REDACTED

nationalgrid

National Grid Electric and Gas System Level Plan

May 2020

REDACTED

National Grid Electric and Gas System Level Plan

Effective Date: May 15, 2020

1. Introduction

National Grid (the Company) has established the System Level Plan (SLP) for the purpose of managing outages caused by storms and other natural disasters, civil unrest, major equipment failure, or other events that cannot be managed exclusively by the Emergency Response Organization (ERO) covered in the Emergency Response Plans (ERP). Events may not be covered by the ERP ERO because the Emergency impacts multiple business areas or has met other crisis triggers. The SLP is intended to be simple, flexible, and easily adapted to specific Emergencies.

During an Emergency that requires activation of the SLP, it will be used in conjunction with the ERPs in the states impacted by the Emergency. The SLP will govern the activities of the System Level Incident Command System (ICS) Command and General Staff and the ERPs will govern the activities of the State and Branch ICS Command and General Staff.

The SLP uses the National Incident Management System (NIMS), which is a comprehensive national approach to incident management applicable at all levels of National Grid's ERO and across functional disciplines. It is focused on public safety, workforce safety and safety of outside assistance, and addresses the operation of National Grid Emergency Operation Centers (EOCs).

This SLP meets the applicable annual filing requirements and incorporates applicable regulatory orders. The SLP has been developed in accordance with all applicable regulations and is based on the principles of ICS and National Grid's Group Crisis Management Framework. National Grid conducts training, drills and exercises on an annual basis to evaluate the effectiveness of this SLP, with drills and exercises completed by August 1 of each year. The SLP is reviewed and revised with identified revisions annually.

The annual review of the SLP will incorporate revisions based on changes in technology or regulations, critical lessons learned, or changes to the Company organization structure. However, the SLP may be revised more frequently to include: recommended changes from an emergency review or After Action Report; or regulatory or legislative directives.

SLP Overview

Emergency Management – Vision

National Grid 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 our commitment to our customers and the communities we serve. National Grid 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 Emergencies expeditiously, and
- Continuously improving.

SLP 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. The purpose of the Tactical Level is to utilize specific resources to achieve sub-objectives in support of the defined mission. The role of the Operational Level is to execute both of these objectives.

Two plans have been developed to capture the roles and activities associated with these levels during an Emergency response. This SLP covers the roles and activities of National Grid personnel at the Strategic Level, while the ERPs cover the roles and associated activities of ERO personnel at the Tactical and Operational Levels. Where there is interaction between the Strategic and Tactical and/or Operational Levels, only those roles at the Tactical and/or Operational Level that interact directly with the Strategic Level will be identified and included in this SLP.

The overall flow of both the SLP and ERPs are organizational. Within both types of plans, each chapter contains related processes potentially undertaken during an Emergency response, the ERO roles involved in the processes and the activities they are responsible for related to each process. Process overviews and workflow diagrams are included to provide context for National Grid 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, then Branch, where applicable) and their direct reports shown in descending order.

The benefits of the organizational flow are as follows.

- It is easier to modify the processes, roles and activities included in the SLP 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.

SLP Implementation

The SLP utilizes the National Incident Management System (NIMS) as the guide for the Company's comprehensive approach to incident management that is applicable at all levels of the Company's Emergency Response Organization (ERO) and across functional disciplines.

NIMS improves the effectiveness of Emergency response providers and incident management organizations across a full spectrum of potential incidents and hazard scenarios. NIMS provides a common framework to integrate diverse capabilities and achieve common goals.

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 SLP is used for a broad spectrum of natural and manmade Emergencies, including acts of catastrophic terrorism and major equipment failures. NIMS and 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 NIMS and ICS protocol and is organized around the following three (3) functional areas:

- Resource Management
- Command and Coordination
- Communications and Information Management

One of the features of the SLP is that of scalability. Many Emergencies begin as a State Level Emergency and escalate to a System Level Emergency. National Grid's SLP and ERPs accommodate single-state, multi-state and System Level Emergencies by ensuring the key elements of an ICS organization exist at each level and are easily replicated using common roles and responsibilities.

2. Table of Contents

1. Introduction 3
2. Table of Contents 6
3. Organization Overview 10
3.1. National Grid Group Crisis Management Framework and the Incident Command System Philosophy 10
3.2. General Overview of Emergency Response Organization 12
3.3. System Level ICS Positions Overview 14
4. Emergency Response Plan Activation 20
4.1. Activating the Emergency Response Organization 21
4.2. Activating the Crisis Management Team 23
4.3. Emergency Operations Center Overview 24
5. Resource Acquisition 27
5.1. Acquisition of Internal Restoration Resources 29
5.2. Acquisition of Electric Utility Mutual Assistance Resources 31
5.3. Acquisition of Gas Utility Mutual Assistance Resources 33
5.4. Acquisition of External Contractors 35
5.5. Acquisition of ICS Command and General Staff Resources 37
5.6. Acquisition of Support Resources 38
6. Coordinate Support and Personnel Logistics 41
6.1. Fleet, Materials and Staging Site Coordination and Management 42
6.2. Meals and Lodging Coordination and Management 45
7. Financial Accounting Guidelines 49
7.1. Establishing Emergency Charge Accounts 49
8. Employee Welfare 52
8.1. Tracking and Addressing Labor Relations Issues 52
8.2. Providing Employee and Family Assistance 54
8.3. Communicating National Grid Policy and Expectations 56
9. Internal Communications 59
9.1. Developing the Incident Action Plan 60
9.2. Conducting System Level Briefings 61
9.3. Conducting Communications with the Crisis Management Team 65
9.4. Conducting Broader National Grid Communications 67
10. Public Information Communications 71

10.1. Corporate Message Development and Dissemination Controls 71
11. Liaison Interactions 76
11.1. Managing Federal Agency Coordination 77
11.2. Coordinating with Other Responding Agencies 78
12. Safety, Health and Environmental Coordination 80
12.1. Safety, Health and Environmental Coordination 80
13. Security Coordination 86
13.1. Security Strategy Coordination and Implementation 86
14. Reports and Documentation 90
14.1. Internal Reports and Documentation 90
14.2. After Action Review 92
15. Demobilization 95
15.1. Demobilization Plan Development and Implementation 95
16. Training and Exercises 98
16.1. Annual Training Courses 98
16.2. Annual Emergency Response Functional Exercise 99
17. Emergency Plan Maintenance 101
17.1. Timing and Procedure for Updating the Plan 101
18. Definitions 104
19. Acronyms 109
20. Document Revision History 111
21. Roles vs. Process/Activity Matrix 115
22. ERP & SLP Interaction Matrix 120
23. SLP ICS and Support Positions Responsibilities and Checklists 122
23.1. System Level ICS Positions 124
23.1.1. SYSTEM INCIDENT COMMANDER (S-IC) 124
23.1.2. SYSTEM SAFETY, HEALTH AND ENVIRONMENTAL OFFICER (S-SHEO) 131
23.1.3. SYSTEM PUBLIC INFORMATION OFFICER (S-PIO) 136
23.1.4. SYSTEM LIAISON OFFICER (S-LO) 141
23.1.5. SYSTEM PLANNING OFFICER (S-PO) 145
23.1.6. SYSTEM LOGISTICS OFFICER (S-LOG) 150
23.1.7. SYSTEM SECURITY OFFICER (S-SO) 154
23.1.8. SYSTEM FINANCE OFFICER (S-FO) 158
23.1.9. SYSTEM HUMAN RESOURCES OFFICER (S-HRO) 161

REDACTED

23.2. System Level Support Positions 165
23.2.1. IS EVENT LEAD....165
23.2.2. IS EVENT COORDINATOR 167
23.2.3. IS SUPPORT 170
23.2.4. SAFETY COMMUNICATIONS COORDINATOR....172
23.2.5. SYSTEM LIAISON SUPPORT 174
23.2.6. TRANSMISSION UNIT....176
23.2.7. EXTERNAL RESOURCE STORM ROOM LEAD 179
23.2.8. FORESTRY RESOURCE UNIT 182
23.2.9. MUTUAL ASSISTANCE COORDINATOR....185
23.2.10. EXTERNAL LINE RESOURCE UNIT 188
24. Appendix A: Exhibits to Chapters 192
24.1. Chapter 5: Resource Acquisition Exhibits....193
24.2. Chapter 8: Employee Welfare Exhibits 203

REDACTED

nationalgrid

Chapter 3: Organizational Overview

3. Organization Overview

Introduction

Emergencies typically begin and end locally, and are managed on a daily basis 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 National Grid, 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 ERO is designed to enable effective and efficient Emergency management and coordination that is both internal and external to National Grid 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 organizational chart included on the following pages in this section. Immediately upon declaration of an Emergency, the required 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 Incident Command System Philosophy

National Grid has developed and implemented the Group Crisis Management Framework 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 Emergencies, including severe weather, loss of business continuity, loss of critical infrastructure, etc., or any combination thereof.

The Group Crisis Management Framework also establishes, at a high level, guidelines for key leaders at the Strategic Level. These guidelines are the basis for establishing the National Grid Electric and Gas SLP.

One of the more common Emergencies to which National Grid is regularly subjected to is severe weather/storm events. The Group Crisis Management Framework provides a scalable approach to Emergency response based upon the type, severity, and impact of the event.

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

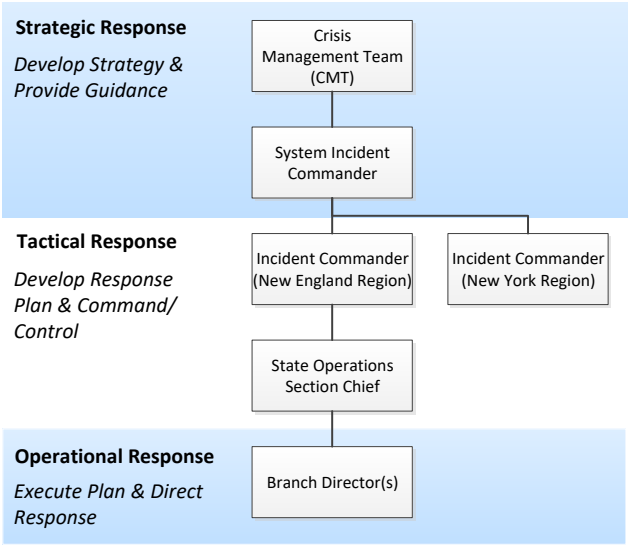

Figure 1: The Group Crisis Management Framework

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 National Grid personnel involved in an Emergency response at the Strategic Level are covered in this SLP.

The roles and activities of National Grid personnel at the Tactical and Operational Levels are covered in National Grid's ERPs. In instances where an Emergency does not trigger activation of the Strategic Level and, therefore, the SLP is not being used, the strategy for the Emergency response will be developed as governed by the ERPs.

The Group Crisis Management Framework incorporates the principles of the NIMS, which National Grid employs to manage its Emergency response.

NIMS represents a core set of doctrines, concepts, principles, terminology, and organizational processes that enable 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 three (3) major components of NIMS include:

1. Resource Management;
2. Command and Coordination; and
3. Communication and Information Management.

Incorporating the NIMS philosophy into our approach to Crisis Management allows National Grid 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, National Grid acknowledges that the response structure, including the roles and associated activities contained in this SLP 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 Emergency Response Organization

Within the 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 and connected to higher levels. This chain of command shall be used to communicate direction and maintain management control of National Grid's response to an 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 System Level ERO shall be led by the System Incident Commander. An overview of the System Level ERO is contained in the organization charts included in the following pages. In an Emergency, the portions of the ERO determined necessary to address the Emergency will be activated. Thus, the activated ERO can constitute any part of the organization contained on the following pages.

The organizational charts contained in the following pages show the System Level ERO. Positions that are shaded blue indicate those that have activities included in the Roles and Activities sections of the processes contained in this SLP, while positions not shaded do not have defined activities in this SLP.

REDACTED

System Level Emergency Response Organization

nationalgrid

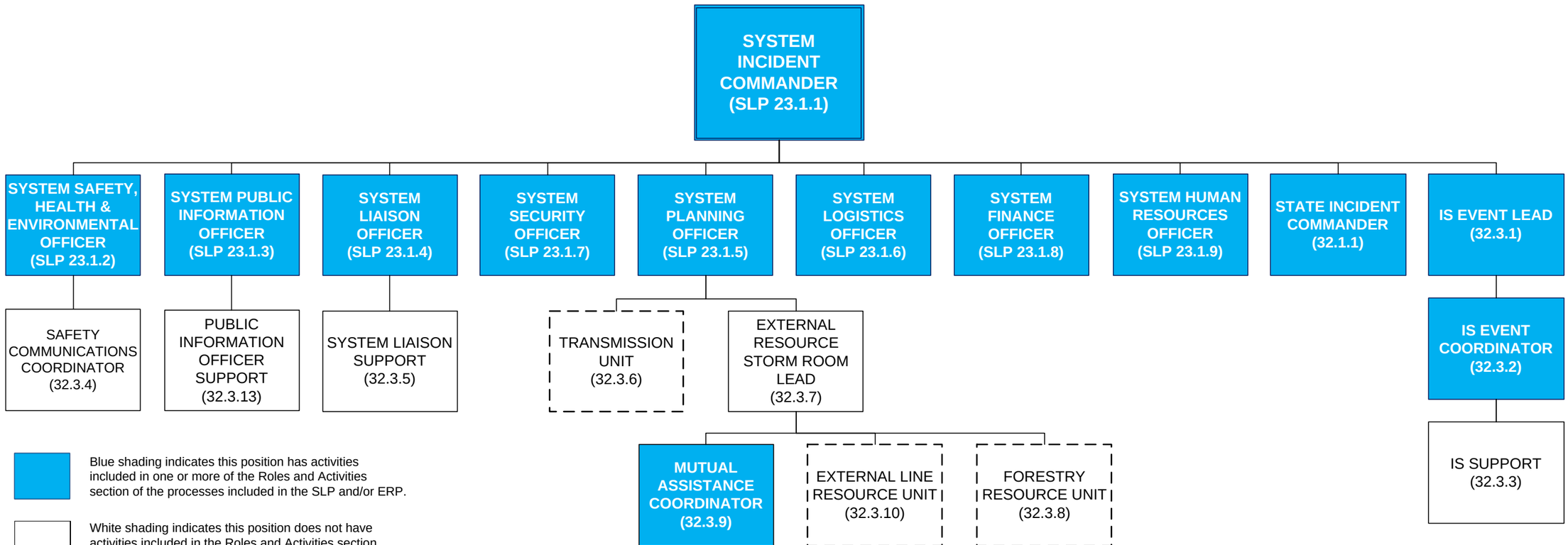

Figure 2: System Level Emergency Response Organization

3.3. System Level ICS Positions Overview

ICS Command and General Staff at the System Level are typically responsible for implementing the strategic response based on strategic objectives during an Emergency. They:

- Plan National Grid's response to the Emergency and oversee its implementation;
- Implement Emergency procedures; and
- Communicate strategic objectives and provide support to the tactical teams.

The extent to which roles included at the System Level of the organization are activated will vary depending on the nature of the Emergency. What follows is a description of all System Level ICS Command and General Staff positions that ***could*** be activated during an Emergency. The activation of any combination of these roles will be determined on an Emergency-by-Emergency basis.

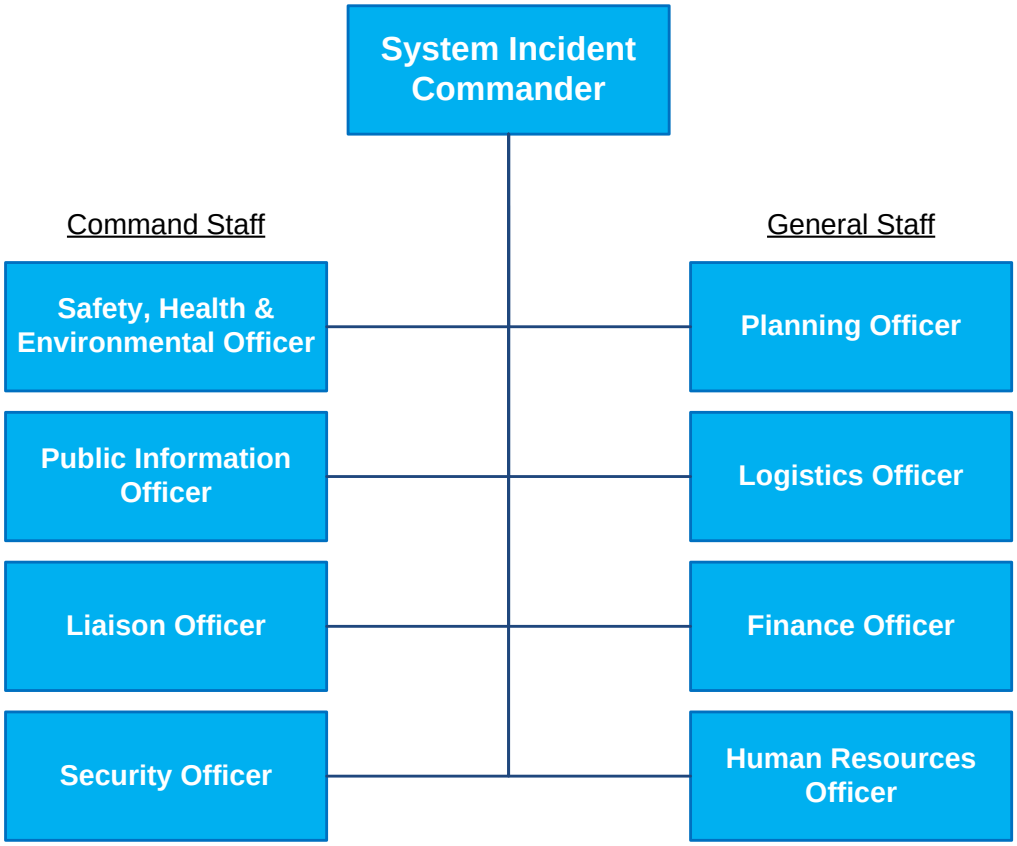

Figure 3: System Level Incident Command Structure

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

3.3.1. Position: SYSTEM INCIDENT COMMANDER (S-IC)

REPORTS TO: Crisis Management Team Chairperson

JOB DESCRIPTION:

- Responsible for the overall management of the Emergency at the System Level, including:
  - Restoration,
  - Safety and health,
  - Environmental,
  - Communications,
  - Regulatory affairs,
  - External communications,
  - Employee communications,
  - Municipal relations,
  - Transmission,
  - EOC operations,
  - Resource coordination,
  - Damage assessment,
  - Documentation,
  - Logistics,
  - Security,
  - Time and materials cost tracking, and
  - Demobilization.
- Provides strategic response guidance to System Level ICS Command and General Staff and also to the State Incident Commanders within the affected states.
- Provides periodic updates to the Crisis Management Team Chairperson to ensure that the Tactical Level response is aligned with Strategic Level guidance.
- Any additional responsibilities as assigned by the Crisis Management Team Chairperson.

3.3.2. Position: SYSTEM SAFETY, HEALTH & ENVIRONMENTAL OFFICER (S-SHEO)

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

- Provides safety, health and environmental oversight during restoration activities.
- Recommends high level measures for assuring employee safety, public safety, and the protection of National Grid facilities and the environment.
- Allocates local Safety Health and Environmental personnel to affected branches.

- Any additional responsibilities as assigned by the System Incident Commander.

3.3.3. Position: SYSTEM PUBLIC INFORMATION OFFICER (S-PIO)

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

- Develops and/or approves all communications messages based on guidance from the System Incident Commander.
- Coordinates the release of all incident-related communications at the System Level.
- Any additional responsibilities as assigned by the System Incident Commander.

3.3.4. Position: SYSTEM LIAISON OFFICER (S-LO)

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

- Serves as the primary point of contact for external state, regional, and/or federal agency representatives whose jurisdiction crosses National Grid boundaries.
- Directs the assignment of National Grid personnel to government agencies' EOCs as requested.
- Coordinates restoration activities and support with government response agencies.
- Any additional responsibilities as assigned by the System Incident Commander.

3.3.5. Position: SYSTEM PLANNING OFFICER (S-PO)

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

- Responsible for assisting the System Incident Commander in establishing strategic objectives and goals.
- Secures and maintains status of restoration contractors, mutual assistance crews and associated equipment.
- Recommends alternate strategies for the Emergency as required.
- Any additional responsibilities as assigned by the System Incident Commander.

3.3.6. Position: SYSTEM LOGISTICS OFFICER (S-LOG)

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

- Coordinates logistics activities across multiple states.
- Coordinates the support of facilities, services, and materials in support of system restoration activities.
- Assists in the coordination of lodging and meal requirements for all resources.
- Coordinates and directs staging site operations, with certain exceptions in New York for electric restoration.
- Any additional responsibilities as assigned by the System Incident Commander.

3.3.7. Position: SYSTEM SECURITY OFFICER (S-SO)

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

- Provides security oversight during restoration activities.
- Recommends measures for assuring employee safety, public safety, and the protection of National Grid facilities.
- Any additional responsibilities as assigned by the System Incident Commander.

3.3.8. Position: SYSTEM FINANCE OFFICER (S-FO)

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

- Serves as the primary point of contact for all financial, administrative, and cost analysis information across the affected States.

3.3.9. Position: SYSTEM HUMAN RESOURCES OFFICER (S-HRO)

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

- Serves as the primary point of contact for all Human Resource requirements across the affected States.

System Level ICS Command and General Staff roles are typically filled by the following National Grid personnel (note that the names may change over time).

ICS Role	Name	Day Job Title
System Incident Commander	Chris Kelly	Chief Operating Officer Electric
System Public Information Officer	Michael West	SVP, Corporate Affairs
System Security Officer	Warren Bamford	VP, Global Security
System Human Resources Officer	Tom Ryan	VP, Labor Relations
System Finance Officer	David Campbell	VP, US Corporate Finance
System Logistics Officer	Christine Curren	Principal Program Manager, Emergency Planning
System Planning Officer	Dan Glenning	Director, Complex Project Management
System Safety Health Environmental Officer	John Bruckner	SVP, Safety, Health & Environmental
System Liaison Officer	Edward White	VP, National Grid Foundation

REDACTED

nationalgrid

Chapter 4: Response Plan Activation

4. Emergency Response Plan Activation

Introduction

Efficient and effective activation of Emergency response personnel is critical to the success of the response. This section identifies the processes by which National Grid tracks and evaluates potential Emergencies and mobilizes the ERO to respond to an Emergency. The processes and activities contained in this chapter precipitate all of the other response-related processes contained in the SLP. They are typically initiated during the Pre-Event Stage of an Emergency and continue through the Service Restoration Stage as conditions change and amendments to the structure of the ERO are warranted.

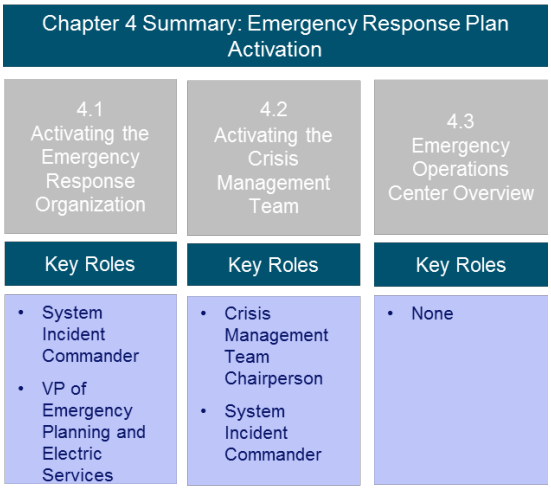

Figure 4: Emergency Response Plan Activation High Level Overview

The processes and associated roles covered in this chapter can be seen in Figure 4.

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

Emergency Response Plan Activation Overview

During Emergencies that affect multiple states, National Grid may implement the System ICS Command and General Staff in order to support the needs of the multiple states. An Emergency shall be declared by the Chief Operating Officer (COO), Senior Vice President (SVP) of Operations and Engineering, Vice President (VP) of Electric Maintenance and Construction, or Vice President of Emergency Planning and Electric Services. 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 loss of electric or gas service, which may not be handled effectively through normal operating procedures, the State Incident Commander, when appointed, or his/her designee shall subsequently establish a projected and/or actual Incident Classification

Processes

4.1 Activating the Emergency Response Organization

4.2 Activating the Crisis Management Team

4.3 Emergency Operations Center Overview

Level. The processes for tracking weather and declaring and classifying an Emergency are covered in National Grid's ERPs.

4.1. Activating the Emergency Response Organization

When it is determined that the System Level of the ERO is required to respond to an Emergency, National Grid will activate the System Level to support the needs of National Grid across multiple states. Activation of the System Level of the ERO includes activation of the System EOC and identification of which ICS Command and General Staff positions and support personnel are required.

The System Incident Commander and their General and Support Staff are responsible to ensure that the response is coordinated and consistent across states and Gas and Electric Operations. In particular, this typically includes understanding the needs of each affected state and aligning centralized resources to support the local restoration.

Organization Activation

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.

The System EOC is established with activation of the System Level of the ERO to maintain communications and coordinate with the State EOCs.

Personnel Activation

The activation of the ICS Command and General Staff positions that are required to respond to an Emergency will be done at the discretion of the System Incident Commander. The activation of resources that report to the System Command and General Staff will be initiated by the System Command and General Staff in the ERO structure desired by the System Incident Commander.

