).</li> <li>c. Verify establishment of rotational support and personnel contact information.</li> </ul>
12	<b>Public Information Officer reports on behalf of all Comms</b>
	<ul style="list-style-type: none"> <li>a. Request feedback on implementation of the Media Playbook used to communicate appropriately with external agencies based on the type of incident.</li> <li>b. Ensure Contact Center messaging is in alignment with Corporate Message to external stakeholders.</li> </ul>
13	<b>Human Resources Section Chief</b>
	<ul style="list-style-type: none"> <li>a. Request update on activities to coordinate implementation of support with employees and bargaining unit leadership.</li> <li>b. Based upon size of incident, evaluate cancelling of vacation days and recall employees from vacation.</li> </ul>
14	<b>Finance Section Chief</b>
	<ul style="list-style-type: none"> <li>a. Request establishment of accounting for the current emergency event.</li> <li>b. Request communication with employees (when appropriate) to ensure time is appropriately accounted.</li> </ul>
15	<b>Security Officer</b>
	<ul style="list-style-type: none"> <li>a. Request Security work with Operations teams to evaluate their security and provide support as necessary.</li> <li>b. Request Security re-evaluation when conditions change.</li> </ul>
16	<b>IT Lead</b>
	<ul style="list-style-type: none"> <li>a. Request Field Organizations evaluate IT support needs based on current gas incident conditions.</li> <li>b. Obtain active and on-call support contact information.</li> </ul>

17	Final Comments:
18	Next Scheduled Call: Date_____ Time_____

KEY ACTION ITEMS					
#	Action Item	Owner	Due Date	Status	Action Taken
1.					
2.					
3.					
4.					
5.					
6.					
7.					

## Exhibit B: Job Aid for Gas Emergency Event Briefing

Based on the size or complexity of an emergency event, the Incident Commander may initiate performance of incident briefings to obtain a report on the current event status.

This is not a planning meeting; it is a briefing on status only.

The Incident Commander will establish the briefing time, frequency, and define attendees.

The Incident Commander has the responsibility to determine the size of the Emergency Organization and assignment of Incident Command roles and responsibilities.

- Incident Command Organization is scalable to meet the needs of the event.
- Personnel assigned Incident Command roles are the potential briefing attendees.

Attendees will be assigned specific Incident Command roles and responsibilities.

- Speaking roles will be established based on role assignments

Typical role assignments would be:

- Incident Commander
- Planning Section Chief
- Operations Section Chief
- On-Scene Branch Director
- Public Information Officer
- Safety and Health Officer
- Logistics Section Chief
- Liaison Officer
- Emergency Planning

Additional role assignments that can be assigned based on type/size of event would be:

- Instrument and Regulation
- Gas Control
- Gas Dispatch
- Customer and Community
- Customer Call Center
- Environmental Officer

Following determination of the Incident Command Organization structure, Emergency Planning will develop an attendee distribution listing and distribute meeting invitations to appropriate personnel.

Facilitation of each briefing will be initially be administered by Emergency Planning using an established agenda template for continuity purposes.

Following opening of meeting and communication of weather forecasted (when necessary) Emergency Planning may transfer meeting management to the Incident Commander to provide event situational overview and gathering of attendee briefing information.

The briefings can include the following:

- Establishment of strategic objectives by the Incident Commander for large scale events. Note: Support may be required to develop tactical objectives for smaller events that are only field based.
- An overview of the current situational conditions
- Report/update on current status of tactical activities planned/performed by On-Scene Directors on meeting of field performance objective completion (are we meeting objectives?)
- Report/update on support activity objectives by respective role assignment holders.
- Safety report-out, communication of issues
- Implementation of emergency procedures
- Current organizational structure info (initial establishment, changes made, etc.)
- Facilities information and associated work areas
- Communications protocols in place
- Establishment of Logistics structure and progress with acquiring resources, supplies, and meals, hotels, equipment.
- Operational period (8, 10, 12-hour period, start/end times) and field work schedules.
- Changes in role assignments and transfer of command.
- Next scheduled briefing (date/time)

Emergency Planning serves as the briefing scribe.

- EP assembles a simple listing of notes for each session.
- EP obtains approval of notes.
- EP distributes notes following each session to appropriate personnel.
- EP files all notes on Emergency Planning SharePoint site for archival purposes.