The activation and acquisition of ICS Command and General Staff positions and support personnel is covered in detail in Chapter 5 (Sections 5.5 and 5.6, respectively).

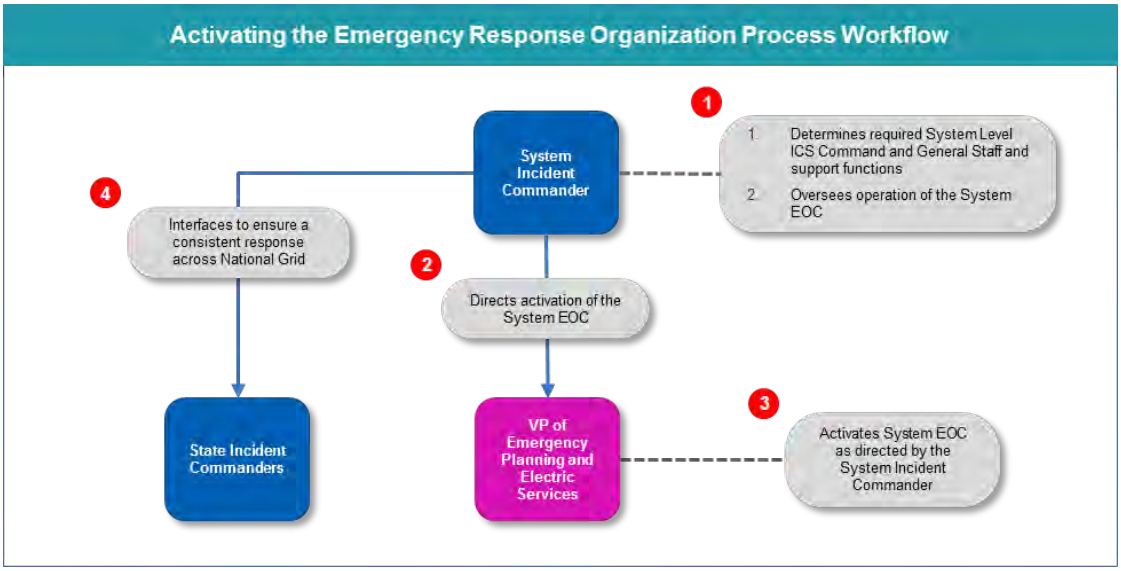

Figure 5: Activating the Emergency Response Organization Process Workflow

Roles and Activities

4.1.1. System Incident Commander

4.1.1.1. Determines which System Level ICS Command and General Staff positions and support functions are required to respond to an Emergency.

4.1.1.2. Directs activation of the System Level EOC at the Northborough facility as required and establishes the operational period.

4.1.1.3. Oversees operation of the System EOC or appoints a designee to do so in their absence.

4.1.1.4. Acts as an interface with the State Incident Commanders situated in the State EOCs in the following locations when they are activated to ensure a consistent response across National Grid:

- Worcester, Massachusetts, which serves as the electric EOC for Massachusetts and Rhode Island;
- Northborough, Massachusetts, which serves as the gas EOC for Massachusetts and Rhode Island;
- Melville and Brooklyn, New York, which serve as the gas EOCs for Downstate NY;

- Liverpool, New York, which serves as the electric EOC for Updstate New York
- Albany and Syracuse, NY, which serve as the gas EOCs for Upstate New York.

4.1.2. Vice President of Emergency Planning and Electric Services.

4.1.2.1. Activates the System EOC if directed to do so by the System Incident Commander.

4.2. Activating the Crisis Management Team

A Crisis Management Team (CMT) can be activated during an Emergency response that has the potential to escalate into a crisis. Due to the unpredictable nature of crises, it is not possible to provide a comprehensive set of triggers that could result in an Emergency escalating to a crisis, although a list of examples is provided in National Grid's Crisis Management Framework document.

When an Emergency occurs that might require activation of the CMT, the System Incident Commander will escalate the issues to the attention of the CMT Chair.

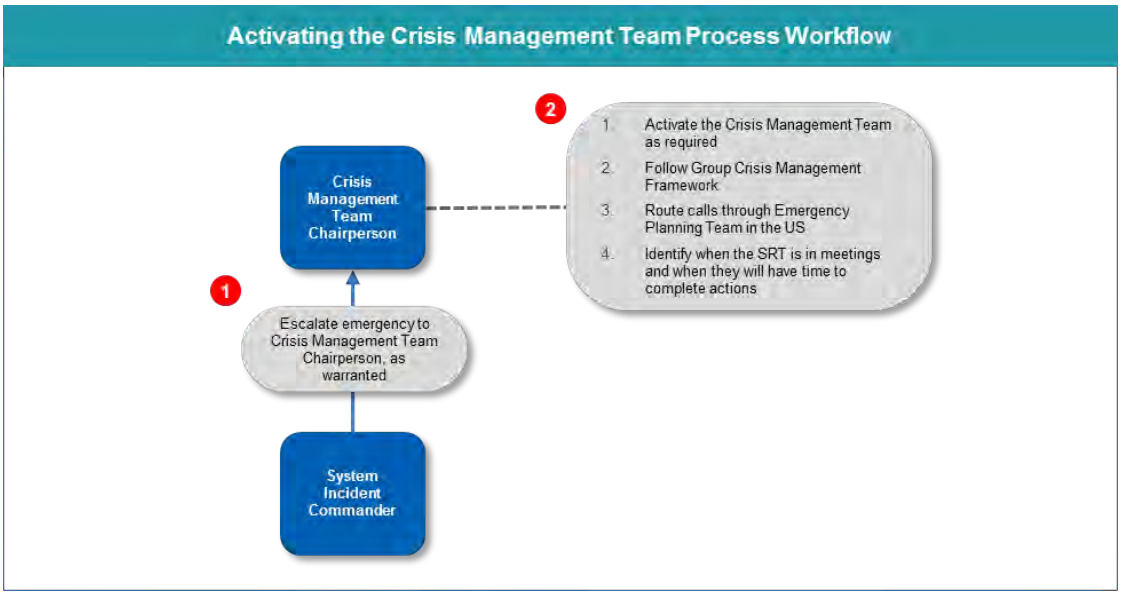

Figure 6: Activating the Crisis Management Team Process Workflow

Roles and Activities

4.2.1. Crisis Management Team Chairperson

4.2.1.1. Activates the CMT, as required.

4.2.1.2. Follows a standard procedure, which is valid on a 24/7 basis.

4.2.1.3. Routes calls through the Emergency Planning Team for those in the US.

4.2.1.4. Develops an operational rhythm early in the crisis to ensure operations are as effective as possible.

4.2.1.5. Begins a pattern whereby members will have a clear understanding of when they need to be in CMT meetings, and when they will have time to complete actions and liaise with their tactical teams.

4.2.2. System Incident Commander

4.2.2.1. Escalates an Emergency to the CMT Chairperson and indicates the need for CMT activation as required.

4.3. Emergency Operations Center Overview

EOCs can be established at three levels within the ERO based on the severity of an Emergency: System EOC, State EOC(s) and Branch 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 Massachusetts (Worcester and Northborough), in Downstate New York (Metrotech and Melville) and in Upstate New York (Liverpool, Syracuse and Albany).

During a System Level Emergency, the System EOC:

- Sets System Level priorities and objectives;
- Ensures consistency of messaging;
- Acquires tree crews, contract crews, and crews from foreign utilities;
- Facilitates the allocation of restoration resources, including National Grid crews, tree crews, contract crews, and crews from foreign utilities to the states; and
- Provides logistical support as required.

The hours of operation and the Operational Period of the System EOC will be determined by the System Incident Commander based upon the circumstances associated with the severity of the Emergency and the Operating Condition and Classification Level.

During System Level Emergencies, the State EOC:

- Monitors customer interruptions;
- Assesses the State Level operating status and assesses the damage to the Transmission and Distribution systems;
- Translates System Level objectives into State Level strategies and tactics;

- Provides information on customer interruptions, Estimated Time of Restoration (ETRs), issues periodic status updates on the ongoing restoration to senior management, Media Affairs (i.e. Internal/External Communications, and Regulatory Affairs), and applicable regulatory agencies; and
- Allocates resources for the restoration effort, including National Grid crews, tree crews, contract crews, and crews from foreign utilities to the branches.

Control Center Locations

The State Transmission Control Centers are staffed 24 hours a day during all Emergencies. This Control Center is the Control Authority for the transmission systems during non-Emergency periods.

Distribution Control Centers are described in the State ERPs.

REDACTED

nationalgrid

Chapter 5: Resource Acquisition

5. Resource Acquisition

Introduction

Effective resource acquisition is critical to safe and timely service restoration. This section describes how National Grid identifies, acquires and apportions 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 by the System Level begins once the System Level ERO has been activated (as covered in Chapter 4 of this SLP). Typically the resource acquisition and allocation processes begin in the Pre-Event Stage of an Emergency and continue through the Service Restoration Stage, as required.

The processes and associated roles and interactions with the ERPs covered in this chapter can be seen in Figure 7.

During an Emergency that triggers activation of the System Level ICS, the System Planning Officer supports the requests of the State Incident Commander(s) for the following processes:

- Acquisition of Internal Restoration Resources
- Acquisition of Electric Utility Mutual Assistance Resources
- Acquisition of Gas Utility Mutual Assistance Resources
- Acquisition of External Contractors

During an Emergency that does not trigger activation of the System Level ICS, these activities are typically overseen by the VP of Resource Management or their delegate at the request of the respective State Incident Commander(s).

Processes

5.1 Acquisition of Internal Restoration Resources

5.2 Acquisition of Electric Utility Mutual Assistance Resources

5.3 Acquisition of Gas Utility Mutual Assistance Resources

5.4 Acquisition of External Contractors

5.5 Acquisition of ICS Command and General Staff Resources

5.6 Acquisition of Support Resources

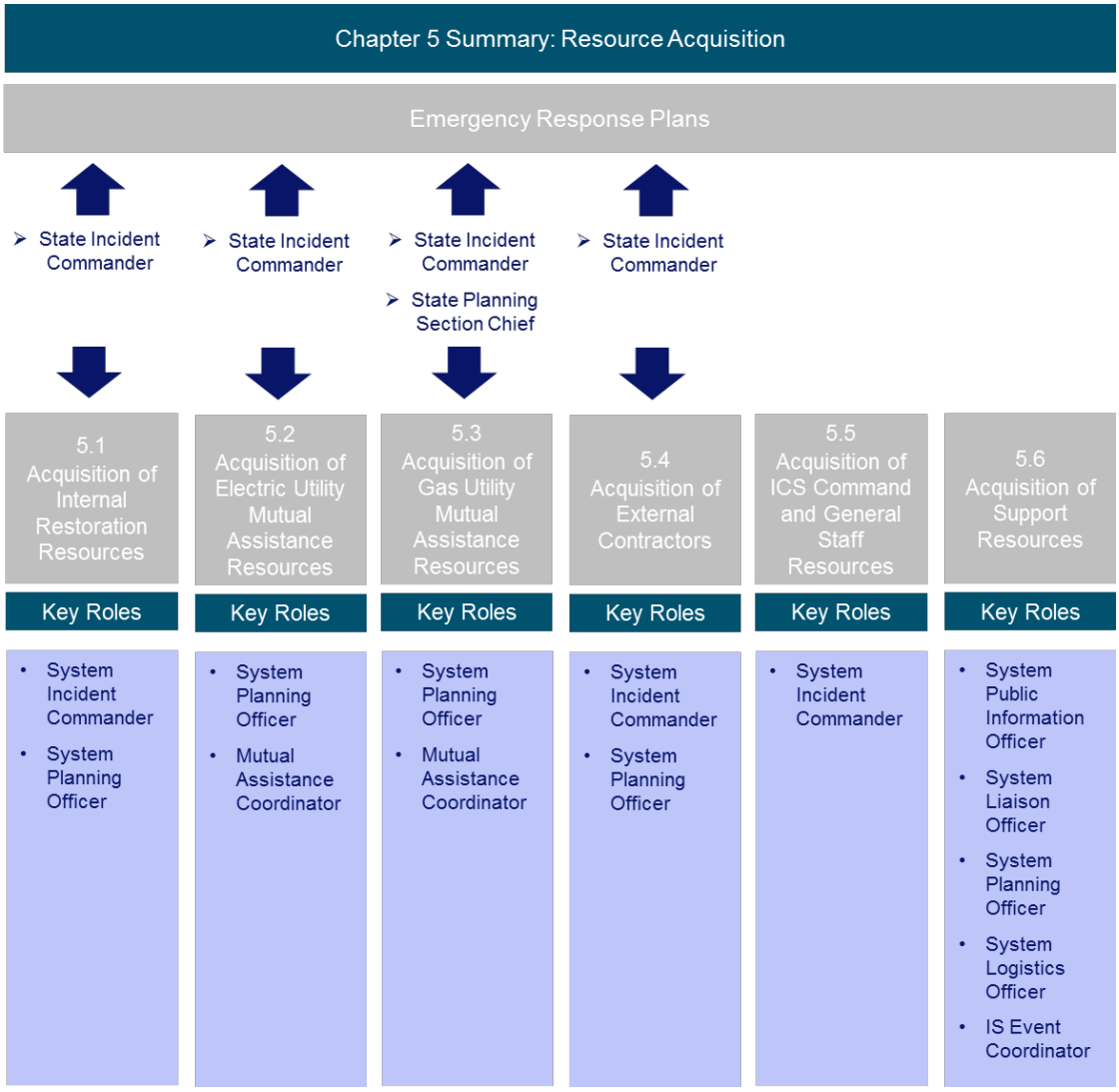

Figure 7: Resource Acquisition High Level Overview

Resource Acquisition Overview

For forecasted major Emergencies, National Grid utilizes a series of Emergency briefings to align, mobilize and deploy the organization for action. This alignment includes the acquisition of ICS Command and General Staff personnel; support resources and restoration resources required to respond to an Emergency; and typically includes the pre-positioning of restoration resources, which may come from an internal or external source so that they can be easily deployed to branch locations for the start of the Service Restoration Stage.

Estimates for the number of restoration resources required to respond to an Emergency are developed by Branch and State Level personnel as specified in the ERPs.

To fulfill the restoration resource requests that are deemed necessary to ensure a responsive Emergency restoration, National Grid has a portfolio of resource options. The State Incident Commander can utilize National Grid Restoration and Support Resources and retirees or, when those resources are not sufficient, escalate resource requests to the System Planning Officer who will seek to move National Grid resources between states and acquire utility mutual assistance resources and external contractors. When an Emergency is foreseen, this occurs during the Pre-Event Stage.

Throughout the Service Restoration Stage of an Emergency, as field conditions change and information about field conditions evolves, restoration resources (internal, contractor, and utility mutual assistance) may be redeployed to branch locations (work assignment areas) by the State Incident Commander based on input from the System Planning Officer and the State Planning Section Chief.

The processes included in the following sections highlight the activities carried out at the System Level to acquire the restoration resources and System ICS Command and General Staff and support resources.

5.1. Acquisition of Internal Restoration Resources

The System Incident Commander is able to leverage National Grid's size by calling upon other National Grid-affiliated companies to move electric and gas crews between states to provide supplemental Emergency restoration services.

If additional crews are required beyond those available in a state, requests for reallocating National Grid restoration crews between states can be initiated by the State Incident Commander. The System Incident Commander and System Planning Officer will review the request and the System Incident Commander can decide to reallocate crews between states.

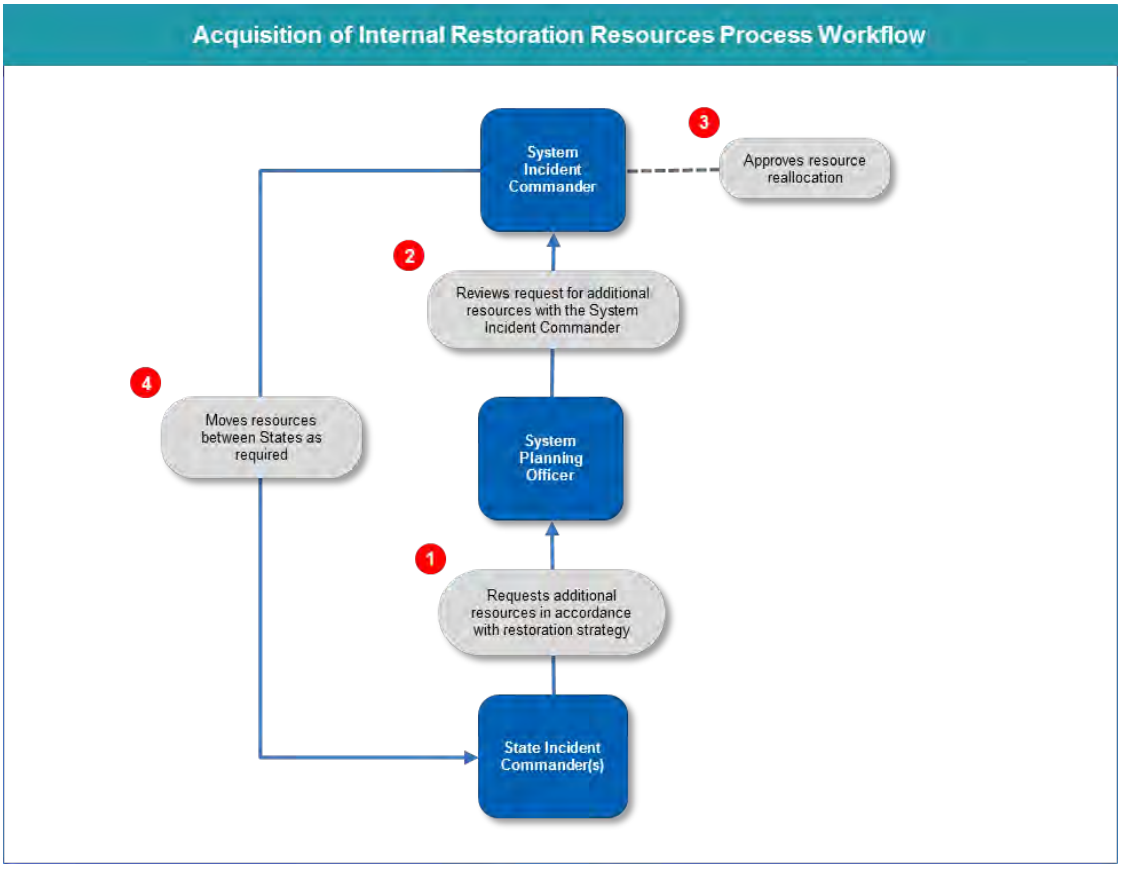

Figure 8: Acquisition of Internal Restoration Resources Process Workflow

Roles and Activities

5.1.1. System Incident Commander

5.1.1.1. Approves the reallocation of National Grid restoration resources between states.

5.1.2. System Planning Officer

5.1.2.1. Reviews requests for additional resources from the State Incident Commander and works with the System Incident Commander to coordinate the movement of National Grid restoration resources between states to respond to Emergencies.

5.1.3. State Incident Commander

5.1.3.1. Elevates requests for additional resources to the System Planning Officer if there are not enough National Grid restoration resources available in the state.

5.2. Acquisition of Electric Utility Mutual Assistance Resources

The Edison Electric Institute (EEI) maintains a mutual assistance roster of major electric utilities in the United States that is overseen by Emergency Planning. This information includes the names, addresses, and telephone numbers of personnel to contact in each company. The mutual assistance process is facilitated through an agreement and guidelines developed by EEI, which provides a framework for the sharing of crews and resources between member utilities. As a member of EEI, National Grid follows the EEI agreement and guidelines for both providing and requesting mutual assistance.

National Grid is a member of the North Atlantic Mutual Assistance Group (NAMAG), which facilitates the sharing of crews between member utilities during Emergencies. In cases where there are not enough resources available from within NAMAG, NAMAG will request additional resources from other EEI Regional Mutual Assistance Groups (RMAGs). A listing of NAMAG member utilities can be found in Exhibit A to this chapter, which is included in Appendix A of this SLP.

The Mutual Assistance Coordinator will make contact with utilities for mutual assistance through EEI as requested by the System Planning Officer. Exhibit B to this chapter, which is included in Appendix A of this SLP, contains an overview of the information that should be supplied to responding utilities when the request for mutual assistance is made.

Receiving Mutual Assistance from Canadian Utilities

To facilitate the acquisition of mutual assistance and contractor crews from Canada, a procedure for crossing the United States/Canada border has been developed by the electric sector to improve response and reduce delays. It is important to have all information needed to cross the border completed in advance such as vehicle manifest, master roster, information from requesting company (Letter of Invite), and declaration, if one is available. Effective pass-through requires advance notice to the specific crossing prior to resources arriving to allow both Canadian and United States Border Crossing to prepare. Refer to Exhibits C and D to this chapter, which are included in Appendix A of this SLP, for a list of border crossing locations and Customs Superintendent contact information, respectively. The complete border crossing procedure and an example of the letter of invite are included in Exhibits E and F, respectively, to this chapter, which are included in Appendix A of this SLP.

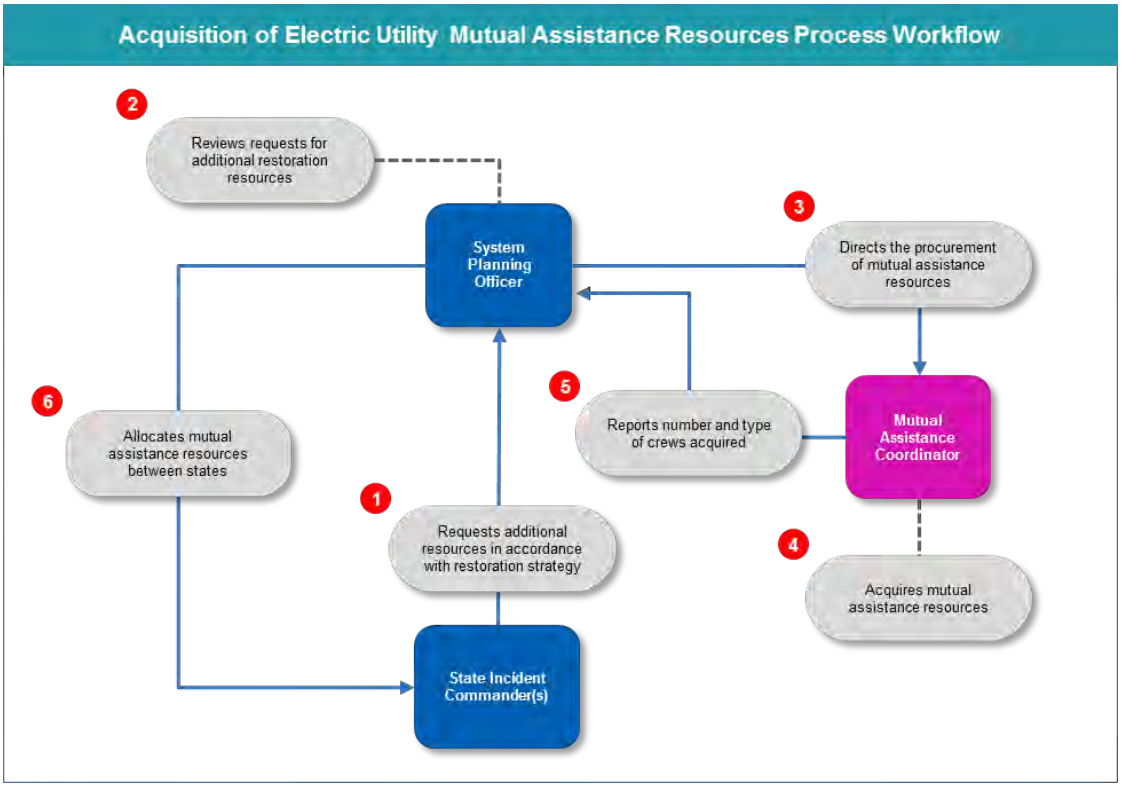

Figure 9: Acquisition of Electric Utility Mutual Assistance Resources Process Workflow

Roles and Activities

5.2.1. System Planning Officer

5.2.1.1. Coordinates with State Incident Commanders to review the status of their requests for additional crews, forestry resources, and transmission resources as needed in order to support restoration efforts during a System Level Emergency.

5.2.1.2. Reviews resource requests with the System Incident Commander.

5.2.1.3. Directs Mutual Assistance Coordinator to procure utility mutual assistance.

5.2.1.4. Allocates utility mutual assistance resources between states.

5.2.2. Mutual Assistance Coordinator

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

5.2.3. State Incident Commander

5.2.3.1. Works with the System Planning Officer to develop restoration strategy and associated resource requirements during a System Level Emergency.

5.2.3.2. Elevates requests for resources to the System Planning Officer who will then work to procure mutual assistance resources as needed.

5.3. Acquisition of Gas 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, NGA will assist with the request of additional resources from other Regional Mutual Assistance Groups (RMAGS). A listing of NGA member utilities can be found in National Grid's Gas Emergency Response Plan and Gas Organization Hurricane Tropical Storm and Flood Plans.

The System Planning Officer works with the State Incident Commander to evaluate resource requirements based on the restoration strategy developed. When necessary, the Mutual Assistance Coordinator, at the request of the System Planning Officer, will make contact with utilities to determine the availability of mutual assistance and allocate resources. The Mutual Assistance Coordinator will regularly communicate with the State Planning Section Chief to evaluate staffing requirements and manage resources appropriately. Exhibit G to this chapter, which is included in Appendix A of this SLP, contains the checklist that should be supplied to incoming utilities who will be providing support to ensure they have appropriate information/ guidance as to what is expected of them. The System Planning Officer will maintain communication with State Incident Commanders to ensure restoration support efforts are supported appropriately during a System Level Emergency.

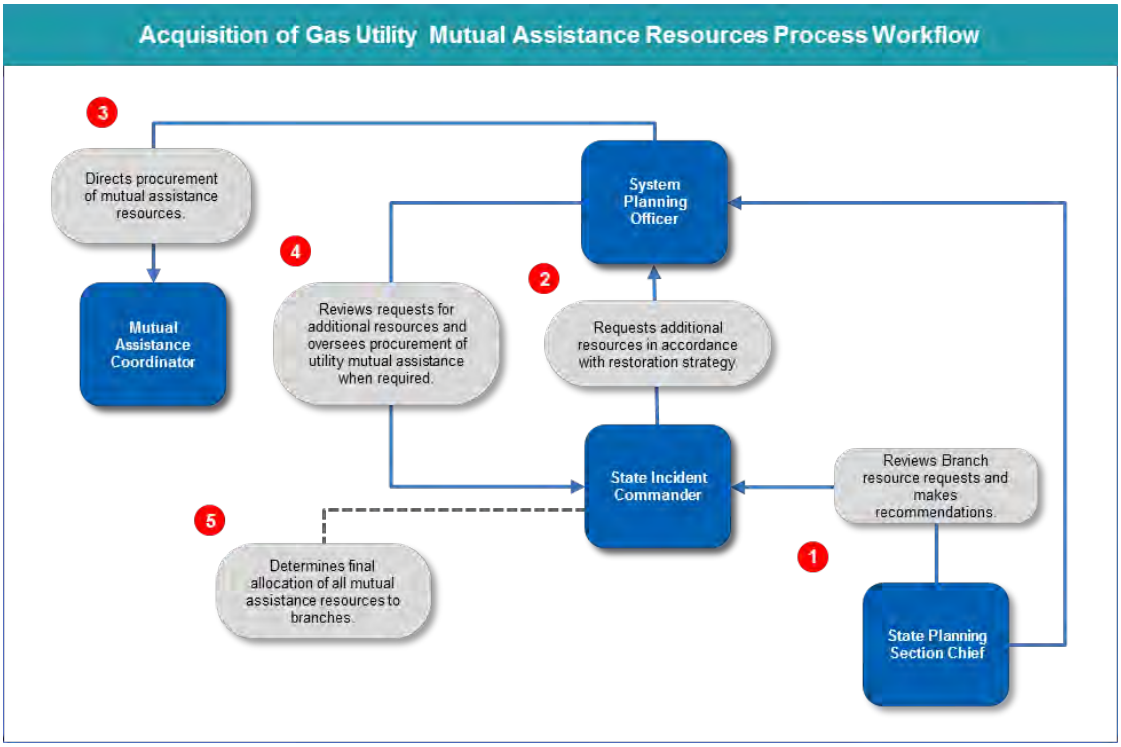

Figure 10: Acquisition of Gas Utility Mutual Assistance Resources Process Workflow

Roles and Activities

5.3.1. System Planning Officer

5.3.1.1. Coordinates with State Incident Commanders to review the status of their requests for additional CMS, field operations or construction resources as needed in order to support restoration efforts during a System Level Emergency.

5.3.1.2. Oversees procurement of utility mutual assistance.

5.3.2. State Incident Commander

5.3.2.1. Works with System Planning Officer to develop restoration strategy and associated resource requirements during a System Level Emergency.

5.3.2.2. Elevates requests for resources to System Planning Officer who will then work to procure mutual assistance resources as needed.

5.3.2.3. Allocates mutual assistance resources to affected locations.

5.3.3. State Planning Section Chief

5.3.3.1. Reviews all Operations Section Chief resource requests and performs an assessment of available resources within the State and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to the region.

5.3.3.2. Determines resources on-scene and requested (location/status) and then considers the need for resources in addition to those already on-scene or requested.

5.3.3.3. Activates use of the Foreign Crew Tracking process as utility mutual assistance resources are acquired.

5.3.3.4. Obtains all information necessary to demonstrate applicable National Grid Operator Qualifications prior to any foreign crew beginning work for National Grid.

5.3.4. Mutual Assistance Coordinator

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

5.3.4.2. 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.

5.4. Acquisition of External Contractors

National Grid maintains contact information for a portfolio of contractors. Contractor support will be requested at the direction of the System Planning Officer. As a member of NAMAG, National Grid attempts to abide by the NAMAG Contractor Rules of Engagement and refrain from accepting electric contractors directly who are working for an Investor Owned Utility (IOU) or a member company of any RMAG.

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 Branch leadership until demobilized.

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; this must be completed through the System Planning Officer in the EOCs.

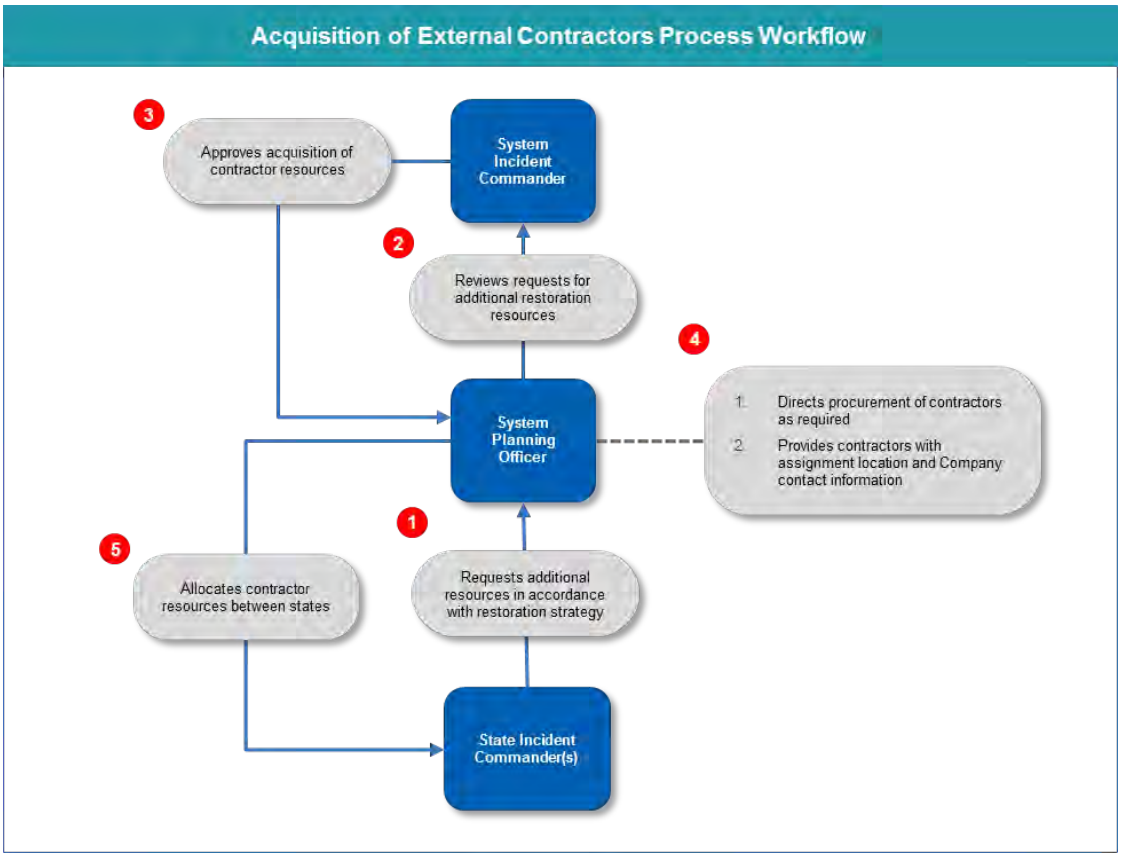

Figure 11: Acquisition of External Contractors Process Workflow

Roles and Activities

5.4.1. System Incident Commander

5.4.1.1. Approves the acquisition of contractor resources.

5.4.2. System Planning Officer

5.4.2.1. Coordinates with State Incident Commanders to review the status of their requests for additional crews, forestry resources, and transmission resources as needed in order to support restoration efforts during a System Level Emergency.

5.4.2.2. Reviews resource requests with the System Incident Commander.

5.4.2.3. Directs the Resource Acquisition Unit to procure contractors.

5.4.2.4. Reports back to the State Incident Commander and/or Branch Director with contractor company response and provides the State Incident Commander and/or Branch Director with the appropriate crew rosters upon notification.

5.4.2.5. Track resource allocation to oversee review and approval of contractor invoices.

5.4.3. State Incident Commander

5.4.3.1. Works with System Planning Officer to develop restoration strategy and associated resource requirements.

5.4.3.2. Elevates requests for resources to System Planning Officer who will then work to procure contractors as needed.

5.5. Acquisition of ICS Command and General Staff Resources

The System Incident Commander determines which System Level ICS Command and General Staff positions and the State Incident Commanders which are required to respond to an Emergency. The ICS Command and General Staff 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 System Incident Commander to make the ERO aware that they are directing restoration efforts at the System Level.

National Grid uses a storm emergency assignment listing to manage the acquisition of personnel to fill ICS Command and General Staff positions. This database, which is administered by Emergency Planning, assists with the activation of ICS Command and General Staff during an Emergency. When an employee's status with the Company changes (e.g. they join, leave or move positions), their storm assignment is reviewed as necessary and potentially changed.

Once personnel are activated to fill ICS Command and General Staff roles in the ERO and they have reported for duty, they should check in with the System Incident Commander 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 position, such as during a shift change, the outgoing resource will provide a situational awareness briefing to the incoming resource.

When activated, the Incident Commander and his/her Command and General Staff should refer to their checklists provided in Chapter 23 for direction regarding their Pre-Event, Event Restoration and Post-Event Stage responsibilities. In a New England electric Type 1, 2 or 3 event or any Gas System Level 1 or 2 event, these ICS roles shall complete their checklists and submit them to Emergency Planning.

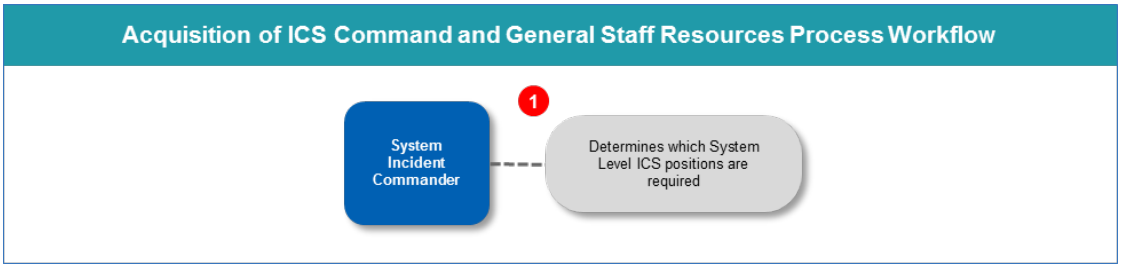

Figure 12: Acquisition of ICS Command and General Staff Resources Process Workflow

Roles and Activities

5.5.1. System Incident Commander

5.5.1.1. Determines which System Level ICS Command and General Staff positions are required to respond to an Emergency.

5.6. Acquisition of Support Resources

If the System Level ICS Command and General Staff determine that support staff will be necessary, they will activate this staff or delegate that authority.The storm emergency assignment list will be used to identify personnel available to fill Emergency roles within the System Level ERO. Support staff that are activated by System Level ICS Command and General Staff will activate their next level support staff as necessary. The staff they are responsible for activating can be found in their position checklists included in Chapter 23.2.

Any Company personnel could serve in support roles during an Emergency response based on their qualifications. When an employee's status with the Company changes (e.g. they join, leave or move positions), their storm assignment is reviewed as necessary and potentially changed.

When activated, support resources should refer to their checklists provided in Chapter 23 for direction regarding their Pre-Event, Event Restoration and Post-Event Stage responsibilities.

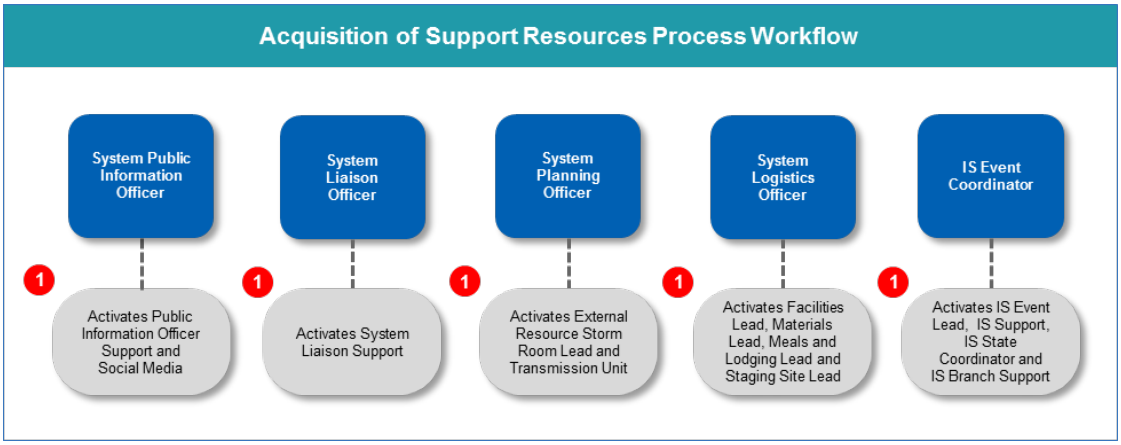

Figure 13: Acquisition of Support Resources Process Workflow

Roles and Activities

5.6.1. System Public Information Officer

5.6.1.1. Activates the Public Information Officer Support and Social Media roles, as required.

5.6.2. System Liaison Officer

5.6.2.1. Activates the System Liaison Support role, as required.

5.6.3. System Planning Officer

5.6.3.1. Activates the External Resource Storm Room Lead and Transmission Unit, as required.

5.6.4. System Logistics Officer

5.6.4.1. Activates the Facilities Lead, Fleet Lead, Materials Lead, Meals and Lodging Lead and Staging Site Lead roles, as required.

5.6.5. IS Event Coordinator

5.6.5.1. Activates the IS Event Lead, IS Support, IS State Coordinator and IS Branch Support, as required.

REDACTED

nationalgrid

Chapter 6: Coordinate Support and Personnel Logistics

6. Coordinate Support and Personnel Logistics

Introduction

Well-coordinated logistical support ensures the efficient use of crew resources daily and enables safe and timely service restoration. This chapter describes the process by which National Grid coordinates logistics during an Emergency.

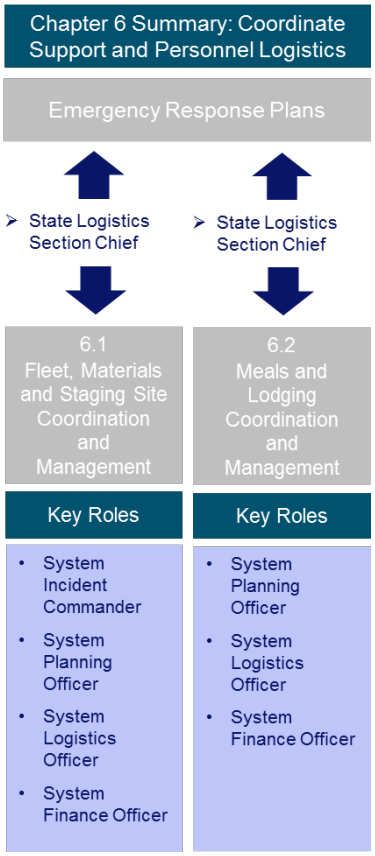

Figure 14: Coordinate Support Logistics High Level Overview

The processes and activities in this chapter are initiated once the System Level ERO has been activated (as covered in Chapter 4 of this SLP) and the type and number of resources required to address the Emergency have been estimated (as covered in Chapter 5 of this SLP). As the Emergency evolves, the processes described in this chapter are revisited to ensure the logistical needs of the organization are met to promote an efficient Emergency response.

The processes, associated roles and interactions with the ERPs covered in this chapter can be seen in Figure 14.

During an Emergency that triggers activation of the System Level ICS, the System Logistics Officer supports the requests of the State Incident Commander(s) for the following processes:

- Fleet, Materials and Staging Site Coordination and Management
- Meals and Lodging Coordination and Management

During an Emergency that does not trigger activation of the System Level ICS, the State Logistics Section Chief supports these requests at the direction of the State Incident Commander.

Processes

6.1 Fleet, Materials and Staging Site Coordination and Management

6.2 Meals and Lodging Coordination and Management

6.1. Fleet, Materials and Staging Site Coordination and Management

The coordination of material logistics at the System Level includes: (1) the acquisition and management of the fleet and materials required in response to an Emergency that impacts Electric and/or Gas Operations; and (2) the management of electric and/or gas base camps in Massachusetts, Rhode Island, and New York. Base camps are staging sites that incorporate responsibilities beyond material distribution and management. New York handles the majority of its staging site management at the Branch Level and only seeks staging site support from the System Level when they need to establish base camps.

The System Logistics Officer is responsible for overseeing the logistics support units that handle fleet inventory, the acquisition and distribution of materials and the supplying of staging sites during a System Level Emergency. These support units may be transferred between states or may come from external vendors.

For forecasted major Emergencies that result in activation of the SLP, the System Logistics Officer will oversee the inventory of National Grid's fleet, communication devices, and materials located at the Branches. Fleet Services will acquire specialty equipment, including heavy lifting capabilities and helicopters, as required during an Emergency. Arrangements will be made to provide additional required materials and logistics vendors will be contacted to discuss the pre-positioning of resources.

Requests for specialty equipment from the Transmission Unit, External Line Resource Unit, or Forestry Resource Unit (Electric Operations only) or the Gas State Operations Section Chief will also be elevated to the System Planning Officer for their review. If this equipment is deemed necessary, the System Planning Officer will direct the request to the System Logistics Officer who will direct the Fleet Unit to acquire these resources.

During the Emergency the System Logistics Officer will serve as the single point of contact for coordinating material and supply requirements and will work with the System Incident Commander to review and amend proposed tactics for upcoming operating periods, as required.

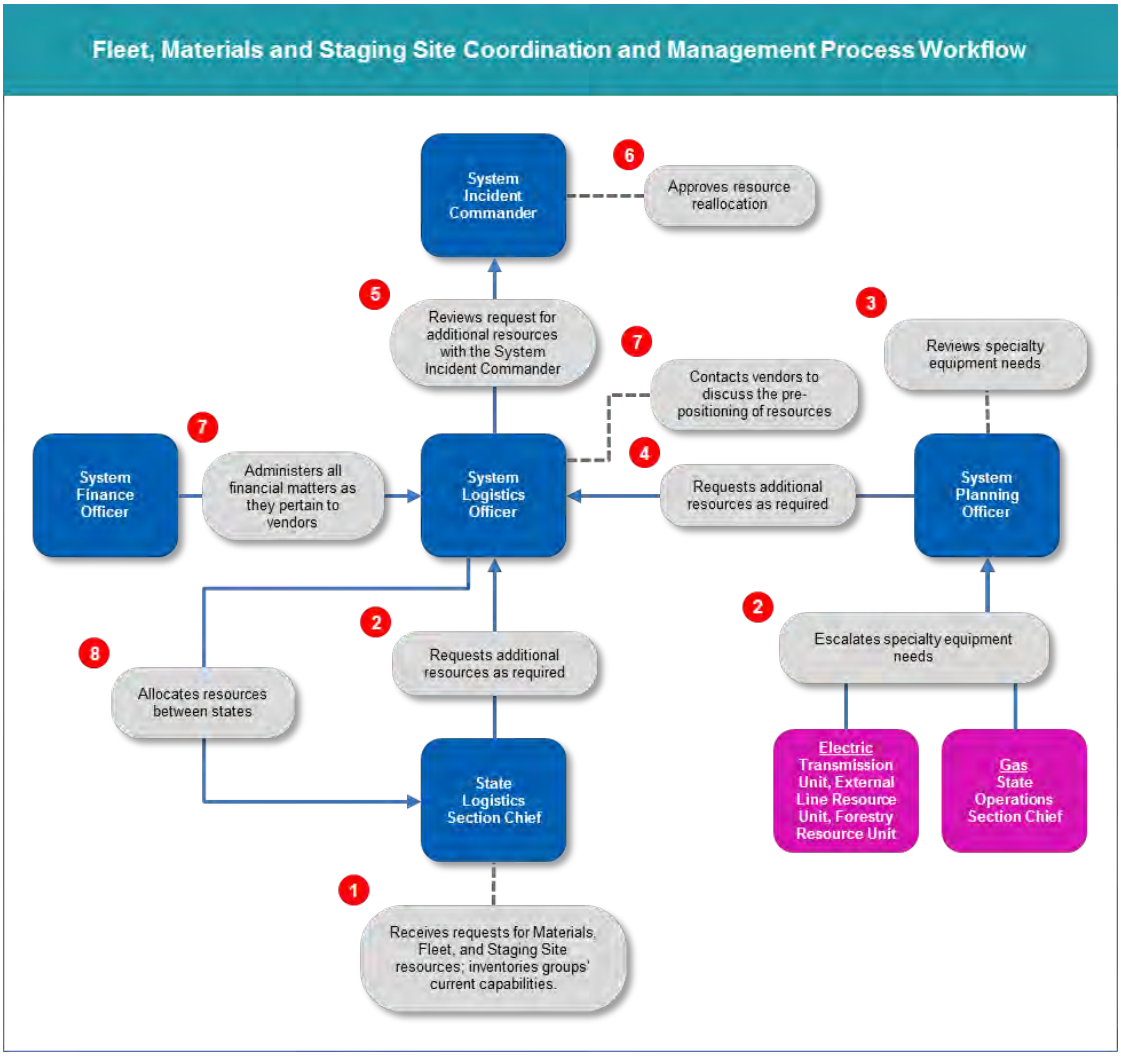

Figure 15: Fleet, Materials and Staging Site Coordination and Management Process Workflow

Roles and Activities

6.1.1. System Incident Commander

6.1.1.1. Approves the reallocation of fleet/material/staging site resources between states.

6.1.2. System Planning Officer

6.1.2.1. Reviews specialty equipment needs (e.g. helicopter, heavy lifting etc.) of the Transmission Unit, External Line Resource Unit, or Forestry Resource Unit (Electric Operations only) or the Gas State Operations Section Chief and forwards the requests deemed necessary to the System Logistics Officer for procurement by the Fleet Unit.

6.1.3. System Logistics Officer

6.1.3.1. Identifies and estimates service and support requirements for planned and expected operations.

6.1.3.2. Reviews request for additional materials/fleet/staging site resources with the System Incident Commander.

6.1.3.3. Prepares and reviews applicable portions of the response or mitigation plan(s) and reviews proposed tactics for the next operational period or periods at planning meetings.

6.1.3.4. When the System Level is activated, activates Material Support to check the availability of materials in the branches and arranges for delivery of storm kits and/or additional necessary supplies.

6.1.3.5. When the System Level is activated, activates Fleet services to assess Fleet inventory, releasing vehicles from maintenance if appropriate and arranging for additional vehicles and special equipment, if necessary.

6.1.3.6. Oversees the acquisition of supplemental fleet equipment from National Grid's stocks in other states and from other sources.

6.1.3.7. Oversees the procurement of specialty equipment (e.g. helicopter, heavy lifting etc.) by working with the System Planning Officer.

6.1.3.8. Oversees the activation and coordination activities at the staging sites carried out by the Staging Site Support Unit per the System Incident Commander's direction.

6.1.3.9. If necessary, contacts logistics vendors and discusses the pre-positioning of resources depending on the anticipated impact of the Emergency.

6.1.3.10. Considers need for security at staging sites and notifies System Security Officer as necessary.

6.1.3.11. Serves as the single point of contact to coordinate material and supply requirements, fleet services, and staging sites; oversees all logistics field operations for a System Level Emergency.

6.1.4. System Finance Officer

6.1.4.1. Administers all financial matters pertaining to material, fleet and staging site vendor contracts, leases, and fiscal agreements.

6.1.5. State Logistics Section Chief

6.1.5.1. Communicates materials/fleet/staging site requirements required in excess of those that can be obtained at the State Level to the System Logistics Officer.

6.2. Meals and Lodging Coordination and Management

This section details the management and coordination of meals and lodging for electric restoration crews operating in the field (e.g. National Grid personnel, utility mutual assistance crews and contractors) in Massachusetts and Rhode Island and gas restoration crews operating in New York, Massachusetts and Rhode Island once the System Level Plan is activated. Meals and lodging-related activities are handled at the State Level in New York without the support of System ICS Command and General Staff.

The System Logistics Officer and their group will work closely with the State Logistics Section Chiefs, System Planning Officer and System Financial Officer on matters related to providing meals and lodging for restoration crews. National Grid maintains a list of contact information for operators and managers of retained motels, dormitories, restaurants and vendors to utilize while procuring these services for personnel responding to an Emergency. The Lodging team will consider advance booking of a block of rooms on a contingency basis as soon as requests for utility mutual assistance, contractors or out-of-state National Grid restoration crews are approved by the System Incident Commander and will arrange for lodging accommodations as close to the crews' work location as possible. The Meals team will consider meal options that allow for the maximization of the crew’s productivity including, but not limited to, box lunches and buffets at the staging sites or lodging locations. The System Planning Officer will relay the logistical support requirements of contractors and mutual assistance crews as part of this process.