### 32.7. Chapter 17 Exhibits

#### Exhibit A: Website Outage Report

WEBSITE OUTAGE REPORT		
Town	# of Customers Affected	Estimated Time of Restoration

### 32.8. Chapter 21 Exhibits

## Exhibit A: Executive Summary

**"Outage Name "**  
**System Status Update**  
**Executive Summary**  
**Date (mm/dd/yr) @ Time (hr)**

[ If third party damage ; Made safe by Field Operations at Date/Time . ]

	Customer Accounts Affected	Customer Accounts (Restored)				
		Gas Restored to Service Valve	Heat / HW Restored	Cooking Restored	Unable to Restore - CGI	Unable to Restore - Violation Tag Issued
Isolation Section #1						
Isolation Section #2						
Isolation Section #3						
Isolation Section #4						
Isolation Section # Etc.						
<b>Total:</b>	0	0	0	0	0	0

### 32.9. Chapter 25 Exhibits

#### Exhibit A: Rhode Island Emergency Management Director Contact Listing

Community Emergency Management Directors (EMD) List		
Barrington	Chief Gerald Bessette	gbessette@barrington.ri.gov
Bristol	Michael DeMello	mdemello@bristolri.gov
Burrillville	Glen Biddiscombe	gbiddiscombe@burrillville.org
Central Falls/Pawtucket	David Deloge	ddeloge@Pawtucketpolice.com
Coventry	Jill D'Abrosca	ema@coventrypd.org
Cranston	Chief Steven MacIntosh	firechief@cranstonfireri.gov
Cumberland	Chief John Desmarais	jdesmarais@cumberlandpolice.com
East Greenwich	Andy Nota	anota@eastgreenwichri.com
East Providence	Chief Glenn Quick	gquick@eastprovfire.com
Exeter	Stefan Coutulakis	emadirector@town.exeter.ri.us
Glocester	Gerry Mosca	gerrymosca@glocesterri.org
Hopkinton	Ronald MacDonald, III	ema@hopkintonri.org
Johnston	Chief Peter Lamb	PLamb@johnstonfire.us
Lincoln	Chief Robert Fisher	rfisher@saylesvillefd.necoxmail.com
Middletown	Chief Robert McCall	rmccall@middletownri.com
Narragansett	Chief Scott Partington	spartington@narragansetttri.gov
Newport	Chief Brian Dugan	bdugan@cityofnewport.com
North Kingstown	Chief Scott Kettelle	skettelle@northkingstown.org
North Providence	Chief John Silva	firechief@northprovidenceri.gov
Pawtucket	David Deloge	ddeloge@Pawtucketpolice.com
Portsmouth	Ray Perry	rperry@portsmouthri.com
Providence	Clara DeCerbo	cdecerbo@providenceri.gov

Richmond	Joseph Arsenault	rema@richmondri.com
Scituate	John Robinson	ema@scituateri.org
Smithfield	Todd Manni	tmanni@smithfieldema.org
South Kingstown	Mark Healy	mhealy@skpd.org
Tiverton	Chief Joseph Mollo	chief@tivertonfire.com
Warren	Chief James Sousa	jsousa@townofwarren-ri.gov
Warwick	Chief Peter McMichael	peter.k.mcmichael@warwickri.com
West Greenwich	Brooke Lawrence	blawrence@ridmat.org
West Warwick	Chief Jeffrey Varone	jvarone@westwarwickri.org
Westerly	Amy Grzybowski	agrzybowski@westerlyri.gov
Woonsocket	Chief Timothy Walsh	twalsh@woonsocketri.org

## Exhibit B: After-Action Report Template

After-Action Report/  
Improvement Plan (AAR/IP)