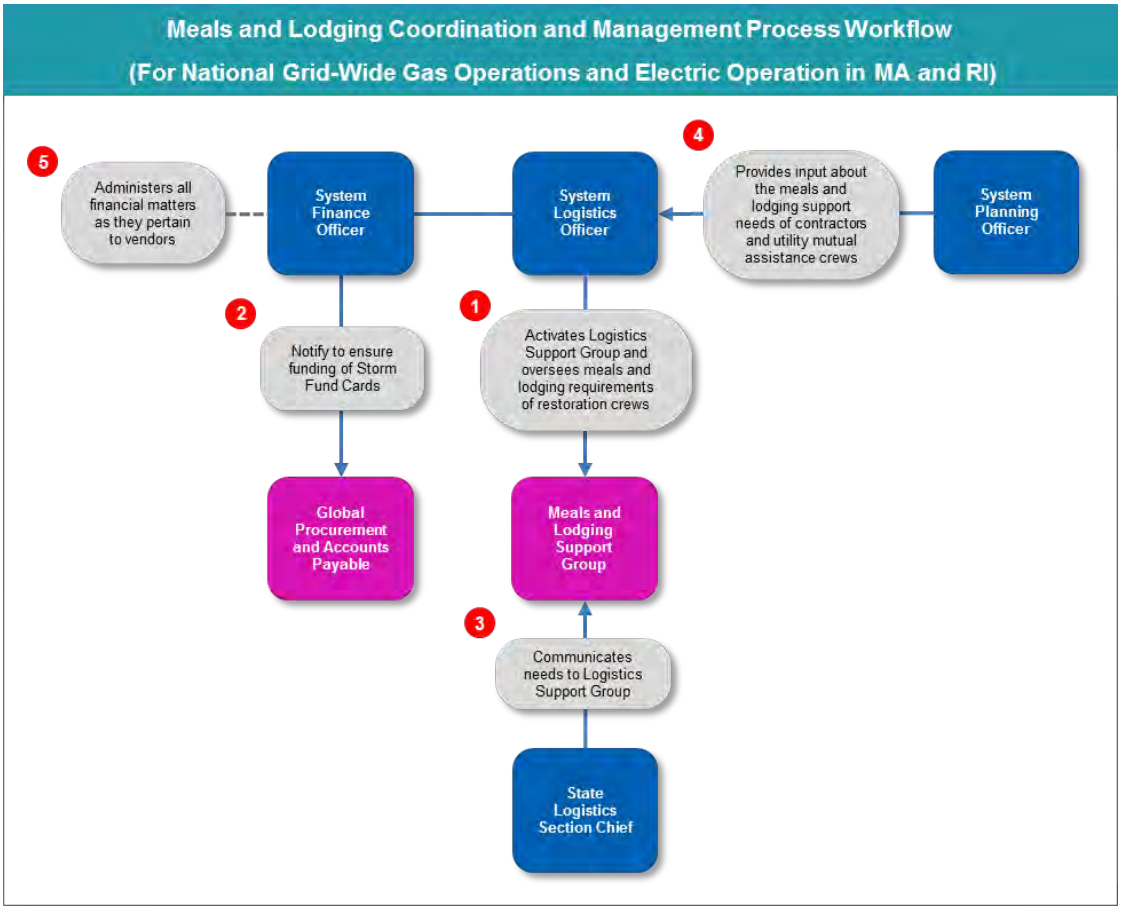

Figure 16: Meals and Lodging Coordination and Management Process Workflow (for National Grid-Wide Gas Operations and Electric Operations in Massachusetts and Rhode Island)

Roles and Activities

6.2.1. System Planning Officer

6.2.1.1. Provides input about the logistical support needs of contractors and mutual assistance crews to the System Logistics Officer.

6.2.2. System Logistics Officer

6.2.2.1. Prepares and reviews applicable portions of the response or mitigation plan(s) and reviews proposed tactics for the next operational period or periods at planning meetings.

6.2.2.2. Serves as the single point of contact to coordinate meals and lodging; oversees all logistics field operations for a multi-state Emergency.

6.2.2.3. Provides logistics information about meals and lodging to the State Logistics Section Chief as required and obtains input about the logistical support needs of resources.

6.2.3. System Finance Officer

6.2.3.1. Oversees funding of storm fund cards including notification of Global Procurement and Accounts Payable.

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

6.2.4. State Logistics Section Chief

6.2.4.1. Communicates meals and lodging requirements to appropriate Meals and Lodging Support Unit.

REDACTED

nationalgrid

Chapter 7: Financial Accounting Guidelines

7. Financial Accounting Guidelines

Introduction

It is in the best interest of National Grid and our customers to ensure that costs incurred during an Emergency are both efficiently managed and accurately accounted for.

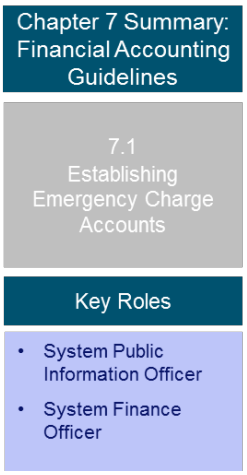

Figure 17: Financial Accounting Guidelines High Level Overview

The processes and activities in this chapter are initiated once the System Level ERO has been activated (as covered in Chapter 4 of this SLP).

The processes and associated roles covered in this chapter can be seen in Figure 17.

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

7.1. Establishing Emergency Charge Accounts

Providing there is sufficient warning of an impending Emergency, the Storm Accounting process is initiated prior to the Emergency's onset with the establishment of emergency response charge accounts and the updating of relevant accounting policies and procedures by the System Finance Officer. The System Finance Officer will work with the System Public Information Officer to disseminate the appropriate emergency accounting information throughout National Grid. The establishment of emergency accounting takes place solely within the purview of the SLP and, therefore, there are no interdependencies with activities governed by the ERPs.

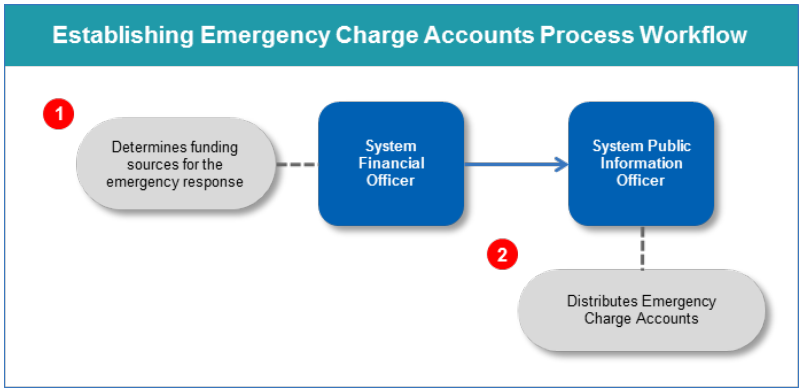

Figure 18: Establishing Emergency Charge Accounts Process Workflow

Processes

7.1 Establishing Emergency Charge Accounts

Roles and Activities

7.1.1. System Public Information Officer

7.1.1.1. Ensures the emergency charge accounts and guidance provided by the System Finance Officer are distributed throughout the ERO.

7.1.2. System Finance Officer

7.1.2.1. Oversees the establishment of emergency accounting, provides guidance on expense account procedures, and distributes to the State Public Information Officer for distribution to the entire Emergency Response Organization.

7.1.2.2. Determines funding sources for the Emergency response.

REDACTED

nationalgrid

Chapter 8:
Employee Welfare

8. Employee Welfare

Introduction

The purpose of this chapter is to describe how issues that might distract employees and foreign restoration crews from concentrating on restoration activities are addressed.

The processes and activities in this chapter are initiated once the System Level ERO has been activated (as covered in Chapter 4 of this SLP).

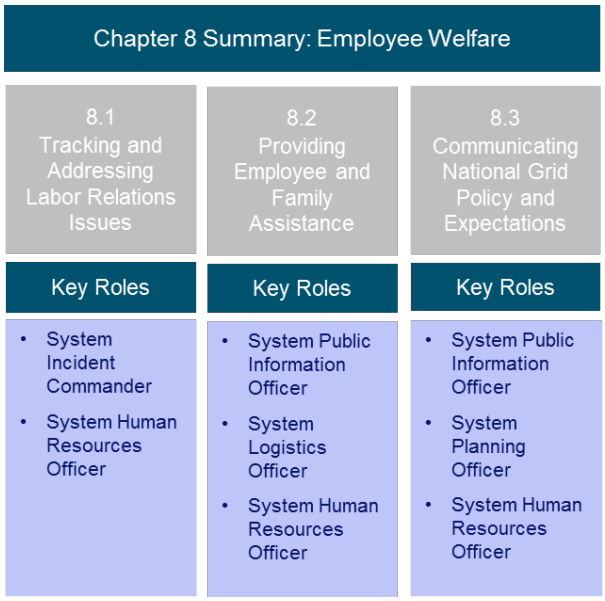

Figure 19: Employee Welfare High Level Overview

The processes and associated roles covered in this chapter can be seen in Figure 19.

All of the processes included in this chapter are overseen by System Level ICS Officers. As such, there is no interaction with the ERPs when carrying out the activities associated with the processes included in this chapter.

8.1. Tracking and Addressing Labor Relations Issues

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

Processes

8.1 Tracking and Addressing Labor Relations Issues

8.2 Providing Employee and Family Assistance

8.3 Communicating National Grid Policy and Expectations

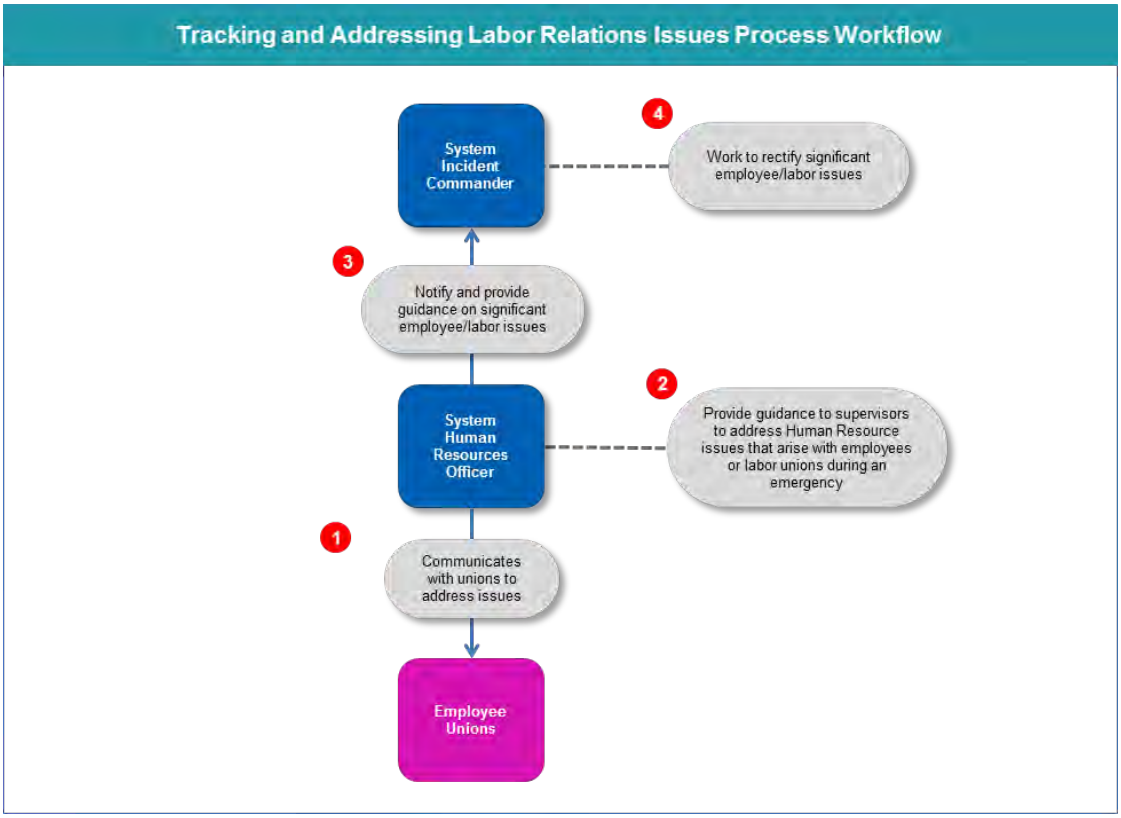

Figure 20: Tracking and Addressing Labor Relations Issues Process Workflow

Roles and Activities

8.1.1. System Incident Commander

8.1.1.1. Works with the System Human Resources Officer to rectify significant employee/labor issues during an Emergency.

8.1.2. System Human Resources Officer

8.1.2.1. Proactively communicates with labor unions to address issues during the Emergency.

8.1.2.2. Provides guidance to supervisors to address human resource issues that arise with employees or labor unions during the Emergency.

8.1.2.3. Notifies the System Incident Commander and provides guidance on any significant employee/labor issues throughout the duration of an Emergency.

8.2. Providing Employee and Family Assistance

The Company offers an Employee Assistance Program (EAP). The EAP includes a free and confidential counseling service that provides professional assistance to employees, dependents, and household members with any type of life issue or personal problem. The EAP will also be utilized to provide support and assistance to employees that have a disaster in their personal lives during a major event. This service will be utilized to ensure that an employee that is to be utilized for a major event is available to perform their emergency assignment duties as required.

The Employee Services team will be activated at the discretion of the System HR Officer, and the extent of the assistance provided will be determined based on the impact to the employee.

At the time of the event, it will be determined whether the Employee Services Unit shall provide:

- Information and suggestions to all employees on how to prepare themselves, their family and/or homes in advance of a storm. This may include supplying reading materials from the Red Cross Ready program, (how to make an emergency kit for your family, how to make a plan, how to get information during an incident).
- Liaise with the EAP to assist with employee issues regarding the emergency event.
- Refer the affected employee(s) to the appropriate resources, both internal and external (EAP), for guidance regarding their specific situation.

Prior to a significant event, employees should be notified of assistance programs available to them and their families (via mass email distribution/intranet postings) and the process for obtaining assistance information.

The Employee Services 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

Employee Services Unit

The Employee Services Unit is made up of Human Resources and SDC employees. We will scale up and down depending on the event.

Detailed Section Found on the Company infonet:

Infonet Home → Our Organisation → US → Safety, Health, and Wellbeing → Health & Wellbeing Home Page → Employee Assistance

EAP CONTACT INFORMATION:

[redacted]

Internal EAP Contact:
Jay Sandys, PhD, LCSW, SAP

Director of Clinical Services CCA Inc.
[redacted]

National Grid HR Hotline Number

In addition to EAP, we have established an HR 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. We have put in place an additional number to promptly address employee calls. Employees can access the HR Hotline at either number listed below between the hours of 7:00 am and 7:00 pm.

HR Hotline 1-866-340-5184 and 1-800-352-5066

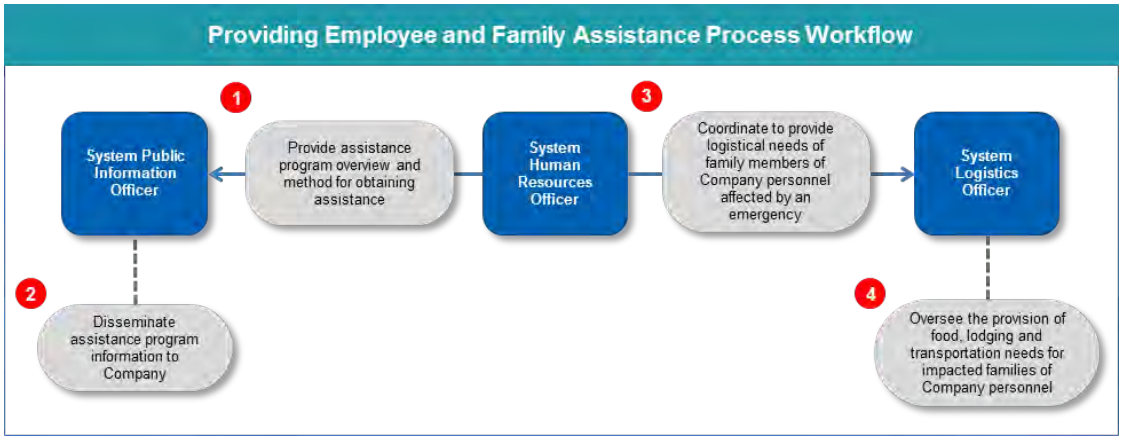

Figure 21: Providing Employee and Family Assistance Process Workflow

Roles and Activities

8.2.1. System Public Information Officer

8.2.1.1. Disseminates information to National Grid about the assistance programs that will be made available to employees and their families.

8.2.2. System Logistics Officer

8.2.2.1. Oversees the provision of food, lodging and transportation for the family of National Grid personnel when required.

8.2.3. System Human Resources Officer

8.2.3.1. Works with the System Public Information Officer to ensure that a prompt and accurate communication is sent to all employees to emphasize the assistance programs that will be made available to employees and their families as well as the process for obtaining assistance information.

8.2.3.2. Establish an HR Hotline as necessary.

8.2.3.3. Activates Employee Services Team as required.

8.2.3.4. Identifies “at risk” individuals, for instance, people who might need near-term emotional or psychological assistance.

8.2.3.5. Secures the services of trained professionals who are capable of providing for the psychological and emotional needs of National Grid personnel involved in a major incident.

8.2.3.6. Oversees the coordination of logistical services for the family members of any personnel affected by an Emergency including providing for their spiritual and emotional needs and coordinating with the System Logistics Officer to provide food, lodging and transportation.

8.3. Communicating National Grid Policy and Expectations

The communication of National Grid 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 (e.g. mandatory employee attendance) and will work with the System Public Information Officer to ensure that any applicable policies are communicated to National Grid employees through regular employee communication channels. The System Planning Officer will communicate National Grid’s foreign crew policies to contractors and mutual assistance crews. These policies can be found in Exhibit A to this chapter, which is included in Appendix A of this SLP.

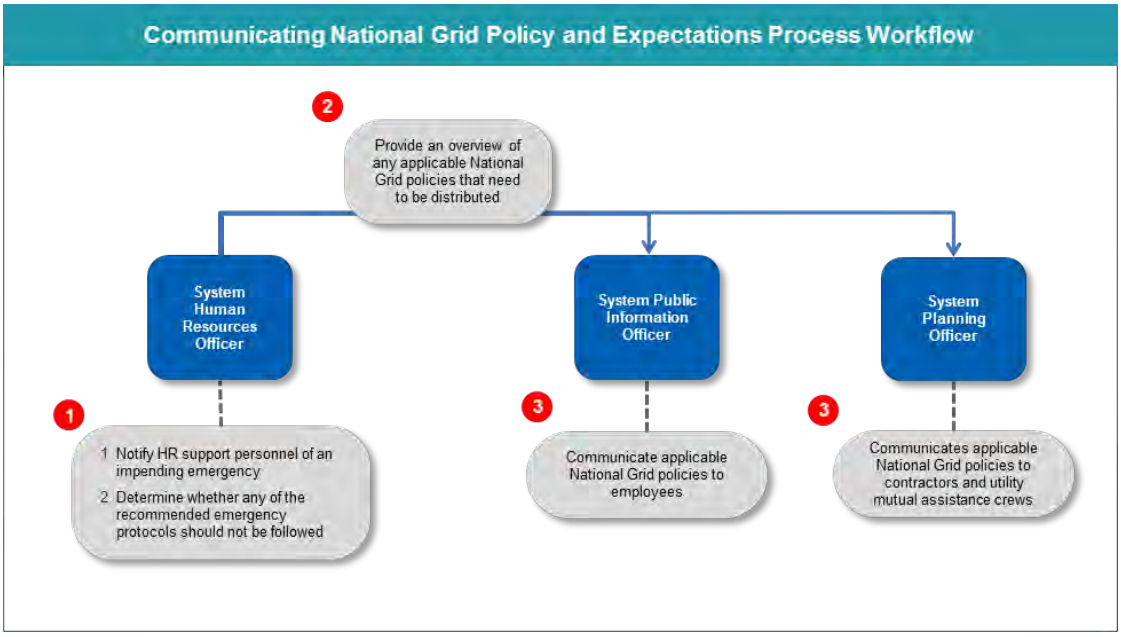

Figure 22: Communicating National Grid Policy and Expectations Process Workflow

Roles and Activities

8.3.1. System Public Information Officer

8.3.1.1. Communicates any applicable National Grid policies to employees.

8.3.2. System Planning Officer

8.3.2.1. Communicates any applicable National Grid policies to contractors and mutual assistance crews.

8.3.3. System Human Resources Officer

8.3.3.1. Notifies Human Resources Support personnel of the potential Emergency.

8.3.3.2. Determines whether any of the recommended Emergency protocols should not be followed (e.g. mandatory attendance) and ensures that this is contained in a message to the Supervisors.

8.3.3.3. Works with the System Public Information Officer to communicate any applicable National Grid policies to employees.

8.3.3.4. Works with the System Planning Officer to communicate any applicable National Grid policies to contractors and utility mutual assistance crews.

REDACTED

nationalgrid

Chapter 9: Internal Communications

9. Internal Communications

Introduction

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.

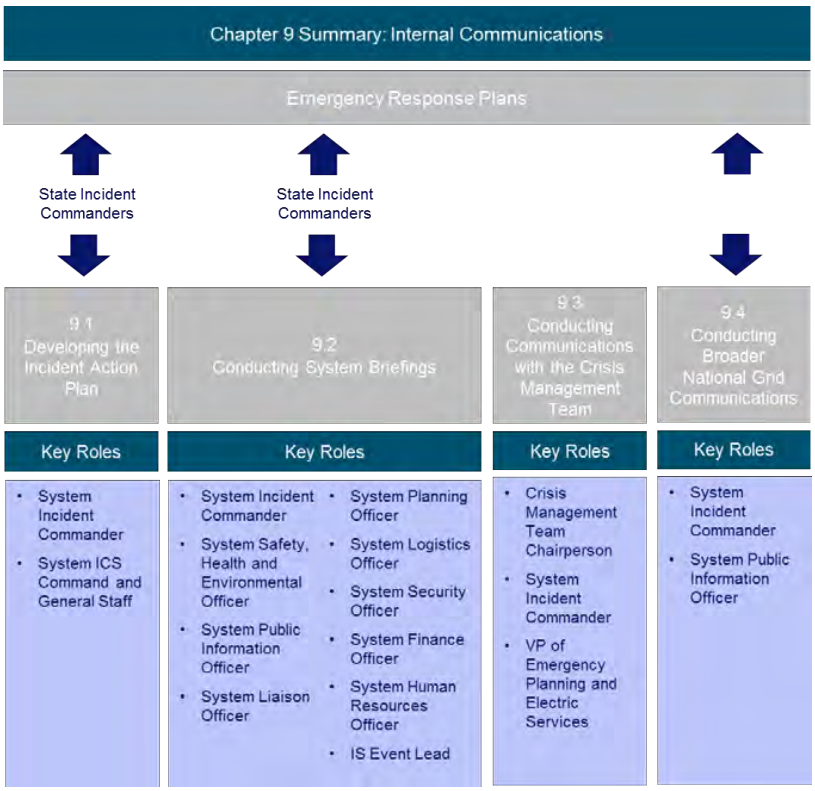

Figure 23: Internal Communications High Level Overview

The purpose of this chapter is to describe communications that are carried out in response to an Emergency. This includes the System Level briefings conducted to plan for and track National Grid's restoration progress and share information among ICS Command and General Staff and other broader National Grid communications conducted to disseminate general facts about the Emergency and National Grid's response.

Processes

9.1 Developing the Incident Action Plan

9.2 Conducting System Level Briefings

9.3 Conducting Communications with the Crisis Management Team

9.4 Conducting Broader National Grid Communications

The processes and activities in this chapter are initiated once the System Level ERO has been activated and the level of decentralization is determined (as covered in Chapter 4 of this SLP), and personnel have been activated to fill the required ICS positions (as covered in Chapter 5 of this SLP).

The processes and associated roles covered in this chapter can be seen in Conducting Communications with the Crisis Management Team Process Workflow.

When carrying out the development of internal communications, interaction with State Level personnel will occur in the following processes:

- Conducting System Level Briefings
- Conducting Broader National Grid Communications

9.1. Developing the Incident Action Plan

When the System Incident Commander deems necessary, he or she will develop the System Incident Action Plan (IAP) with assistance from the Vice President of Emergency Planning and Electric Services and the Command and General Staff to formally document the operational period, operational period objectives, and the response strategy defined by the Incident Commander during response planning. The IAP is used to achieve goals and objectives within the overall strategy, while providing important information on event and response parameters. Equally important, the IAP facilitates dissemination of critical information to the ERO. Because incident parameters evolve, action plans must be revised on a regular basis (at least once per operational period) to maintain consistent, up-to-date guidance across the system.

A typical IAP documents the operational period, weather forecast, safety considerations, current and planned objectives, upcoming briefings, and the current organization.

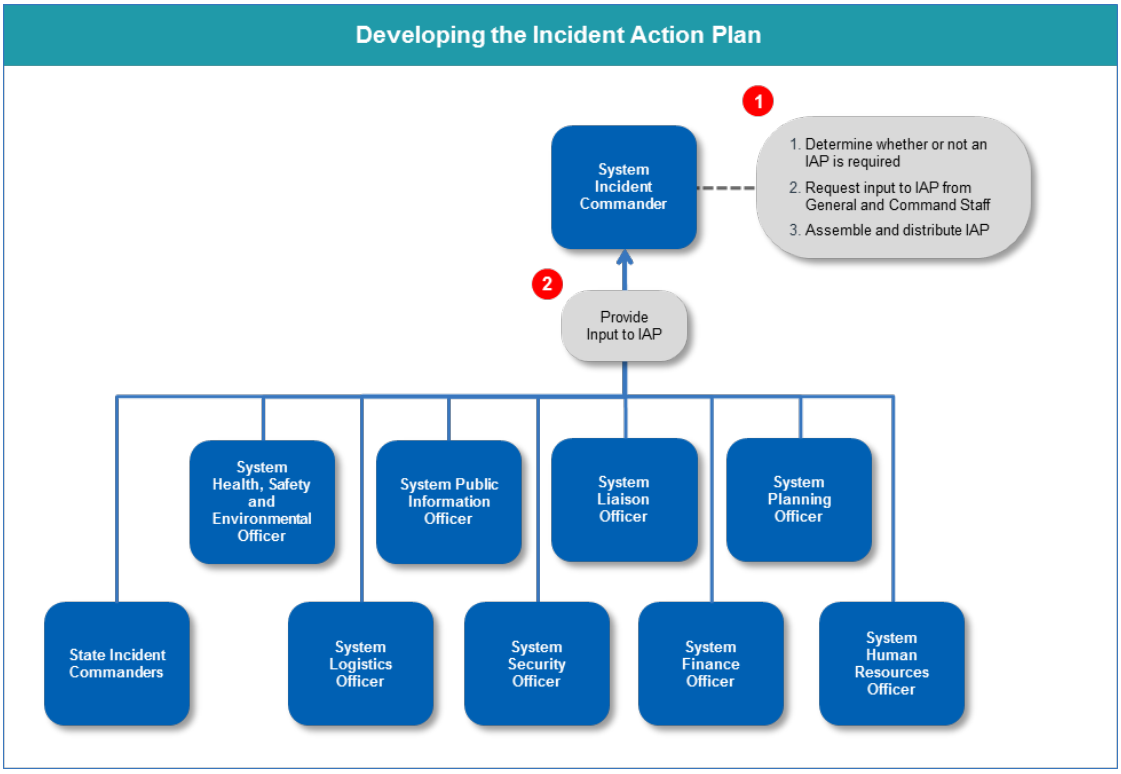

Figure 24: Developing the Incident Action Plan Process Workflow

9.1.1. System Incident Commander

9.1.1.1. When necessary, develops the System Incident Action Plan (IAP) with assistance from the Vice President of Emergency Planning and Electric Services and the Command and General Staff.

9.1.1.2. Requests input to IAP from Command and General Staff.

9.1.1.3. Provides for the documentation and distribution of the IAP .Periodically updates IAP at least once per operational period.

9.1.2. System ICS Command and General Staff

9.1.2.1. Provides ICS role-related objectives to IAP if necessary.

9.1.3. State Incident Commander(s)

9.1.3.1. Provides State operational objectives to IAP if necessary.

9.2. Conducting System Level Briefings

Briefings are conducted at the System Level to maintain situational awareness, discuss the IAP, and relay the specifics of the Emergency. These briefings will be led by the System Incident Commander and ICS Command and General Staff personnel will provide status summaries of

the activities they oversee that will be used to establish strategies and drive changes around objectives for the current and forthcoming operational periods. These briefings 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 State Incident Commanders will attend System Level briefings during Emergencies where the System Level is activated. They will provide status updates on State Level activities, provide input on the System IAP, and make requests for any required System Level support.

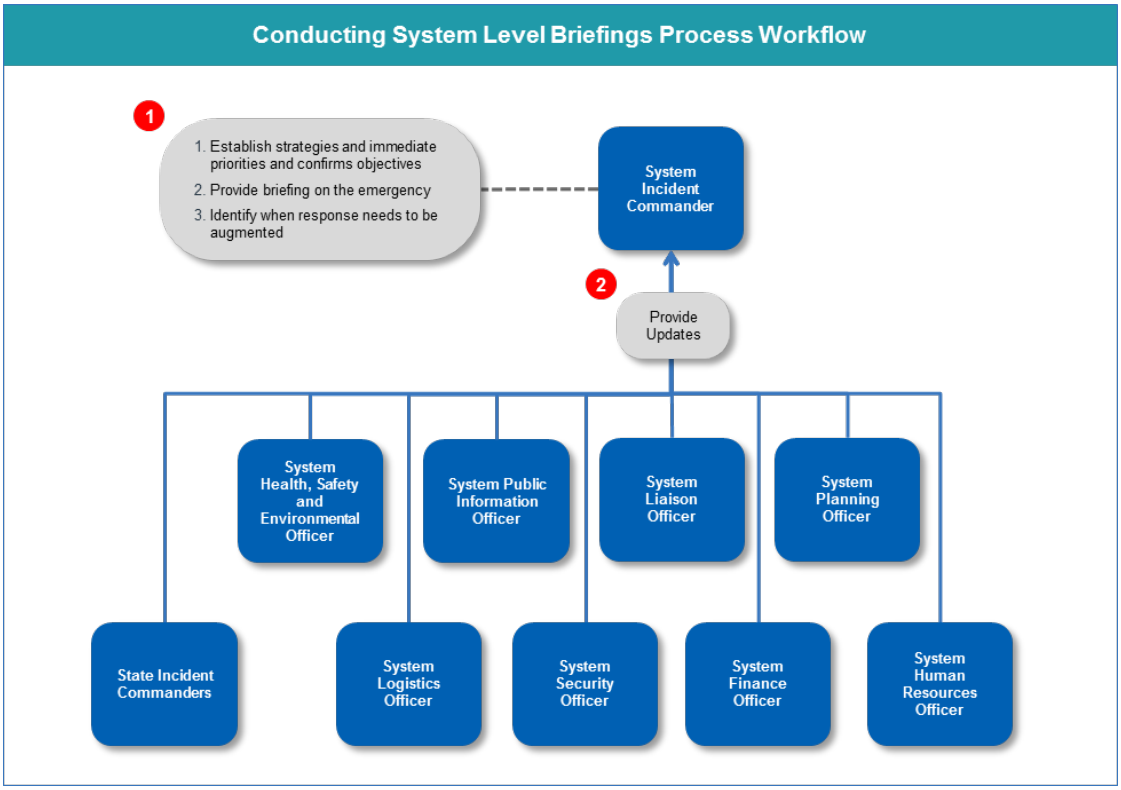

Figure 25: Conducting System Level Briefings Process Workflow

Roles and Activities

9.2.1. System Incident Commander

9.2.1.1. Establishes strategies and immediate priorities, confirms objectives for the current operational period and defines objectives for the next operational period once restoration has commenced.

9.2.1.2. Sets up and conducts regular briefings with ICS Command and General Staff (includes System Level and State Incident Commanders) beginning three days in advance of an anticipated Emergency and through the duration of an Emergency to maintain situational awareness during the Service Restoration Stage. These briefings 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.

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

9.2.2. System Safety, Health and Environmental Officer

9.2.2.1. During System Level Briefing, provides an update on any issues with the Safety and Health organization's preparation and activities.

9.2.2.2. During System Level Briefing, 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 emergency response agencies responding to the incident.

9.2.2.3. During System Level Briefing, provides an update on any issues with the Environmental organization's preparation and activities.

9.2.2.4. During System Level Briefing, provides an update on any environmental incidents that occur during an Emergency, including actions being taken to mitigate the incident, number and seriousness of injuries, and outside emergency response agencies responding to the incident.

9.2.3. System Public Information Officer

9.2.3.1. During System Level Briefing, provides an update on any issues with preparation and related activities.

9.2.3.2. During System Level Briefing, 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.

9.2.4. System Liaison Officer

9.2.4.1. During System Level Briefing, provides an update on any issues with preparation and related activities.

9.2.4.2. During System Level Briefing, provides an overview of agencies and stakeholders impacted by or responding to the Emergency, updates on the strategic level government response, available resources, the status of cooperating agency activities in support of the Emergency, and stakeholders' issues and concerns.

9.2.5. System Planning Officer

9.2.5.1. During System Level Briefing, provides updates on restoration resource status and recommends their reallocation as necessary.

9.2.5.2. During System Level Briefing, provides updates on transmission restoration status.

9.2.5.3. During System Level Briefing, 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.

9.2.6. System Logistics Officer

9.2.6.1. During System Level Briefing, provides an overview of the current disposition of logistics support for National Grid during the Emergency.

9.2.7. System Security Officer

9.2.7.1. During System Level Briefing, provides an update on any issues with the Security organization's preparation and activities.

9.2.7.2. During System Level Briefing, provides an overview of any security incidents, information on any on-going law enforcement investigations, the status of security at the incident site and National Grid 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.

9.2.8. System Finance Officer

9.2.8.1. During System Level Briefing, provides an update on any issues with preparation and related activities.

9.2.8.2. During System Level Briefing, provides an overview of the current disposition of matters related to Emergency response financial activities during the Emergency.

9.2.9. System Human Resources Officer

9.2.9.1. During System Level Briefing, provides an update on any issues with preparation and related activities.

9.2.9.2. During System Level Briefing, provides an overview of any significant employee or labor issues.

9.2.10. State Incident Commander(s)

9.2.10.1. During System Level Briefing, provides status updates on State Level activities and makes requests for any required System Level support.

9.2.11. IS Event Lead

9.2.11.1. During System Level Briefing, provides status updates on any IS issues.

9.3. Conducting Communications with the Crisis Management Team

The CMT provides a focus of high level and strategic leadership. Where an Emergency has escalated across multiple business areas or has met other crisis triggers, it requires strategic management which will be delivered through the CMT. The CMT is notified of an impending Emergency and kept abreast of the Emergency response by the System Incident Commander, who primarily communicates with the CMT Chairperson.

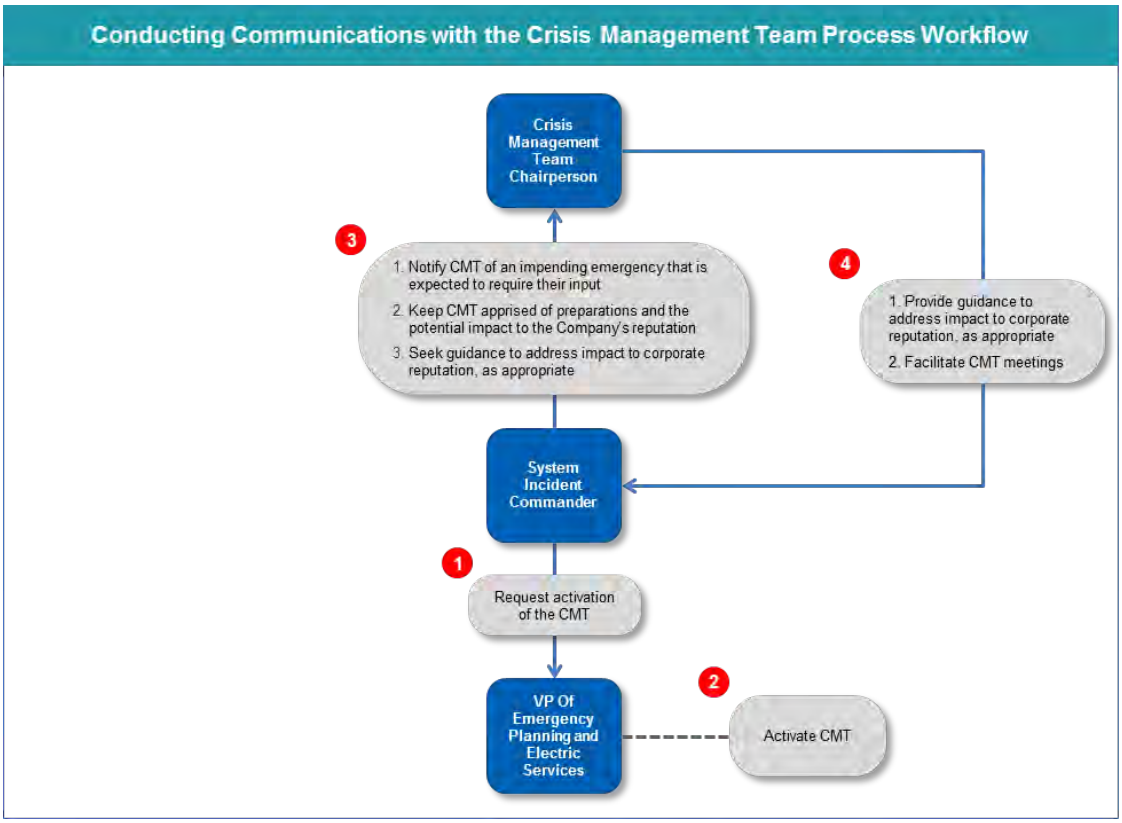

Figure 26: Conducting Communications with the Crisis Management Team Process Workflow

Roles and Activities

9.3.1. Crisis Management Team Chairperson

9.3.1.1. Provides guidance to the System Incident Commander to address potential impacts on corporate reputation, as appropriate.

9.3.1.2. Facilitate CMT meetings.

9.3.2. System Incident Commander

9.3.2.1. Request that the Vice President of Emergency Planning and Electric Services escalate the Emergency to Crisis Management Team (CMT) Chairperson and indicate the need for Crisis Management Team (CMT) activation as required.

9.3.2.2. Notifies CMT of impending Emergency for Emergencies expected to require their support (e.g. Type 1 event in Massachusetts for electric and Class III Emergency in New York for electric).

9.3.2.3. Conducts regular communications with the CMT beginning two days in advance of an anticipated Emergency where they:

- Keep CMT apprised of the preparation and restoration strategy;
- Inform CMT of any potential impacts on corporate reputation; and
- Seek guidance to address any potential impacts on corporate reputation as appropriate.

9.3.2.4. Provides situational updates to the CMT once the Emergency occurs and the System EOC is opened where they:

- Inform CMT of any potential impact to corporate reputation; and
- Seek guidance to address any potential impacts on corporate reputation as appropriate

9.3.3. Vice President of Emergency Planning and Electric Services

9.3.3.1. Activate the CMT upon request of Incident Commander

9.4. Conducting Broader National Grid Communications

Internal communications are an important requirement during extended outages. Effective employee communications keep employees focused on the objectives of leadership and are a valuable motivational tool. Research indicates that the public frequently contacts field crews and district offices for word of restoration efforts.

Employees will be kept informed during an Emergency via updates posted to the National Grid Infonet website, e-mail system, and broadcast telephone messages.

When the SLP 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 National Grid personnel.

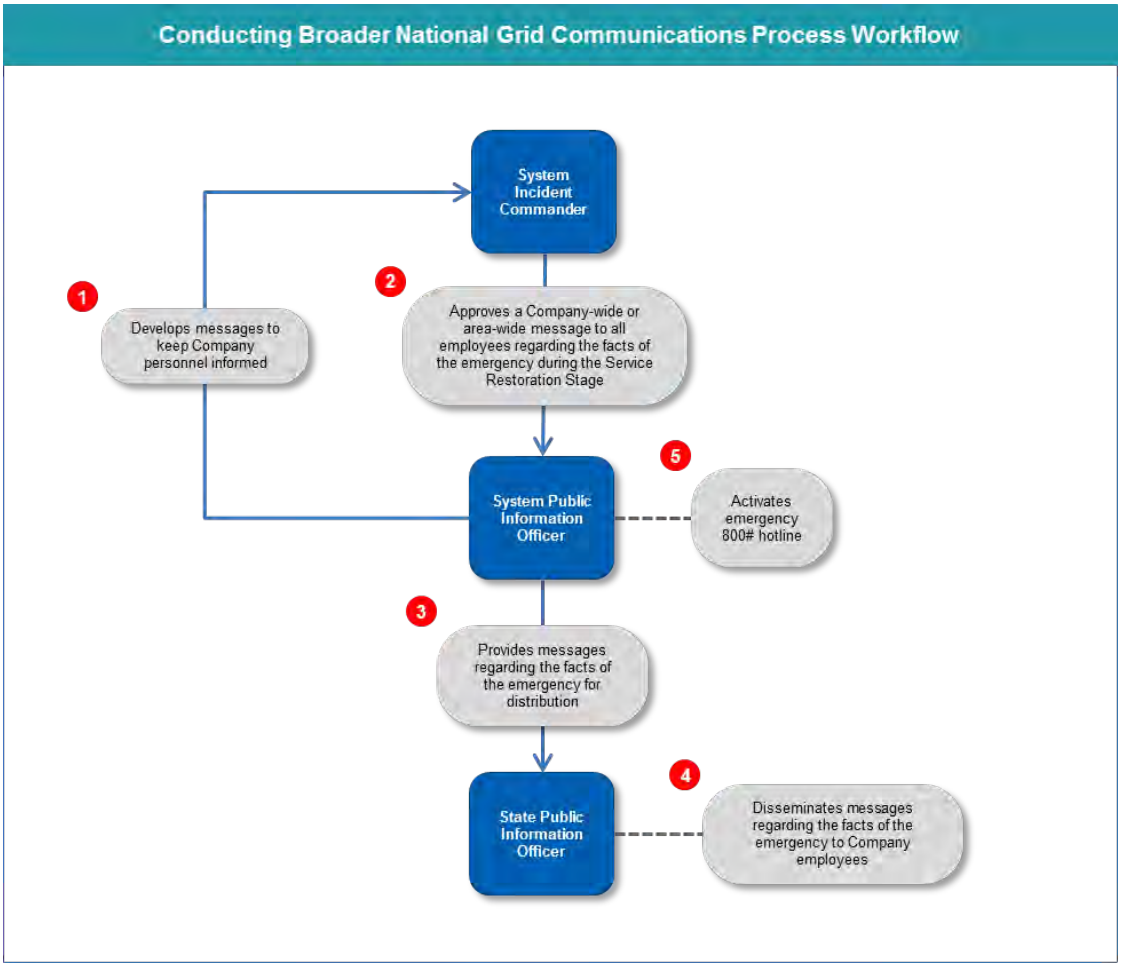

Figure 27: Conducting Broader National Grid Communications Process Workflow

Roles and Activities

9.4.1. System Incident Commander

9.4.1.1. Works with the System Public Information Officer to develop a National Grid-wide or area-wide message to all employees regarding the facts of the Emergency and approves this message prior to distribution. This message will be followed up with periodic updates.

9.4.2. System Public Information Officer

9.4.2.1. Activates the Emergency 800 # hotline as required, records an employee hotline message for each of the National Grid areas and oversees that the message is updated every four hours, at a minimum, or as information becomes available.

9.4.2.2. Works with the System Incident Commander to develop a National Grid-wide or area-wide message to all employees regarding the facts of the Emergency during the Service Restoration Stage.

9.4.2.3. Provides the State Public Information Officer National Grid-wide or area-wide messages regarding the facts of the Emergency for distribution to all employees.

9.4.3. State Public Information Officer

9.4.3.1. Disseminates National Grid-wide or area-wide messages approved by the System Incident Commander to all employees regarding the facts of the Emergency.

REDACTED

nationalgrid

Chapter 10: Public Information Communications

10. Public Information Communications

Introduction

Effective and coordinated public information communications ensure external stakeholders have the knowledge required to make appropriate life safety and business decisions during an Emergency and are paramount to National Grid's reputation. This chapter identifies how National Grid develops and disseminates consistent information about the Emergency and restoration efforts to external stakeholders.

Figure 28: Public Information Communications High Level Overview

The processes and activities in this chapter are initiated once the System Level ERO has been activated (as covered in Chapter 4 of this SLP) and personnel have been activated to fill ICS positions (as covered in Chapter 5 of this SLP).

The processes and associated roles covered in this chapter can be seen in Figure 28.

When carrying out the public information communications, issues and requests covered in the ERPs may be escalated for the Corporate Message Development and Dissemination Controls process.

10.1. Corporate Message Development and Dissemination Controls

The need to communicate with our customers, general public, news media and local officials is most important during Emergency conditions, such as storms, load-shedding events, and other Emergencies. During an extended power outage, for example, customers without lights or heat can become upset and expect restoration within a few hours after calling National Grid. Obviously, this cannot always be accomplished, and often, due to widespread damage to the transmission and/or distribution system, large numbers of customers may be without service for many hours or even days before restoration.

Therefore, it is important that timely and accurate information about restoration efforts is distributed as widely as possible with consideration given to the input of the National Grid Jurisdictional Presidents. Often,

Processes

10.1 Corporate Message Development and Dissemination Controls

the assurance that Emergency restoration activities are underway may be sufficient 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 System Public Information Officer is responsible for establishing points of contact throughout National Grid to gather information about the Emergency response and communicating the information dissemination plan to the State Public Information Officers. The State Data Center will act as the central data source from which all communications related to ETRs and other restoration information shall be aligned.

The System Public Information Officer will coordinate with the System 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 various channels as deemed appropriate, which may include, but not limited to, the Customer Contact Center, press conferences, web and social media, interviews, dedicated press phone lines and the State Liaison Officer. The System Incident Commander maintains ultimate authority for approving information to be released.

Approved messages will be distributed by the System Public Information Officer to the State Public Information Officer and Branch Public Information Coordinator for distribution to personnel at the State and Branch Levels, respectively. The Branch Public Information Coordinator will disseminate these messages to external stakeholders.

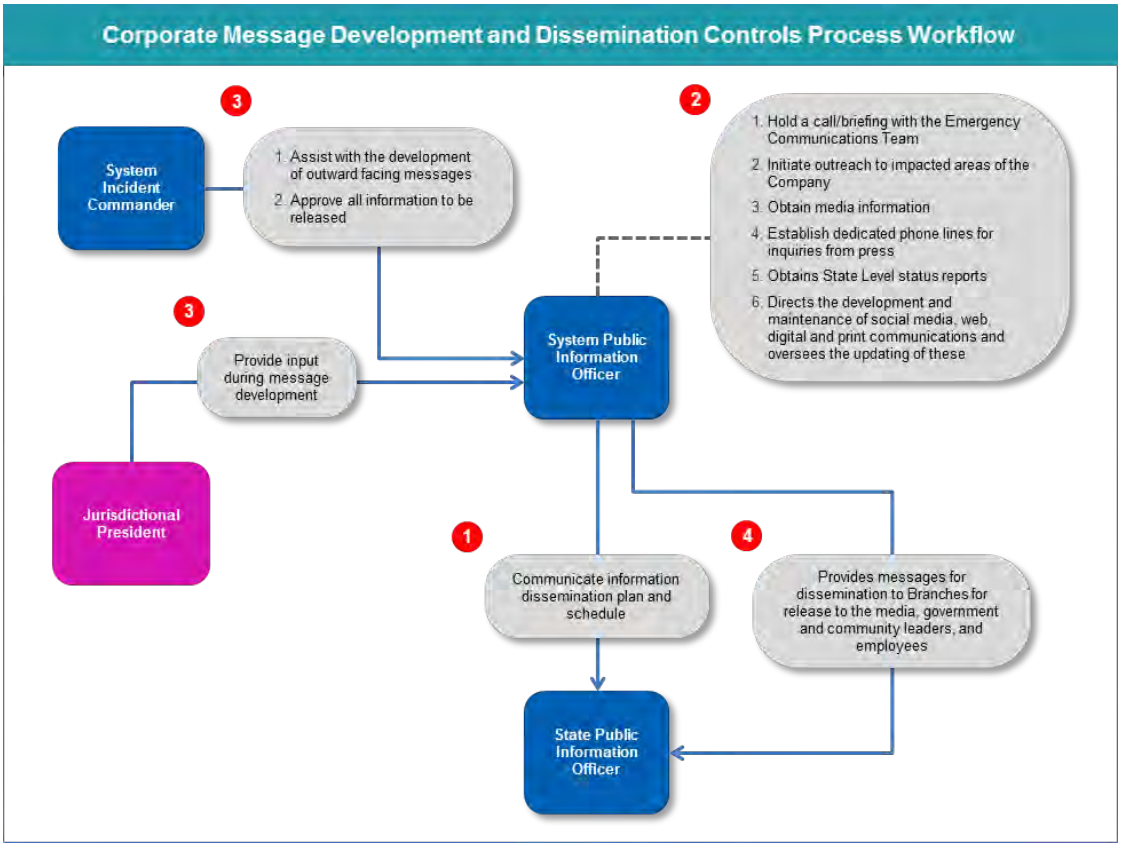

Figure 29: Corporate Message Development and Dissemination Controls Process Workflow

Roles and Activities

10.1.1. System Incident Commander

10.1.1.1. Works with the System Public Information Officer to develop messages and provide approval for all information to be released by National Grid.

10.1.2. System Public Information Officer

10.1.2.1. Communicates with the State Public Information Officer regarding the information dissemination plan and schedule.

10.1.2.2. 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.

10.1.2.3. Initiates outreach to impacted areas of National Grid and establishes communications “points of contact” for National Grid facility site managers, gas and electric service operators, Human Resources, and Customer Relations to receive periodic updates.

10.1.2.4. Obtains all State Level status reports to develop coordinated messaging.

10.1.2.5. Develops messages in conjunction with the System Incident Commander to be disseminated to the media, government and community leaders, and employees.