Add Event Title Here

---

national**grid**

### **Emergency Planning After Action Review Program**

**Add Event Title Here**

---

After-Action Report/Improvement Plan  
Month/ Date/ Year

---

After Action Review - Overview

1

national**grid**

Emergency Planning

## INCIDENT EVALUATION OVERVIEW

<b>Event Name</b>	Add Event Title
<b>Event Dates</b>	Month/Date – Month/Date, Year
<b>Scope</b>	This After Action Review was performed based on requirements defined within the _____ Gas Emergency Response Plan. The scope includes a review to evaluate actions taken and conditions that require improvement.
<b>Mission Area(s)</b>	Evaluation of activities performed in response the incident management, repair, and restoration of gas service to customers.
<b>Core Capabilities</b>	Develop a description of core capabilities that should be implemented based on the type of event. Examples of possible core capabilities include: activate the Gas Emergency Plan based on customer outages greater than 500, implement efficient work schedules and practices, provide internal and external progress communications that are timely and approved for dissemination, assure customers affected by the outage are supported in an appropriately and effectively.
<b>Objectives</b>	Develop a set of objectives pertinent to the feedback received from AAR session participation. Examples of objectives for consideration include: implementation of the Gas ERP, implement proper management of personnel resources, implement effective internal and external communications, and provide effective customer support.
<b>Threat or Hazard</b>	Describe the conditions that caused the emergency event..
<b>Scenario</b>	Describe the event scenario requiring implementation of AAR actions.
<b>Sponsor</b>	Emergency Planning and _____.
<b>Participating Organizations</b>	National Grid participation included personnel from: Add organizational participants (e.g., CMS, Field Operations, Emergency Planning, etc.).
<b>Point of Contact</b>	Enter name of person(s), title, location, and contact information for report developer(s).

## TABLE OF CONTENTS

Exercise Overview	1
Table of Contents	3
Executive Summary	4
Analysis of Core Capabilities	5
Objective 1	6
Core Capability Analysis 1.1	6
Objective 2	7
Core Capability Analysis 2.1	7
Objective 3	8
Core Capability Analysis 3.1	8
Objective 4	8
Core Capability Analysis 4.1	9
Appendix A: Improvement Plan	A-1
Appendix B: Exercise Participants	B-1

## EXECUTIVE SUMMARY

Develop an event summary (1 or 2 paragraphs) that includes the following, as a minimum:

On month/day/year, \_\_\_\_\_ conditions occurred ...

National Grid field crews and support personnel communicated with ...

National Grid implemented a special emergency response program to facilitate ...

## ANALYSIS OF CORE CAPABILITIES

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Implement proper preparatory actions for storm response.	Monitor weather, anticipate actions, and perform advance planning.				
Implement the Gas ERP	Activate the Gas Emergency Plan based on ...	?	?	?	
Implement proper management of Personnel Resources	Implement efficient work schedules and practices.	?	?	?	
Implement effective internal and external Communications	Provide internal and external progress communications that are ...	?	?	?	
Provide effective Customer Support	Assure customers affected by the outage are ...	?	?	?	
<p><b>Ratings Definitions:</b></p> <ul style="list-style-type: none"> <li>• Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.</li> <li>• Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.</li> <li>• Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.</li> <li>• Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).</li> </ul>					

**Table 1: Summary of Core Capability Performance**

The following sections provide an overview of the performance related to the \_\_\_\_\_ event objectives and associated core capabilities, highlighting strengths and areas for improvement.

## Preparation

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

### Preparatory Actions

#### Strengths

The partial capability level can be attributed to the following strengths:

**Strength 1.1.1.1:**

**Strength 1.1.1.2:**

#### Areas for Improvement

The following area requires improvement to achieve the full capability level:

**Area for Improvement 1.2.1.1:**

Reference: N/A

Analysis:

#### Areas for Improvement

The following area requires improvement to achieve the full capability level:

**Area for Improvement 1.2.2.1:**

Reference:

Analysis:

#### Areas for Improvement

The following area requires improvement to achieve the full capability level:

**Area for Improvement 1.2.3.1:**

Reference:

Analysis:

## Operational Response

The areas for improvement for each core capability aligned to this objective are described in this section.

#### Strengths

The partial capability level can be attributed to the following strengths:

**Strength 2.1.1.1:**

**Areas for Improvement**

The following areas require improvement to achieve the full capability level:

**Area for Improvement 2.2.1.1:**

**Reference:**

**Analysis:**

**Area for Improvement 2.3.1.1:**

**Reference:**

**Analysis:**

**Area for Improvement 2.4.1.1:**

**Reference:** N/A

**Analysis:**

**Communications**

The areas for improvement for each core capability aligned to this objective are described in this section.

**Implementation of the Internal and External Communications Process**

**Strengths**

The partial capability level can be attributed to the following strengths:

**Strength 2.1.1.1:**

**Internal and External Customer Outage and Restoration Reporting**

**Area for Improvement**

The following area requires improvement to achieve the full capability level:

**Area for Improvement 3.1.1.1:**

**Reference:**

**Analysis:**

**Area for Improvement 3.1.1.1:**

Reference:

Analysis:

**Area for Improvement 3.2.1.1:**

Reference:

Analysis:

### **Customer Support**

The areas for improvement for each core capability aligned to this objective are described in this section.