10.1.2.6. Directs the development and maintenance of social media, web digital and print communications, as appropriate, and is responsible for the following items:

- Consider hiring external PR agencies.
- Consider preliminary messaging and news releases such as safety and weather related tips.
- If necessary, prepare and load message on internal Employee Communication line and e-mail reminder with phone number.
- Consider daily bulletin e-mail to employees.
- Prepare and load messaging on social media platforms.

10.1.2.7. Obtains approval from the System Incident Commander on all information to be released.

10.1.2.8. Obtains media information that may be useful for planning during the Service Restoration Stage.

10.1.2.9. Establishes a dedicated phone line(s) for inquiries from the press.

10.1.2.10. Provides the State Public Information Officer messages for dissemination.

10.1.3. State Public Information Officer

10.1.3.1. Communicates with the System Public Information Officer to obtain the information dissemination plan and schedule prior to an Emergency, when practical, and maintains contact as needed throughout the Emergency.

10.1.3.2. Disseminates messages developed by the System Public Information Officer to the Branches for release to the media, government and community leaders, and employees.

10.1.4. Jurisdictional President

10.1.4.1. Provides input to National Grid messaging that will be disseminated to the media, government and community leaders, and employees.

REDACTED

nationalgrid

Chapter 11: Liaison Interactions

11. Liaison Interactions

Introduction

Emergencies affecting National Grid's assets typically require responses from numerous other agencies as well. National Grid attempts to coordinate its response with the response of other responding agencies through the use of liaisons. This chapter identifies how National Grid interacts and coordinates with outside agencies responding to the Emergency.

Figure 30: Liaison Interactions High Level Overview

The processes and activities in this chapter are initiated once the System Level ERO has been activated (as covered in Chapter 4 of this SLP) and personnel have been activated to fill ICS positions (as covered in Chapter 5 of this SLP).

The processes and associated roles covered in this chapter can be seen in Figure 30.

When carrying out liaison activities, issues and decisions may be escalated through the SLP for the following processes:

- Managing Federal Agency Coordination
- Coordinating with Other Responding Agencies

Liaison Interactions Overview

The interactions between National Grid and outside agencies whose jurisdiction covers multiple states are handled at the System Level.

The System Liaison Officer typically handles the interactions and response coordination with federal government agencies and other stakeholders whose jurisdiction covers more than one State Incident Commander's responsibilities.

National Grid and outside agencies may communicate information related to requests for assistance, the availability of response resources, activities being completed by outside agencies and status updates on National Grid activities.

Processes

11.1 Managing Federal Agency Coordination

11.2 Coordinating with Other Responding Agencies

11.1. Managing Federal Agency Coordination

Interactions with responding agencies at the federal level, such as FEMA, are typically handled by the System Liaison Officer. Situations that require assistance from these agencies are escalated to the System Liaison Officer by the State Incident Commander(s). The System Liaison Officer may receive requests from or make commitments to these federal level agencies.

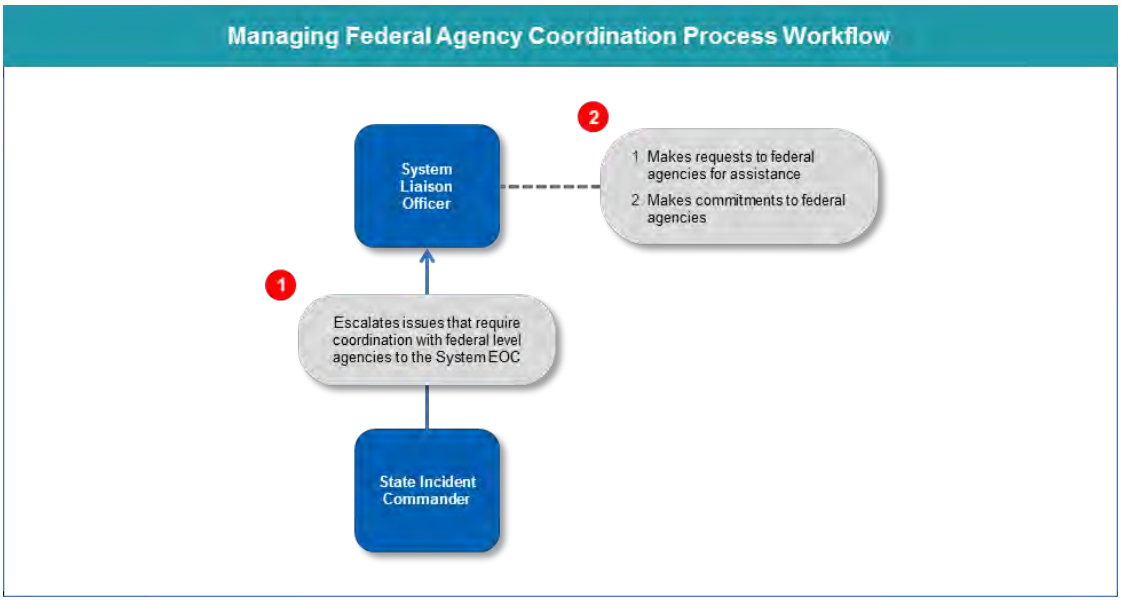

Figure 31: Managing Federal Agency Coordination Process Workflow

Roles and Activities

11.1.1. System Liaison Officer

11.1.1.1. Makes requests to federal agencies for assistance when necessary.

11.1.1.2. Makes commitments to federal agencies when necessary.

11.1.2. State Incident Commander

11.1.2.1. Escalates requests for assistance from federal level agencies to the System Liaison Officer.

11.2. Coordinating with Other Responding Agencies

Interactions with other agencies operating throughout multiple states in National Grid's service territory during an Emergency, such as the Red Cross, are overseen by the System Liaison Officer as needed.

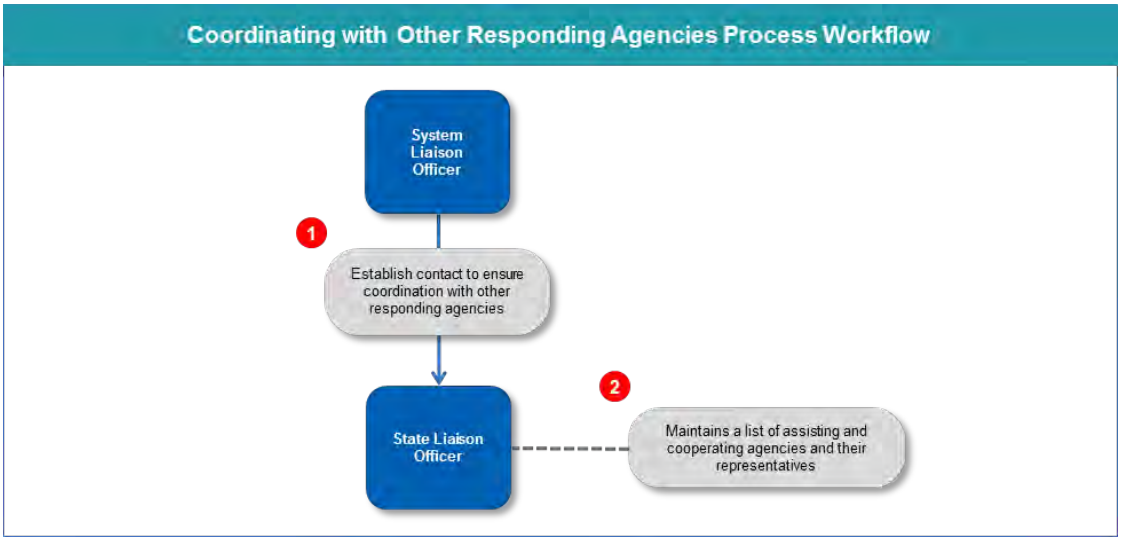

Figure 32: Coordinating with Other Responding Agencies Process Workflow

Roles and Activities

11.2.1. System Liaison Officer

11.2.1.1. Establishes contact with the State Liaison Officer during System Level Emergencies to coordinate with other responding agencies, as required.

11.2.2. State Liaison Officer

11.2.2.1. Maintains a list of assisting and cooperating agencies and their representatives.

11.2.2.2. Establishes contact with the System Liaison Officer during a System Level Emergency.

REDACTED

nationalgrid

Chapter 12: Safety, Health and Environmental Coordination

12. Safety, Health and Environmental Coordination

Introduction

The safety of employees, contractors and the public and the implementation of responsible environmental practices are two of National Grid's core values. This chapter identifies how National Grid ensures the safety of employees, contractors and the public and remediates environmental hazards during an Emergency.

Figure 33: Safety, Health and Environmental Coordination High Level Overview

The processes and activities in this chapter are initiated once the System Level ERO has been activated (as covered in Chapter 4 of this SLP) and personnel have been activated to fill the required ICS positions (as covered in Chapter 5 of this SLP).

The processes and associated roles covered in this chapter can be seen in Figure 33.

When carrying out the safety, health and environmental coordination, issues and requests covered in the Emergency Response Plans may be escalated to System Level ICS Officers.

12.1. Safety, Health and Environmental Coordination

The safety of employees, contractors and the public is National Grid's primary focus throughout restoration activities. All employees are empowered to stop and prevent unsafe acts as well as correct unsafe or hazardous conditions. This is particularly true of employees supervising outside contractors.

Another focus of National Grid during restoration activities is identifying, reporting and remediating environmental hazards, which typically result from damaged equipment.

There is added risk of a safety or environmental incident during an Emergency, and therefore it is paramount that National Grid follows its well established Safety, Health and Environmental processes to ensure the safety of the general public, employees and contract partners.

Processes

12.1 Safety, Health and Environmental Coordination

To minimize this risk, National Grid employs a three-pronged approach to address Safety, Health and Environmental impacts during an Emergency The approach is comprised of the following:

1. Prevention through proactive means such as education, personnel on-boarding, safety messages, training and pre-job briefings, and other activities;

2. The enforcement of policies through inspections and audits; and

3. The promotion of continuous improvement through incident reporting and analysis functions.

The System Safety, Health and Environmental Officer works with both the State Safety and Health Officers and Environmental Officers to gather information about an incident (including the nature and severity of the incident, injuries, and National Grid's response, which is primarily directed at the State Level), coordinate with outside agencies, and identify the need for support from internal organizations to assure safety and an effective response.

The System Safety, Health and Environmental Officer will arrange to provide dedicated Safety and Health Staff and Environmental Staff for designated and specified work locations. This dedicated staff will conduct business in accordance with direction provided by System, State and Branch leadership. The Safety and Health and 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 Safety and Health and Environmental professionals will act as a liaison between Supervisors and outside utilities concerning any Safety and Health-related or Environmental-related activity or situation. The coordination of Safety and Health and Environmental professionals is covered in the ERPs.

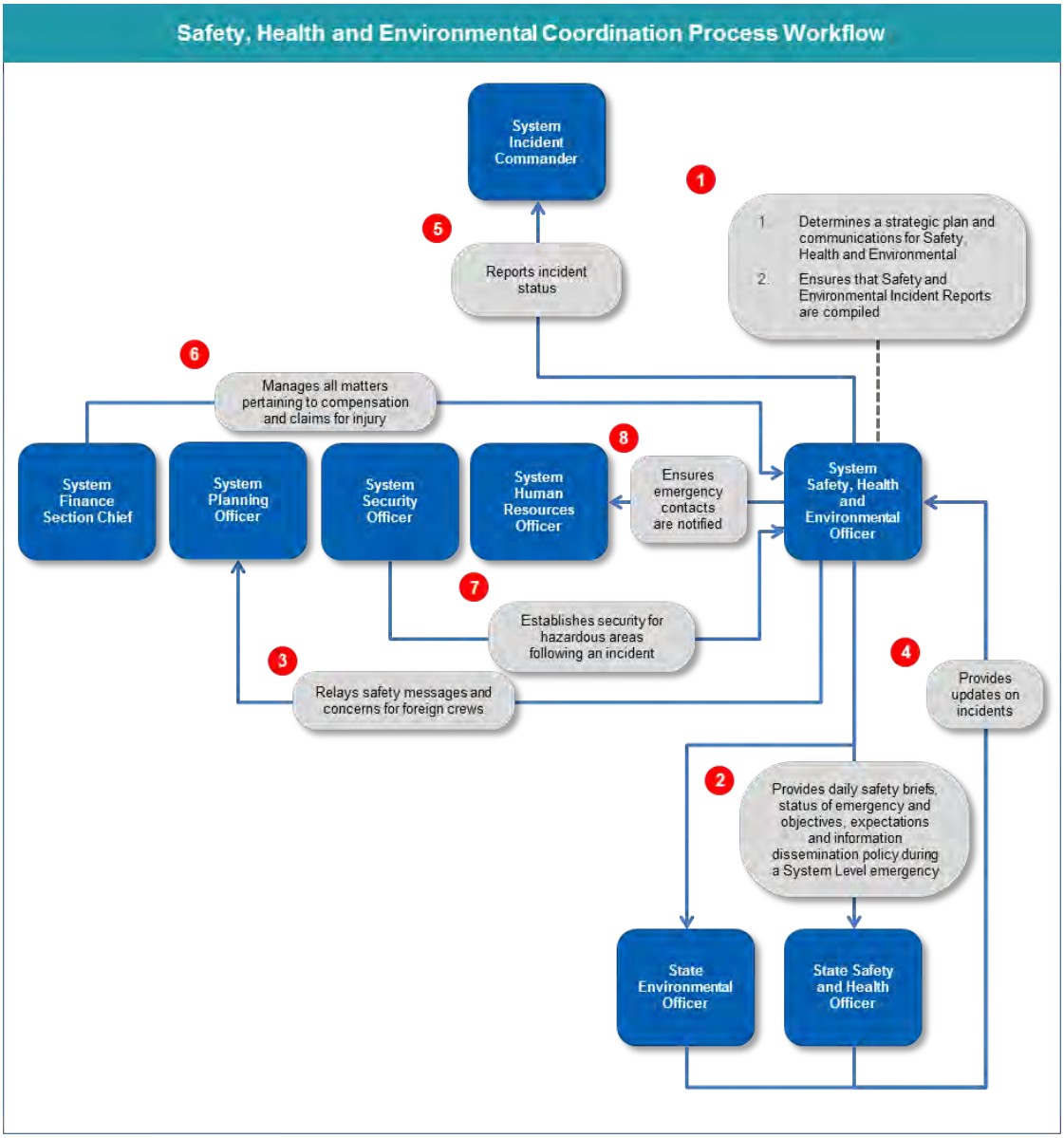

Figure 34: Safety, Health and Environmental Coordination Process Workflow

Roles and Activities

12.1.1. System Safety, Health and Environmental Officer

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

12.1.1.2. Determines a strategic plan for Safety, Health and Environmental.

12.1.1.3. Assesses the need to contact external safety and environmental regulatory agencies for response coordination, support, or pre-approvals.

12.1.1.4. Periodically meets with the System Planning Officer and relays safety messages and concerns regarding Safety issues to foreign crews and contractors.

12.1.1.5. In case of a safety incident, communicates with the State Safety and Health Officer 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;
- 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 National Grid facilities; and
- Instructions or additional information that may need to be communicated with employees or the public relating to safety.

12.1.1.6. In case of an environmental incident, communicates with the State Environmental Officer 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;
- 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.

12.1.1.7. Coordinates with the State Security Officer to establish security for any hazardous areas following a safety or environmental incident and to protect the integrity of any evidence.

12.1.1.8. Works with the System Human Resources Officer to ensure that notifications have been given to the employee's emergency contacts in the event of a serious injury or death.

12.1.1.9. Ensures that Safety and Environmental Incident Reports are (as described in Chapter 14.1 of this SLP) are compiled Post-Event.

12.1.1.10. Relays key facts about an environmental or safety incident to the System Incident Commander.

12.1.2. System Planning Officer

12.1.2.1. Periodically meets with the System Safety, Health and Environmental Officer and receives safety messages and concerns regarding Safety issues.

12.1.3. System Security Officer

12.1.3.1. Coordinates with the System Safety, Health and Environmental Officer to establish security for any hazardous areas following an incident and to protect the integrity of any evidence.

12.1.4. System Finance Officer

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

12.1.5. System Human Resources Officer

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

12.1.6. State Safety and Health Officer

12.1.6.1. Relays key facts about a safety incident to the System Safety, Health and Environmental Officer.

12.1.7. State Environmental Officer

12.1.7.1. Relays key facts about an environmental incident to the System Safety, Health and Environmental Officer.

REDACTED

nationalgrid

Chapter 13: Security Coordination

13. Security Coordination

Introduction

This chapter identifies how National Grid ensures the security of its employees, contractors, and facilities during an Emergency.

Figure 35: Security Coordination High Level Overview

The processes and activities in this chapter are initiated once the System Level ERO has been activated (as covered in Chapter 4 of this SLP) and personnel have been activated to fill the required ICS positions (as covered in Chapter 5 of this SLP).

The processes and associated roles covered in this chapter can be seen in Figure 35.

When carrying out the security coordination, issues and requests covered in the Emergency Response Plans may be escalated to System Level ICS Officers.

13.1. Security Strategy Coordination and Implementation

The System Security Officer will ensure that security is coordinated across National Grid's service territory during a System Level Emergency and may coordinate with various levels of law enforcement as necessary.

In an event prompting significant safety concern, the System Security Officer coordinates with national and regional US security organizations, if activated, regarding response plans and messaging. The System Security Officer works with the System Public Information Officer to disseminate any federal-level messaging to ensure consistent information is provided to customers and employees.

Processes

13.1 Security Strategy Coordination and Implementation

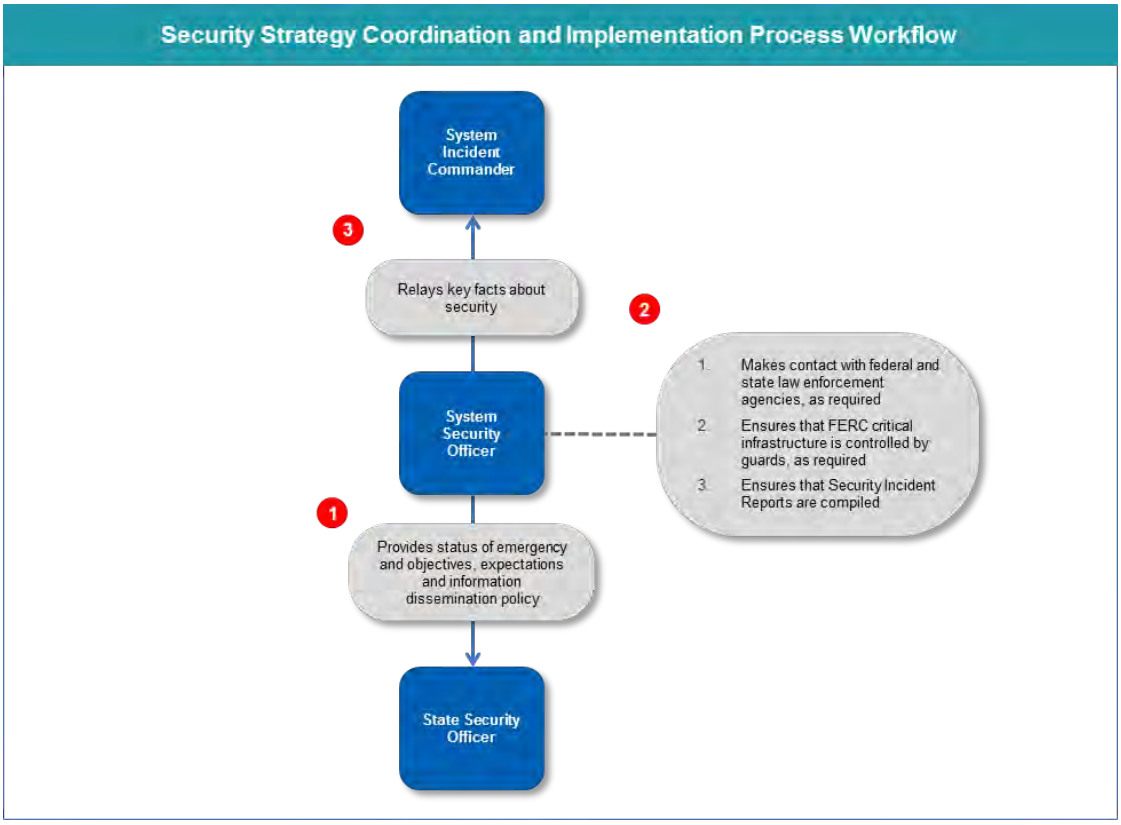

Figure 36: Security Strategy Coordination and Implementation Process Workflow

Roles and Activities

13.1.1. System Security Officer

13.1.1.1. Provides status of Emergency and objectives, strategy, expectations and information dissemination policy to the State Security Officer for dissemination during a System Level Emergency.

13.1.1.2. Relays key facts about security to the System Incident Commander during a System Level Emergency. Provides guidance on employee safety.

13.1.1.3. Establishes contact with federal and state law enforcement agencies and ascertains their needs and/or concerns, as necessary. Notifies agencies of the location of Company staging sites.

13.1.1.4. 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.

13.1.1.5. Ensures that Security Incident Reports (as described in Chapter 14.1 of this SLP) are compiled Post-Event.

13.1.1.6. Establish contact with System Logistics Officer to assess the need for guards at proposed staging sites and assign guards as necessary.

13.1.1.7. Puts contract guard service(s) on stand by and provides best estimate of number of guards necessary for securing personnel, vehicles and equipment at staging areas and lodging facilities.

13.1.1.8. Assesses the security impact of the emergency.

- Ascertains if there was any perimeter damage to any Company facilities.
- Performs site audits, if necessary, to ensure all security protection is established.
- Ensures a damage assessment of all automated security systems is conducted, if necessary (cameras, video transmission, and access card systems).

REDACTED

nationalgrid

Chapter 14: Reports and Documentation

14. Reports and Documentation

Introduction

This chapter identifies the reports and documentation generated to facilitate and record the response to an Emergency. Each of the reports included in this chapter align with the process in the plan from which they are generated or for which they are used.

Figure 37: Reports and Documentation High Level Overview

The processes and activities in this chapter are initiated once the System Level ERO has been activated (as covered in Chapter 4 of this SLP).

The processes and associated roles covered in this chapter can be seen in Figure 37.

All of the processes included in this chapter are overseen by System Level ICS Officers. As such, there is no interaction with the Emergency Response Plans when carrying out the activities associated with the processes included in this chapter.

Processes

14.1 Internal Reports and Documentation

14.2 After Action Review

14.1. Internal Reports and Documentation

This section provides an overview of the reports and documents generated by National Grid to facilitate its Emergency response.

Safety Incident Reports

Safety incidents (as covered in Chapter 12.1 of this SLP) that occur during an Emergency are entered into National Grid's Incident Management System (IMS) when they occur and flagged as Emergency-related. IMS reports on safety incidents capture the pertinent details and will include a basic description of the incident including:

- 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 System Safety and Health and Environmental Officer will summarize Emergency-related safety incidents and communicate appropriate information to the System Incident Commander as necessary.

Environmental Incident Reports

Environmental incidents (as covered in Chapter 12.1 of this SLP) that occur during an Emergency are entered into National Grid's IMS when they occur and flagged as Emergency-related. IMS reports on environmental incidents capture the pertinent details and will include a basic description of the incident including:

- The time and location of the incident;
- The reason why the incident occurred;
- The amount and type of oil and/or hazardous materials spilled;
- Equipment involved in the incident;
- Receptors affected by the incident;
- Regulatory notifications made;
- Assessment and cleanup activities completed and proposed; and
- The category of the incident (as defined in National Grid's EP-15).

The System Safety Health and Environmental Officer will summarize Emergency-related environmental incidents and communicate appropriate information to the System Incident Commander as necessary.

Security Incident Reports

Security incidents (as covered in Chapter 13.1 of this SLP) that occur during an Emergency are entered into National Grid's Security IMS when they occur. The pertinent details of a security incident captured and entered into the system typically include the:

- Nature of the incident and number of any injuries;
- Damage to and/or losses of National Grid 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 and communicated to the System Incident Commander as necessary.

Roles and Activities

14.1.1. System Safety, Health and Environmental Officer

14.1.1.1. Provides updates to the System Incident Commander on Safety and Environmental Reports as necessary.

14.1.2. System Security Officer

14.1.2.1. Ensures the development and distribution of Security Incident Reports, as required.

14.1.2.2. Provides updates to the System Incident Commander on Security reports when necessary.

14.2. After Action Review

To ensure a cycle of continuous improvement, individuals with responsibilities within the ERO are requested to assess actual performance versus the plan, and 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 electronically to Emergency Planning. Table 1 provides an overview of what triggers an After Action Review (AAR) across National Grid's service territory.

Table 1: After Action Review Triggers

Operations	State	Trigger
Electric	Massachusetts	Type 1 or 2 event or as determined by the State Incident Commander
	Rhode Island	Type 1 or 2 event or as determined by the State Incident Commander
	New York	Class III storm where restoration lasts more than 72 hours or as determined by the State Incident Commander
Gas	Massachusetts	Type 1 Emergency (generally greater than 500 customer outages) or as determined by the State Incident Commander
	Rhode Island	Type 1 Emergency (generally greater than 500 customer outages) or as determined by the State Incident Commander
	New York	Type 1 Emergency (generally greater than 500 customer outages) or as determined by the State Incident Commander

Emergency Planning is responsible to schedule, conduct and document the performance of all AARs. Emergency Planning shall notify subject matter experts and participants from each

business area that contributed to the Emergency or exercise and will schedule an AAR meeting within 14 calendar days of the Emergency's conclusion.

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.

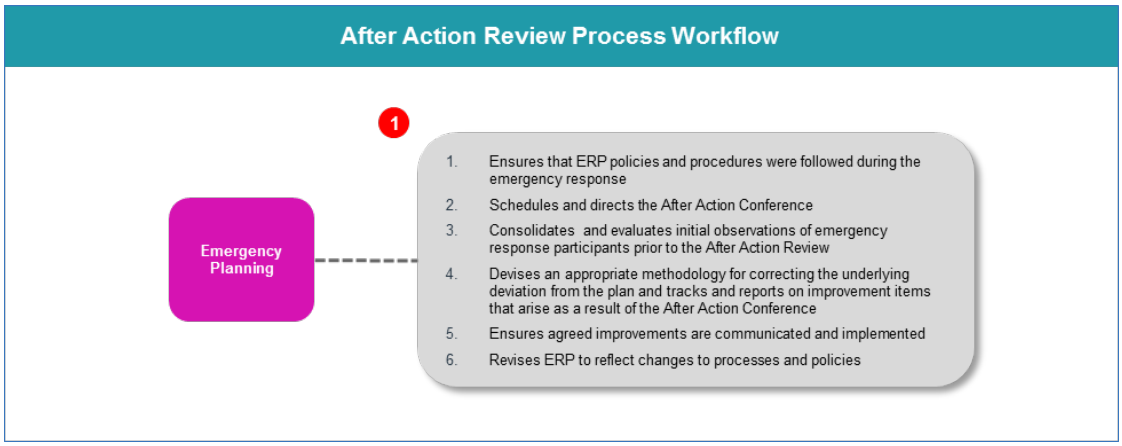

Figure 38: After Action Review Process Workflow

Roles and Activities

14.2.1. Emergency Planning

14.2.1.1. Ensures that SLP policies and procedures were followed during the Emergency response.

14.2.1.2. Schedules and directs the After Action Conference.

14.2.1.3. Consolidates and evaluates initial observations of Emergency response participants in preparation for the After Action Conference.

14.2.1.4. Devises an appropriate methodology for correcting the underlying deviation from the plan, if applicable, and tracks and reports on improvement items that arise as a result of the After Action Conference.

14.2.1.5. Ensures agreed improvements are communicated and implemented (as discussed in Chapter 17.1 Timing of and Procedure for Updating the Plan).

14.2.1.6. Revises the SLP to reflect necessary changes to policies and procedures (as discussed in Chapter 17.1 Timing of and Procedure for Updating the Plan).

REDACTED

nationalgrid

Chapter 15: Demobilization

15. Demobilization

Introduction

The purpose of this chapter is to identify how National Grid 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.

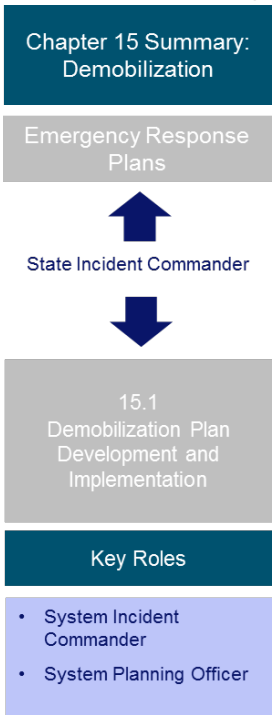

Figure 39: Demobilization High Level Overview

Planning for demobilization is done on an on-going basis in coordination with the situational awareness briefings (as described in Chapter 9 of this SLP) and begins concurrently with the Emergency response.

The processes and associated roles covered in this chapter can be seen in Figure 39.

When carrying out demobilization, issues and requests covered in the Emergency Response Plans may be escalated to System Level ICS Officers.

15.1. 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 and is covered in detail in the ERP. As the need for utility mutual assistance resources and contractors subsides, the System Planning Officer will review the need for these resources in other states and reallocate them or, if they are no longer required, release them.

The System Incident Commander will oversee the Demobilization of the System EOC and System ERO. The decision to Demobilize at the System Level is the responsibility of the System Incident Commander and will be done as elements of the System ERO are no longer required to assist the needs of the State and Branch Levels during an Emergency.

Processes

15.1Demobilization Plan Development and Implementation

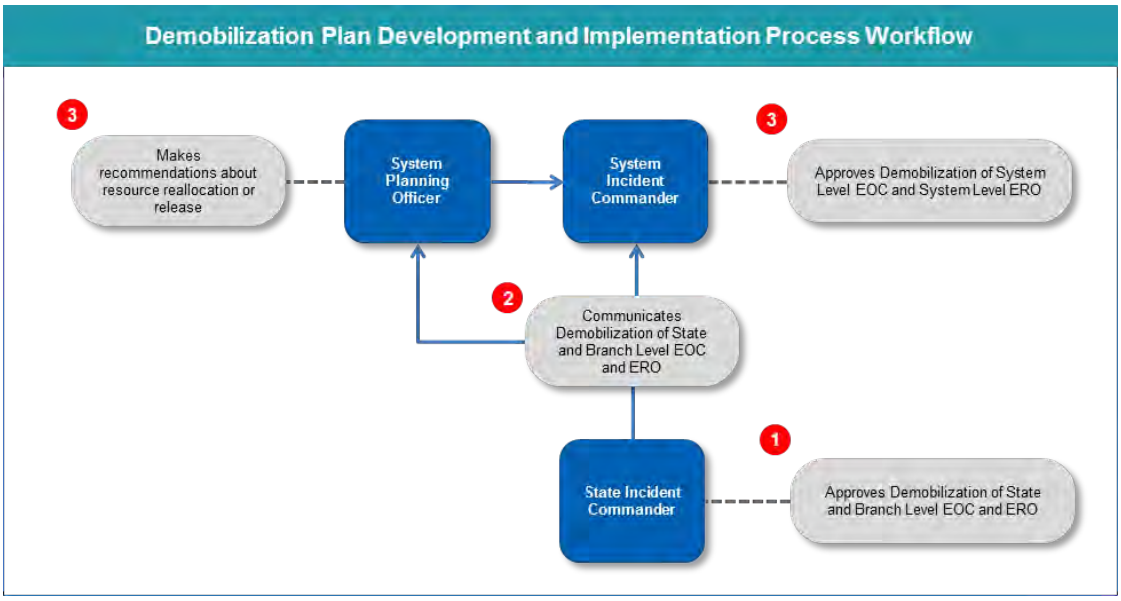

Figure 40: Demobilization Plan Development and Implementation Process Workflow

Roles and Activities

15.1.1. System Incident Commander

15.1.1.1. Approves the Demobilization of response functions based on the support requirements of the State and Branch Levels.

15.1.2. System Planning Officer

15.1.2.1. Makes recommendations to the State Incident Commander about which foreign crews to release as the need for them subsides.

15.1.2.2. Makes decision to release foreign crews or re-allocate them to other states when they are no longer needed by a State Incident Commander.

15.1.3. State Incident Commander

15.1.3.1. Approves the Demobilization of State and Branch Level response functions including, but not limited to, the re-allocation and/or release of foreign crews and National Grid crews and support staff.

15.1.3.2. Communicates Demobilization of response functions to the System Incident Commander.

REDACTED

nationalgrid

Chapter 16: Training and Exercises

16. Training and Exercises

Introduction

The purpose of this chapter is to identify the means by which National Grid personnel train and prepare for an Emergency response.

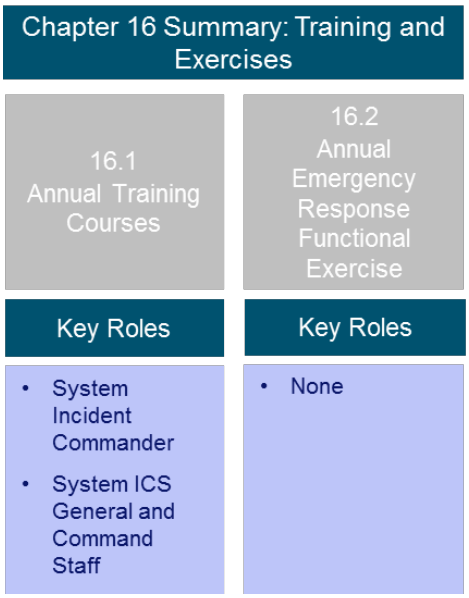

Figure 41: Drills and Training High Level Overview

These activities, comprised of an annual training course and an annual restoration exercise, are conducted throughout the year during Blue Sky conditions.

The processes and associated roles covered in this chapter can be seen in Figure 41.

Processes

16.1 Annual Training Courses

16.2 Annual Emergency Response Functional Exercise

16.1. Annual Training Courses

The purpose of this training is to ensure that employees can safely and efficiently perform their assigned responsibilities during an Emergency. All training should be coordinated and tracked through the Learning Management System.

Roles and Activities

16.1.1. System Incident Commander and System ICS Command and General Staff

16.1.1.1. Participates in EMR004, “Annual Emergency Response Plan Overview,” prior to assuming the role during an Emergency.

16.2. Annual Emergency Response Functional Exercise

All System Level ICS Command and General Staff should participate in Annual Emergency Response Function Exercises to evaluate the management of EOCs, command posts, etc., and assess the response plans and resources. These exercises typically include a simulated deployment of resources and personnel, rapid problem solving, and a highly stressful environment as required. The requirements of the Annual Emergency Response Function Exercises vary by state and the specifics are contained in National Grid's ERPs.

In additional to the Annual Emergency Response Function Exercises, National Grid may also conduct additional preparation activities. These activities may include the following:

- **Seminar** – informal discussion to orient participants to new or updated plans, policies, or procedures;
- **Workshop** – used to build specific products such as policies or plans;
- **Tabletop Exercise** – involves key personnel discussing simulated scenarios in an informal setting to assess plans, policies and procedures;
- **Game** – a simulation of operations designed to depict actual situations. Used to validate plans, policies and procedures in an operational environment. Usually conducted between teams in a competitive environment;
- **Drill** – an activity designed to test a specific operation or function within a single entity;
- **Functional Exercise** – a single or multi-agency activity designed to evaluate capabilities and multiple functions using a simulated response. Used to evaluate the management of EOCs, command posts, etc., and assess the response plans and resources. Usually includes a simulated deployment of resources and personnel, rapid problem solving, and a highly stressful environment; and
- **Full-Scale Exercise** – a multi-agency, multi-jurisdictional, multi-discipline response to a simulated Emergency which involves a real time response to simulated but realistic conditions.

Roles and Activities

16.2.1. Vice President of Emergency Planning and Electric Services

The scheduling of drills and exercises will be coordinated through the Vice President of Emergency Planning and Electric Services and the roles and activities associated with establishing drills and exercises are included in the ERPs.

REDACTED

nationalgrid

Chapter 17: Emergency Plan Maintenance

17. Emergency Plan Maintenance

Introduction

The purpose of this chapter to identify how National Grid ensures the SLP contains an accurate overview of the processes National Grid employs when responding to an Emergency.

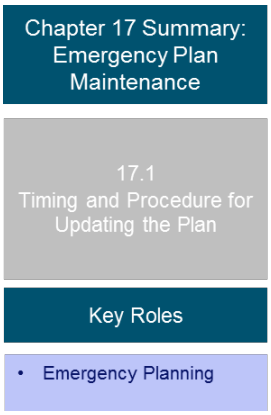

Figure 42: Emergency Plan Maintenance High Level Overview

The SLP is maintained over the course of the year and is updated to reflect changes in National Grid's response procedures that arise from various factors.

The processes and associated roles covered in this chapter can be seen in Figure 42.

There is no interaction with the Emergency Response Plans unless the SLP modification necessitates a corresponding update to the ERP.

17.1. Timing and Procedure for Updating the Plan

The SLP will be reviewed annually and filed with the relevant state regulatory agencies, as appropriate, but can be revised and refiled at other times during the year to address changes based on technology, regulations, critical lessons learned, or changes to National Grid's organization structure, for example.

When a required change to the SLP has been identified, it is the responsibility of Emergency Planning to revise the language, process flow diagrams, roles and activities related to the change. Emergency Planning will update National Grid's ERPs, if they are also impacted, to include the changes made and obtain sign-off from the appropriate National Grid executives prior to filing the revised SLP with the relevant regulatory agencies. Emergency Planning will ensure that any documents external to the SLP or systems relied on to execute the process are updated in conjunction with the revision of the SLP.

Emergency Planning will distribute the revised SLP throughout National Grid and ensure that the Infonet is updated with the revised Plan.

Processes

17.1 Timing and Procedure for Updating the Plan

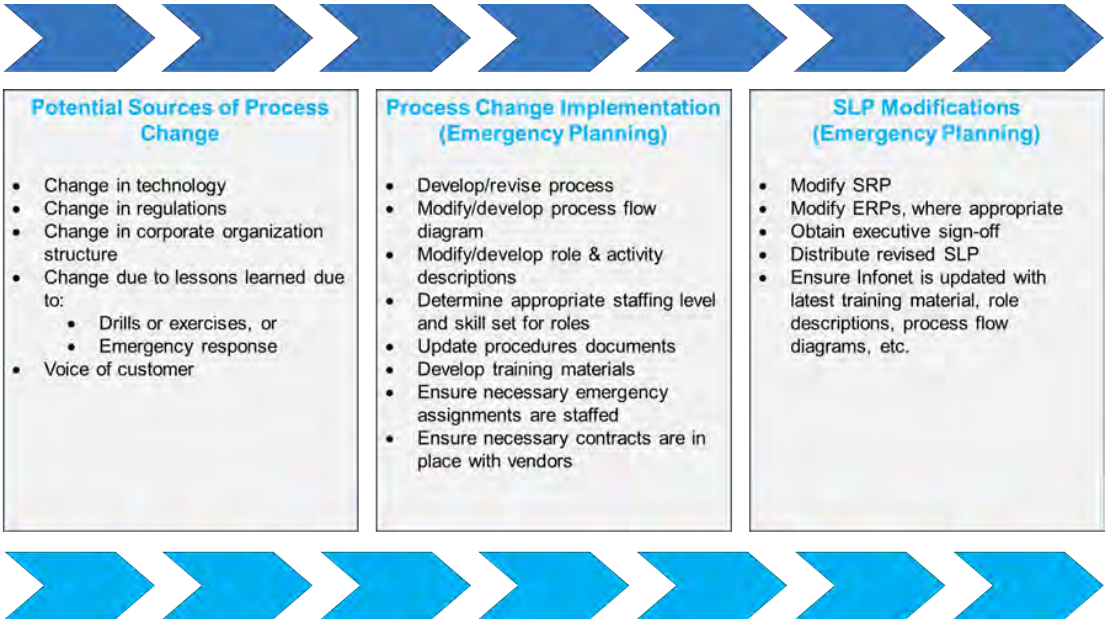

Figure 43: Updating the SLP Process Change Diagram

Roles and Activities

17.1.1. Emergency Planning

17.1.1.1. Revises or develops new processes including process flow diagrams, roles and activities, training materials, and communicates them to National Grid employees involved with these processes.

17.1.1.2. Updates National Grid systems to reflect updated processes.

17.1.1.3. Modifies the SLP to reflect changes to Emergency response processes.

17.1.1.4. Obtains executive sign-off for updated plan and files it with the relevant regulatory agencies.

17.1.1.5. Distributes the updated SLP within National Grid.

17.1.1.6. Ensures necessary contracts are in place with required vendors.

REDACTED

nationalgrid

Chapter 18: Definitions

18. Definitions

After Action Review: A structured review or de-brief process administered by Emergency Planning to analyze what happened, why it happened, and how it can be improved. This review is conducted by the participants and those responsible for the project or Emergency.

Branch Level: Level of response that involves the control and coordination of restoration efforts at one or more decentralized locations.

Command Positions: Those Key Positions that report and provide direct support to the Incident Commander as the Command and General Staff. This includes System and State Command and General Staff as well as Branch Directors. In a New England electric event, those who fill these positions must complete and turn in their checklist to Emergency Planning for Type 1, 2 and 3 events.

Command Staff: The system-level Command Staff consists of the Public Information Officer, Safety, Health and Environmental Officer, Security Officer and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

Company: An investor-owned electric and gas distribution or transmission company doing business as National Grid and conducting business in Massachusetts, Rhode Island and New York.

Crisis Management Team: National Grid personnel responsible for coordinating and carrying out the crisis management activities covered in the Group Crisis management Framework.

Critical Facility (New England Electric Only): A building or structure where the loss of electrical service would result in disruption of a critical public safety function. Critical Facilities are those facilities deemed critical by both the Company and the municipality. Examples of critical facilities may include: hospitals, police and fire stations, airports, Emergency management agencies, acute/post-acute medical facilities with life sustaining equipment, water sewer, pump stations, evacuation centers, and Emergency communications centers which serve a life safety function (E911 centers). These facilities are typically required by the town or state to have emergency generation or provisions for Emergency generation on-site in order to address safety concerns.

Critical Facility (New York Electric Only): Critical Facilities are defined as those facilities from which essential services, functions for the continuation of public health and safety, and disaster recovery are performed or provided such as hospitals, water plants, and fire stations.

Demobilization: The orderly, safe and efficient return of an Emergency resource to its original status and/or location.

Electric/Gas Operations: These terms can be used interchangeably with “Electric Maintenance and Construction” or “Gas Maintenance and Construction.”

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 Type 1, 2 or 3 event (New England Electric only); a Type-I, II or III events (New York Electric only); or a Level 1 Emergency (Gas only).

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: The designated group of National Grid personnel responsible for responding to and mitigating the effects of an Emergency. It is comprised of a Strategic Level, Tactical Level and Operational Level.

Full-Scale Exercise: A multi-agency, multi-jurisdictional, multi-discipline response to a simulated Emergency, which involves a real time response to simulated but realistic conditions.

Functional Exercise: A single or multi-agency activity designed to evaluate capabilities and multiple functions using a simulated response. Used to evaluate the management of EOCs, command posts, etc., and assess the response plans and resources. Usually includes a simulated deployment of resources and personnel, rapid problem solving, and a highly stressful environment.

Game: A simulation of operations designed to depict actual situations. Used to validate plans, policies and procedures in an operational environment. Usually conducted between teams in a competitive environment.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The system-level General Staff normally consists of the Planning Officer, Logistics Officer, 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 Crisis Management 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 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 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 Response Phase: (Service Restoration 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.

Key Functions (New England Electric Only): These are service restoration, environmental response, worker health and safety, customer communications, communications with government officials, logistics and field support, and finance and administration.

Key Positions (New England Electric Only): Report directly to the System/State Incident Commander or Branch Director as Command or General staff and are primarily responsible for overseeing one of the Key Functions. Those who fill these positions must complete and turn in their checklist to Emergency Planning for Type 1, 2 and 3 events.

Life Support Customers (LSCs): Those customers who have provided documentation of their medical conditions necessitating electric service.

Mutual Assistance Agreement: An agreement among a 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: An investor-owned electric and gas distribution or transmission company conducting business in Massachusetts, Rhode Island and New York.

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.

Non-Key Positions (New England Electric Only): Any role that does not report directly to an Incident Commander or Branch Director as General or Command Staff. Role descriptions and checklists are provided in this ERP to serve as job aids and training tools. These checklists are not required to be collected following an emergency.

Operating Condition: The set of parameters or circumstances that the Emergency Response Organization must consider during an Emergency response.

Operational Level: A level within the Emergency Response Organization whose responsibility is to execute the objectives of both the Strategic and Tactical Levels of the Emergency Response Organization.

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.

Outage Management System: System to identify electric customer outages, assign trouble crew and record outage event statistics.

Post Incident Phase: (Post-Event Stage) The period of time immediately following restoration of service to all customers after an Emergency.

Seminar: Informal discussion to orient participants to new or updated plans, policies, or procedures.

Service Interruption: The loss of service to one or more customers connected to an electric or gas distribution system.

Services Delivery Center: Internal department that responds to vendor or employee inquiries to support human resources, procurement, finance and customer processes.

State Level: Level of response that involves the control and coordination of restoration efforts across the service territory of a single state (e.g. Massachusetts, Rhode Island or New York). This may include the control and coordination of one or more Branches.

Strategic Level: A level within the Emergency Response Organization whose responsibility is to provide clear, broad objectives during an Emergency to advance the overall organization as well as coordinate resources.

System Level: Level of response that involves the control and coordination of restoration efforts across multiple states and/or business areas.

Tabletop Exercise: Involves key personnel discussing simulated scenarios in an informal setting to assess plans, policies and procedures.

Tactical Level: A level within the Emergency Response Organization whose responsibility is to utilize specific resources to achieve sub-objectives in support of the defined mission.

Workshop: Used to build specific products, such as policies or plans.

REDACTED

nationalgrid

Chapter 19: Acronyms

19. Acronyms

AAR	After Action Review
CMT	Crisis Management Team
COO	Chief Operating Officer
EAP	Employee Assistance Program
EOC	Emergency Operations Center
EEI	Edison Electric Institute
ERO	Emergency Response Organization
ERP	Emergency Response Plan
ETR	Estimated Time of Restoration
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
ICS	Incident Command System
IMS	(National Grid) Incident Management System
IOU	Investor Owned Utility
NAMAG	North Atlantic Mutual Assistance Group
NIMS	National Incident Management System
RMAG	Regional Mutual Assistance Group
SDC	Services Delivery Center
SLP	System Level Plan
SVP	Senior Vice President
VP	Vice President

REDACTED

nationalgrid

Chapter 20: Document Revision History

20. Document Revision History

May 15, 2015	
Entire document	Removed instances of double spacing between sentences and replaced with a single space for consistency.
Entire document	Where inconsistent, replaced bullets under role descriptions with arrows for consistency.
Entire document	Where inconsistent, replaced bullets in remaining text with solid triangles for consistency.
Entire document	Where inconsistent, aligned indentation such that any style of text has the same indentation.
Entire document	Updated figures for clarification, and added numbers and titles to figures.
Entire document	Removed spaces before/after slashes ("/"), where necessary, to conform to proper grammar rules.
Entire document	Updated work flow diagrams to include State Operations Section Chief and to reflect changes in role responsibilities.
Entire document	Changed instances of: • "Strategic Response Team" to "Crisis Management Team" • "SRT" to "CMT" • "vegetation management" to "forestry" • "in order to" to "to" (in some, but not all instances) • "manning" to "staffing" • "Media Relations" to "Communications" • "exercise" to "drill"
Chapter 3	Updated all structure charts for clarification. Enlarged text and consolidated smaller charts into larger ones. Updated "ICS Role" diagram with current names and day job titles of personnel.
Chapter 5	Added paragraphs in section 5.3 describing the acquisition of "Gas Utility Mutual Assistance Resources." Also a process flow chart and a "Roles and Activities" section. Added additional text in Chapter 5.5 and 5.6 to clarify which roles have to turn in checklists at the end of an event.
Chapter 8	Updated Chapter 8.2 based on updated policies and contact information.
Chapter 9	Added a "Developing the Incident Action Plan" section to explain how the System Level maintains situational awareness.
Chapter 10	Added additional responsibilities to the System Public Information Officer's position.
Chapter 11	Added additional responsibilities to Emergency Planning's position.
Chapter 14	Added additional responsibilities to the System Security Officer's position.
Chapter 16	Consolidated duplicative activities under "System Incident Commander and System ICS Command and General Staff."
Chapter 18	Defined additional terminology.
Chapter 21	Updated the Roles vs/ Process/Activity Matrix to comply with new/removed sub-chapters and responsibilities.
Chapter 22	Updated the ERP & SLP Interaction Matrix to comply with new/removed sub-chapters and responsibilities.
Chapter 23	Added an index to the SLP ICS and Support Positions Responsibilities and Checklists. Added "Position Type" description for all positions within the checklist, to delineate between both "Key" and "Non-Key" positions. Added line for user to sign and date checklists for submittal. Replaced duplicate "Pre-Event/Service Restoration/Post-Event Stage Responsibility" text from role descriptions

	with “Please refer to the following checklist.” Those three sections appear in full in the checklist following each role description. Added and subtracted responsibilities from role descriptions and checklists based on process improvements and for clarification.
Chapter 24	Added an index to the Appendix chapter. Modified existing exhibits with updated information.
May 13, 2016	
Entire Document	Updated names and titles of System Level Officers.
Entire Document	Updated diagrams based on chapter modifications.
Chapter 3	Removed a redundant diagram; updated the “System Level Emergency Response Organization.”
Chapter 4	Updates EOC locations.
Chapter 6	Updated Chapter 6.1 to more closely-fit the existing process. Consolidated separate New York and New England diagrams into one diagram.
Chapter 13	Updated Chapter 13.1.
Chapter 18	Update the definition of “Critical Facilities” and “Emergency. Changed “Transactions Delivery Center” to “Services Delivery Center.”
Chapter 21 & 22	Updated based on updates throughout body of SLP.
Chapter 23	Updated roles based on changes in body of SLP.
Chapter 24	Updated appendices with new information
May 9, 2017	
Document	Replace Director of Emergency Planning with Vice President of Emergency Planing
Chapter 3.3	Update Table - ICS Role Typically Filled by – individulas and titles updated
Chapter 8	Section 8.2. - Revise: Providing Employee and Family Assistance
Exhibit 24.1	Exhibit A: North Atlantic Mutual Assistance Group Members
May 3, 2018	
Entire document	Changed “2017” to “2018” where appropriate
Entire document	Revised title for executive leading Emergency Planning to “Vice President of Emergency Planning, Business Resilience, and Operations Support”
Entire document	Revised title of EMR004 to be consistent with actual title; changed to “Annual Emergency Response Plan Overview”
May 3, 2019	
Entire Document	Changed “2018” to “2019” where appropriate
Chapter 3.3	Updated Table - ICS Role Typically Filled by – individulas and titles updated
Chapter 4.1	Revised title in process flow to “Vice President of Emergency Planning, Business Resilience, and Operations Support”
May 3, 2020	
Entire Document	Changed “2019” to “2020” where appropriate
Entire Document	Incorporated a number of minor wording changes for clarity
Entire Document	Updated several figures for accuracy

REDACTED

Entire Document	Revised title throughout the document and in multiple process flows to “Vice President of Emergency Planning and Electric Services”
Chapter 3.3	Updated Table - ICS Role Typically Filled by – individulas and titles updated
Chapter 9.1	Clarified activity related to documentation and dissemination of IAP
Chapter 9.3	Corrected Roles and Activities
Chapter 14.2	Updated wording to reflect current process
Exhibit 24.1	Updated Exhibit A: North Atlantic Mutual Assistance Group Members

REDACTED

nationalgrid

Chapter 21: Roles vs. Process/Activity Matrix

21. 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 Response Plan Activation. The System Incident Commander has a number under processes 4.1, “Activating the Emergency Response Organization,” and 4.2, “Activating the Crisis Management Team,” but no number under 4.3, “Emergency Operation Center Overview.” This indicates that the System Incident Commander has activities associated with 4.1 and 4.2, but none associated with 4.3. The State Incident Commander’s activities associated with 4.1 can be found under header 4.1.1, as indicated by the number in the matrix, of the Roles and Activities section of Chapter 4.1.