#### **Support of Customers during Outages**

**Area for Improvement 4.1.1.1:**

Reference:

Analysis:

**Area for Improvement 4.2.1.1:**

Reference:

Analysis:

### APPENDIX A: IMPROVEMENT PLAN

This Improvement Plan has been developed specifically for the \_\_\_\_\_ Organization as a result of an After Action review conducted on Month/Date, Year.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1: Emergency Response Plan Implementation			1.2.1.1			X/XX/2017	

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 2: Personnel Resources		Establishment of...	2.1.1.1			X/XX/2017	

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 4: Customer Support			4.1.1.1				

## APPENDIX B: AFTER ACTION REVIEW SESSION PARTICIPANTS

Participating Personnel / Organizations
<b>Internal Organizations</b>
XXXXXXXXXX – Field Operations
XXXXXXXXXX – Field Operations
XXXXXXXXXX – Customer and Community
XXXXXXX – Customer and Community
XXXXXXXXXXXXXXXX – Instrument and Regulation
XXXXXXXXXXXXXXXX – System Network Engineering
XXXXXXXXXXXXXXXX – Customer Meter Service
XXXXXXXXXXXXXXXX – Customer Meter Service
XXXXXXXXXXXXXXXX – Dispatch and Scheduling
XXXXXXXXXXXXXXXX – Customer Meter Service
XXXXXXXXXXXXXXXX – Gas Control
XXXXXXXXXXXXXXXX – Gas Control NYC
XXXXXXXXXXXXXXXX – Strategic Communications
XXXXXXXXXXXXXXXX – Strategic Communications
XXXXXXXXXXXXXXXX – Emergency Planning
XXXXXXXXXXXXXXXX – Emergency Planning
<b>External Organizations</b>
XXXXXXXXXXXXXXXX – Name of external organization
XXXXXXXXXXXXXXXX – Name of external organization

## APPENDIX B: ATTENDANCE SIGN-IN SHEETS

Insert AAR Session attendance sign-in sheets here.

### 33. Appendix B: Additional Procedures and Documents Utilized by the ERO

This Emergency Response Plan describes the provisions made by the National Grid Gas Organization to effectively coordinate their activities with other response groups both internal and external to National Grid. The specific detail of the response to be provided by these groups is contained within their own plans and procedures which have been developed to restore service to customers in a safe and reasonably prompt manner during an emergency event.

RHODE ISLAND	
PROCEDURE NUMBER	TITLE
CM4	Leak Classification Chart
CM6	Distribution Systems; Leakage Classification
CNST02001 – RI	Leakage Survey Policy - RI
CM10	Main Repair
CM22	Repair of Service Lines
CMS03004	Turn on and Turn Off Gas Meters
CMS04001	Relighting Gas Appliances
CNST2017	Investigate Pressure and/or No Gas
CNST02013-RI	First Responder-RI
CNST04015	Repairing Transmission Mains
DISP01002	Handling of Gas Leaks by Dispatch
GCON02020	Voluntary Load Reduction Request Policy
GCON02030	Strategic Supply Interruption Plan
GEN02001	Mutual Aid Policy
GEN02002	Issuing a “Gas Leak or Odor” Complaint
GEN02003	Response to Unplanned Shutdown and Restoration of Service Guideline
GEN02005	Emergency Gas Outage Management Plan
GEN02006	Emergency Mobile Command Centers
GEN02009	Rhode Island Gas Emergency Response Plan
GEN02010	Gas Pipeline Public Awareness and Communications Plan
RIOM1200	Incident Reporting
RIOM1300	Reports- Safety Related Conditions
RIOM6201	Classification of Leaks

RIOM6202	Leakage Classifications
RIOM6211	Method of Aerating
RIOM6212	Leak Procedures-Customer Service
RIOM6603	Temporary Remedial Measures

**National Grid Emergency Management Process**

<b>PROCEDURE NUMBER</b>	<b>TITLE</b>
Extreme Weather Plan	All Region Gas Organization Extreme Weather planning and preparation plan.
Gas Control Room Management Procedure	This procedure includes actions required by a controller during an emergency.