	Ch. 4 Response Plan Activation		
Role	4.1 Activating the Emergency Response Organization	4.2 Activating the Strategic Response Team	4.3 Emergency Operations Center Overview
Crisis Management Team Chairperson		4.2.1	
System Incident Commander	4.1.1	4.2.2	
System Safety, Health and Environmental Officer			
System Public Information Officer			
System Liaison Officer			
System Planning Officer			
Mutual Assistance Coordinator			
System Logistics Officer			
System Security Officer			
System Finance Officer			
System Human Resources Officer			
State Incident Commander			

REDACTED

Role	Ch. 4 Response Plan Activation			Ch. 5 Resource Acquisition					
	4.1 Activating the Emergency Response Organization	4.2 Activating the Crisis Management Team	4.3 Emergency Operations Center Overview	5.1 Acquisition of Internal Restoration Resources	5.2 Acquisition of Electric Utility Mutual Assistance Resources	5.3 Acquisition of Gas Utility Mutual Assistance Resources	5.4 Acquisition of External Contractors	5.5 Acquisition of ICS Command and General Staff Resources	5.6 Acquisition of Support Resources
Crisis Management Team Chairperson		4.2.1							
System Incident Commander	4.1.1	4.2.2		5.1.1			5.4.1	5.5.1	
System Safety, Health and Environ. Officer									
System Public Information Officer									5.6.1
System Liaison Officer									5.6.2
System Planning Officer				5.1.2	5.2.1	5.3.1	5.4.2		5.6.3
Mutual Assistance Coordinator					5.2.2	5.3.4			
System Logistics Officer									5.6.4
System Security Officer									
System Finance Officer									
System Human Resources Officer									
State Incident Commander				5.1.3	5.2.3	5.3.2	5.4.3		
VP of Emergency Planning and Elec. Services	4.1.2								
Emergency Planning									
State Planning Section Chief						5.3.3			
State Safety and Health Officer									
State Environmental Officer									
State Public Information Officer									
State Logistics Section Chief									
IS Event Lead									
IS Event Coordinator									5.6.5
Jurisdictional President									
Branch Director									

REDACTED

Role	Ch. 6 Coordinate Support and Personnel Logistics		Ch. 7 Financial Accounting Guidelines	Ch. 8 Employee Welfare			Ch. 9 Internal Communications				Ch. 10 Public Information Communications
	6.1 Fleet, Materials and Staging Site Coordination and Management	6.2 Meals and Lodging Coordination and Management	7.1 Establishing Emergency Charge Accounts	8.1 Tracking and Addressing Labor Relations Issues	8.2 Providing Employee and Family Assistance	8.3 Communicating National Grid Policy and Expectations	9.1 Developing the Incident Action Plan	9.2 Conducting System Level Briefings	9.3 Conducting Communications with the Crisis Management Team	9.4 Conducting Broader National Grid Communications	10.1 Corporate Message Development and Dissemination Controls
Crisis Management Team Chairperson									9.3.1		
System Incident Commander	6.1.1			8.1.1			9.1.1	9.2.1	9.3.2	9.4.1	10.1.1
System Safety, Health and Environ. Officer							9.1.2	9.2.2			
System Public Information Officer			7.1.1		8.2.1	8.3.1	9.1.2	9.2.3		9.4.2	10.1.2
System Liaison Officer							9.1.2	9.2.4			
System Planning Officer	6.1.2	6.2.1				8.3.2	9.1.2	9.2.5			
Mutual Assistance Coordinator											
System Logistics Officer	6.1.3	6.2.2			8.2.2		9.1.2	9.2.6			
System Security Officer							9.1.2	9.2.7			
System Finance Officer	6.1.4	6.2.3	7.1.2				9.1.2	9.2.8			
System Human Resources Officer				8.1.2	8.2.3	8.3.3	9.1.2	9.2.9			
State Incident Commander							9.1.3	9.2.10			
VP of Emergency Planning and Elec. Services									9.3.3		
Emergency Planning											
State Planning Section Chief											
State Safety and Health Officer											
State Environmental Officer											
State Public Information Officer										9.4.3	10.1.3
State Logistics Section Chief	6.1.5	6.2.4									
IS Event Lead								9.2.11			
IS Event Coordinator											
Jurisdictional President											10.1.4
Branch Director											

REDACTED

Role	Ch. 11 Liaison Interactions		Ch. 12 Safety, Health and Environmental Coordination	Ch. 13 Security Coordination	Ch. 14 Reports and Documentation		Ch. 15 Demobilization	Ch. 16 Training and Exercises		Ch. 17 Emergency Plan Maintenance
	11.1 Managing Federal Agency Coordination	11.2 Coordinating with Other Responding Agencies	12.1 Safety, Health and Environmental Coordination	13.1 Security Strategy Coordination and Implementation	14.1 Internal Reports and Documentation	14.2 After Action Review	15.1 Demobilization Plan Development and Implementation	16.1 Annual Training Courses	16.2 Annual Emergency Response Exercise	17.1 Timing and Procedure for Updating Plan
Crisis Management Team Chairperson										
System Incident Commander							15.1.1	16.1.1		
System Safety, Health and Environ. Officer			12.1.1		14.1.1			16.1.1		
System Public Information Officer								16.1.1		
System Liaison Officer	11.1.1	11.2.1						16.1.1		
System Planning Officer			12.1.2				15.1.2	16.1.1		
Mutual Assistance Coordinator										
System Logistics Officer								16.1.1		
System Security Officer			12.1.3	13.1.1	14.1.2			16.1.1		
System Finance Officer			12.1.4					16.1.1		
System Human Resources Officer			12.1.5					16.1.1		
State Incident Commander	11.1.2	11.2.2					15.1.3			
VP of Emergency Planning and Elec. Services										
Emergency Planning						14.2.1				17.1.1
State Planning Section Chief										
State Safety and Health Officer			12.1.6							
State Environmental Officer			12.1.7							
State Public Information Officer										
State Logistics Section Chief										
IS Event Lead										
IS Event Coordinator										
Jurisdictional President										
Branch Director										

REDACTED

nationalgrid

Chapter 22: ERP & SLP Interaction Matrix

REDACTED

22. ERP & SLP Interaction Matrix

Introduction

The matrix included in this chapter notes the processes that potentially require interaction with State or Branch Level ICS Officers when the System Level of the ERO has been activated. In the instances where there is potentially interaction with State or Branch Level ICS Officers, National Grid's ERPs will identify the activities carried out by those officers.

		State and Branch Level Officers Potentially involved with the Process During a System Level Emergency						
Chapter	Process	State Incident Commander	State Safety and Health Officer	State Environmental Officer	State Logistics Section Chief	State Planning Section Chief	State Public Information Officer	State Liaison Officer
Ch. 4 Response Plan Activation	4.1 Activating the Emergency Response Organization							
	4.2 Activating the Crisis Management Team							
	4.3 Emergency Operations Center Overview							
Ch. 5 Resource Acquisition	5.1 Acquisition of Internal Restoration Resources	X						
	5.2 Acquisition of Electric Utility Mutual Assistance Resources	X						
	5.3 Acquisition of Gas Utility Mutual Assistance Resources	X				X		
	5.4 Acquisition of External Contractors	X						
	5.5 Acquisition of ICS Command and General Staff Resources							
	5.6 Acquisition of Support Resources							
Ch. 6 Coordinate Support and Personnel Logistics	6.1 Fleet, Materials and Staging Site Coordination and Management				X			
	6.2 Meals and Lodging Coordination and Management				X			
Ch. 7 Financial Accounting Guidelines	7.1 Establishing Emergency Charge Accounts							
Ch. 8 Employee Welfare	8.1 Tracking and Addressing Labor Relations Issues							
	8.2 Providing Employee and Family Assistance							
	8.3 Communicating National Grid Policy and Expectations							
Ch. 9 Internal Communications	9.1 Developing the Incident Action Plan	X						
	9.2 Conducting System Level Briefings	X						
	9.3 Conducting Communications with the Crisis Management Team							
	9.4 Conducting Broader National Grid Communications						X	
Ch. 10 Public Information Communications	10.1 Corporate Message Development and Dissemination Controls						X	
Ch. 11 Liaison Interactions	11.1 Managing Federal Agency Coordination	X						
	11.2 Coordinating with Other Responding Agencies							X
Ch. 12 Safety, Health and Environmental Coordination	12.1 Safety, Health and Environmental Coordination		X	X				
Ch. 13 Security Coordination	13.1 Security Strategy Coordination and Implementation							
Ch. 14 Reports and Documentation	14.1 Internal Reports and Documentation							
	14.2 After Action Review							
Ch. 15 Demobilization	15.1 Demobilization Plan Development and Implementation	X						
Ch. 16 Training and Exercises	16.1 Annual Training Courses							
	16.2 Annual Emergency Response Exercise							
Ch. 17 Emergency Plan Maintenance	17.1 Timing and Procedure for Updating Plan							

REDACTED

nationalgrid

Chapter 23: ICS Positions Checklist

REDACTED

23. SLP ICS and Support Positions Responsibilities and Checklists

Index:

23.1.1. SYSTEM INCIDENT COMMANDER (S-IC) 124
23.1.2. SYSTEM SAFETY, HEALTH AND ENVIRONMENTAL OFFICER (S-SHEO) 131
23.1.3. SYSTEM PUBLIC INFORMATION OFFICER (S-PIO) 136
23.1.4. SYSTEM LIAISON OFFICER (S-LO) 141
23.1.5. SYSTEM PLANNING OFFICER (S-PO) 145
23.1.6. SYSTEM LOGISTICS OFFICER (S-LOG) 150
23.1.7. SYSTEM SECURITY OFFICER (S-SO) 154
23.1.8. SYSTEM FINANCE OFFICER (S-FO) 158
23.1.9. SYSTEM HUMAN RESOURCES OFFICER (S-HRO) 161
23.2.1. IS EVENT LEAD 165
23.2.2. IS EVENT COORDINATOR 167
23.2.3. IS SUPPORT 170
23.2.4. SAFETY COMMUNICATIONS COORDINATOR 172
23.2.5. SYSTEM LIAISON SUPPORT 174
23.2.6. TRANSMISSION UNIT 176
23.2.7. EXTERNAL RESOURCE STORM ROOM LEAD 179
23.2.8. FORESTRY RESOURCE UNIT 182
23.2.9. MUTUAL ASSISTANCE COORDINATOR 185
23.2.10. EXTERNAL LINE RESOURCE UNIT 188

Introduction

This chapter contains a detailed overview of the System Level ICS Command and General Staff that National Grid can activate to respond to an Emergency. The following information is reported for each position:

- Who the position reports to;
- Job description;
- Responsibilities broken out by Annual (Non-Emergency), Pre-Event Stage, Service Restoration Stage, and Post-Event Stage;
- Training recommendations;
- Personal protective equipment;
- Position-specific equipment;
- Activation location;
- Work location;
- Additional staff requirements;
- Position-specific instructions; and
- A checklist containing all potential actions to be taken during the (i) Pre-Event Stage, (ii) Service Restoration Stage, and (iii) Post-Event Stage of an Emergency that is to be signed and returned to Emergency Planning following an Emergency. The checklists contain every activity contained in the SLP for the role. Depending on the circumstances of the Emergency and the level of the ERO activated, not every activity will be carried out.

23.1. System Level ICS Positions

23.1.1. SYSTEM INCIDENT COMMANDER (S-IC)

REPORTS TO: Crisis Management Team Chairperson

POSITION TYPE: Incident Commander (Key Position)

JOB DESCRIPTION:

1. Responsible for the overall management of the Emergency at the System Level, including:
   a. Restoration,
   b. Safety and health,
   c. Environmental,
   d. Media relations,
   e. Regulatory affairs,
   f. External communications,
   g. Employee communications,
   h. Municipal relations,
   i. Transmission,
   j. EOC operations,
   k. Resource coordination,
   l. Damage assessment,
   m. Documentation,
   n. Logistics
   o. Security,
   p. Time and materials cost tracking, and
   q. Demobilization.
2. Provides strategic response guidance to System Level ICS Command and General Staff and also to the State Incident Commanders within the affected states.
3. Provides periodic updates to the Crisis Management Team Chairperson to ensure that the Tactical Level response is aligned with Strategic Level guidance.
4. Performs additional responsibilities as assigned by the Crisis Management Team Chairperson.

ANNUAL RESPONSIBILITIES:

1. Participate in the Annual Emergency Functional Exercise.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. EMR004: Annual Emergency Response Plan Overview

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT:

1. Laptop
2. Cellular phone

ACTIVATION NOTIFICATION:

Appointed and activated by the Chair of convening Crisis Management Team or the Chief Operating Officer, US Electricity Operations.

WORK LOCATION:

System Emergency Operations Center (EOC) or alternate location as required

WORK PERIOD:

Determined by the System Incident Commander

ADDITIONAL STAFF REQUIREMENTS: N/A

POSITION-SPECIFIC INSTRUCTIONS: N/A

REDACTED

System Incident Commander Emergency Checklist

Signature _____ Date _____ Location System EOC_____

Activity	Action	Date	Initials
Pre-Event Stage			
4.1.1.1 5.5.1.1	Determines which System Level ICS Command and General Staff positions and support functions are required to respond to an Emergency. Position — Activated — Not Activated System Public Information Officer ____ ____ System Liaison Officer ____ ____ System Safety, Health and Environmental Officer ____ ____ System Security Officer ____ ____ System Planning Officer ____ ____ System Logistics Officer ____ ____ System Finance Officer ____ ____ System Human Resources Officer ____ ____ State Incident Commander(s) ____ ____ IS Event Coordinator ____ ____		
4.1.1.2	Directs activation of the System Level EOC at the Northborough facility as required and establishes the operational period.		
4.1.1.3	Oversees operation of the System EOC or appoints a designee to do so in their absence.		
4.1.1.4	Acts as an interface with the State Incident Commanders situated in the State EOCs in the following locations when they are activated to ensure a consistent response across National Grid: ➢ Worcester, Massachusetts, which serves as the electric EOC for Massachusetts and Rhode Island; ➢ Northborough, Massachusetts, which serves as the gas EOC for Massachusetts and Rhode Island; ➢ Melville and Brooklyn, New York, which serve as the gas EOCs for Downstate NY;		

	➢ Liverpool, New York, which serves as the electric EOC for Updstate New York ➢ Albany and Syracuse, NY, which serve as the gas EOCs for Upstate New York.		
4.2.2.1 9.3.2.1	Request that the Director of Emergency Planning escalate the Emergency to Crisis Management Team (CMT) Chairperson and indicate the need for Crisis Management Team (CMT) activation as required.		
5.3.1.1	[Gas-only events] Coordinates with State Incident Commanders to review the status of their requests for additional CMS, field operations or construction resources as needed in order to support restoration efforts during a System Level Emergency.		
5.3.1.2	Oversees procurement of utility mutual assistance.		
5.4.1.1	Approves the acquisition of contractor resources.		
6.1.1.1	Approves the reallocation of fleet/material/staging site resources between states.		
8.1.1.1	Works with the System Human Resources Officer to rectify significant employee/labor issues during an Emergency.		
9.1.1.1	When necessary, develop the System Incident Action Plan (IAP) with assistance from the Director of Emergency Planning and the Command and General Staff.		
9.1.1.2	Request input to IAP from Command and General Staff.		
9.1.1.3	Develop and disseminate IAP.		
9.1.1.4	Periodically update IAP at least once per operational period.		
9.2.1.1	Establishes strategies and immediate priorities, confirms objectives for the current operational period and defines objectives for the next operational period once restoration has commenced.		
9.2.1.2	Sets up and conducts regular briefings with ICS Command and General Staff (includes System Level and State Incident Commanders) beginning three days in advance of an anticipated Emergency and through the duration of an Emergency to maintain situational awareness during the Service Restoration Stage. These briefings 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.		

9.3.2.2	Notifies CMT of impending Emergency for Emergencies anticipated to reach the proper classification to trigger the CMT (e.g. Level 1 Emergency in Massachusetts for electric and Class III Emergency in New York for electric).		
9.3.2.3	Conducts regular communications with the CMT beginning two days in advance of an anticipated Emergency where they: ➢ Keep CMT apprised of the preparation and restoration strategy, ➢ Inform CMT of any potential impacts on corporate reputation, and ➢ Seek guidance to address any potential impacts on corporate reputation as appropriate.		
9.4.1.1	Works with the System Public Information Officer to develop a National Grid-wide or area-wide message to all employees regarding the facts of the Emergency and approves this message prior to distribution. This message will be followed up with periodic updates.		
10.1.1.1	Works with the System Public Information Officer to develop messages and provide approval for all information to be released by National Grid.		
	Ensure that direct reports complete their checklists.		
Service Restoration Stage			
4.1.1.3	Oversees operation of the System EOC or appoints a designee to do so in their absence.		
4.1.1.4	Acts as an interface with the State Incident Commanders situated in the State EOCs in the following locations when they are activated to ensure a consistent response across National Grid: ➢ Worcester, Massachusetts, which serves as the electric EOC for Massachusetts and Rhode Island; ➢ Northborough, Massachusetts, which serves as the gas EOC for Massachusetts and Rhode Island; ➢ Melville and Brooklyn, New York, which serve as the gas EOCs for Downstate NY; ➢ Liverpool, New York, which serves as the electric EOC for Updstate New York ➢ Albany and Syracuse, NY, which serve as the gas EOCs for Upstate New York.		
4.2.2.1	Escalates an Emergency to the CMT Chairperson and indicates the need for Crisis Management Team activation.		
5.3.1.1	[Gas-only events] Coordinates with State Incident Commanders to review the status of their requests for additional CMS, field operations or construction resources as needed in order to support restoration efforts during a System Level Emergency.		
5.3.1.2	Oversees procurement of utility mutual assistance.		

5.4.1.1	Approves the acquisition of contractor resources.		
6.1.1.1	Approves the reallocation of fleet/material/staging site resources between states.		
8.1.1.1	Works with the System Human Resources Officer to rectify significant employee/labor issues during an Emergency.		
9.1.1.1	When necessary, develop the System Incident Action Plan (IAP) with assistance from the Director of Emergency Planning and the Command and General Staff.		
9.1.1.2	Request input to IAP from Command and General Staff.		
9.1.1.3	Develop and disseminate IAP.		
9.1.1.4	Periodically update IAP at least once per operational period.		
9.1.1.1	Establishes strategies and immediate priorities, confirms objectives for the current operational period and defines objectives for the next operational period once restoration has commenced.		
9.2.1.2	Sets up and conducts regular briefings with ICS Command and General Staff (includes System Level and State Incident Commanders) beginning three days in advance of an anticipated Emergency and through the duration of an Emergency to maintain situational awareness during the Service Restoration Stage. These briefings 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.		
9.2.1.3	Identifies operational situation changes that require augmentation/ demobilization of resources, revises the level of response activation and communicates it to State Level ICS Command and General staff during an Emergency.		
9.3.2.2	Conducts regular communications with the CMT beginning two days in advance of an anticipated Emergency where they: ➢ Keep CMT apprised of the preparation and restoration strategy; ➢ Inform CMT of any potential impacts on corporate reputation; and ➢ Seek guidance to address any potential impacts on corporate reputation as appropriate.		

9.3.2.4	Provides situational updates to the CMT once the Emergency occurs and the System EOC is opened where they: ➢ Inform CMT of any potential impact to corporate reputation; and ➢ Seek guidance to address any potential impacts on corporate reputation as appropriate.		
9.4.1.1	Works with the System Public Information Officer to develop a National Grid-wide or area-wide message to all employees regarding the facts of the Emergency and approves this message prior to distribution. This message will be followed up with periodic updates.		
10.1.1.1	Works with the System Public Information Officer to develop messages and provide approval for all information to be released by National Grid.		
15.1.1.1	Approves the Demobilization of response functions based on the support requirements of the State and Branch Levels.		
Post-Event Stage			
	In a New England electric Type 1, 2 or 3 event: complete, sign and date checklist and submit it to Emergency Planning.		
	Submit all Incident Action Plan (IAP) documents to the Emergency Planning mailbox at the end of the Restoration Stage.		
	In a New England electric Type 1, 2 or 3 event or gas Level 1 or 2 event (any jurisdiction): ensure that System, Command and General Staff return completed checklists to the Emergency Planning mailbox at end of the Service Restoration Stage.		

23.1.2. SYSTEM SAFETY, HEALTH AND ENVIRONMENTAL OFFICER (S-SHEO)

REPORTS TO: System Incident Commander

POSITION TYPE: Command Staff (Key Position)

JOB DESCRIPTION:

1. Provides safety, health and, environmental oversight during restoration activities.
2. Recommends high level measures for assuring employee safety, public safety, and the protection of National Grid facilities and the environment.
3. Allocates local Safety Health and Environmental personnel to affected branches.
4. Additional responsibilities as assigned by the System Incident Commander.

ANNUAL RESPONSIBILITIES:

1. Participate in the Annual Emergency Functional Exercise.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. EMR004: Annual Emergency Response Plan Overview

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT:

1. Laptop with network capabilities
2. Cellular phone

ACTIVATION NOTIFICATION:

Appointed and activated by the System Incident Commander.

WORK LOCATION:

System Emergency Operations Center (EOC) or alternate location as required

WORK PERIOD:

Determined by the State Incident Commander

ADDITIONAL STAFF REQUIREMENTS: N/A

POSITION-SPECIFIC INSTRUCTIONS:N/A

REDACTED

System Safety, Health and Environmental Officer Emergency Checklist

Signature _____ Date _____ Location _System EOC_____

Activity	Action	Date	Initials
Pre-Event Stage			
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Receive update on: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP if necessary.		
9.2.2.1	During System Level Briefing, provides an update on any issues with the Safety and Health organization's preparation and activities.		
9.2.2.2	During System Level Briefing, provides an update on any safety incidents that occur during an Emergency, including actions being taken to mitigate the incident, number and seriousness of injuries, and outside emergency response agencies responding to the incident.		
9.2.2.3	During System Level Briefing, provides an update on any issues with the Environmental organization's preparation and activities.		
9.2.2.4	During System Level Briefing, provides an update on any environmental incidents that occur during an Emergency, including actions being taken to mitigate the incident, number and seriousness of injuries, and outside Emergency response agencies responding to the incident.		
12.1.1.1	Provides daily safety briefs, status of Emergency and objectives, expectations and information dissemination policy during a System Level Emergency.		
12.1.1.2	Determines a strategic plan for Safety, Health and Environmental.		
12.1.1.3	Assess the need to contact external safety and environmental regulatory agencies for response coordination, support, or pre-approvals.		

12.1.1.4	Periodically meets with the System Planning Officer and relays safety messages and concerns regarding Safety issues to foreign crews and contractors.		
Service Restoration Stage			
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Receive update on: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.2.1	During System Level Briefing, provides an update on any issues with the Safety and Health organization's preparation and activities.		
9.2.2.2	During System Level Briefing, provides an update on any safety incidents that occur during an Emergency, including actions being taken to mitigate the incident, number and seriousness of injuries, and outside emergency response agencies responding to the incident.		
9.2.2.3	During System Level Briefing, provides an update on any issues with the Environmental organization's preparation and activities.		
9.2.2.4	During System Level Briefing, provides an update on any environmental incidents that occur during an Emergency, including actions being taken to mitigate the incident, number and seriousness of injuries, and outside emergency response agencies responding to the incident.		
12.1.1.1	Provides daily safety briefs, status of Emergency and objectives, expectations and information dissemination policy during a System Level Emergency.		
12.1.1.2	Determines a strategic plan for Safety, Health and Environmental.		
12.1.1.3	Assess the need to contact external safety and environmental regulatory agencies for response coordination, support, or pre-approvals.		
12.1.1.4	Periodically meets with the System Planning Officer and relays safety messages and concerns regarding Safety issues to foreign crews and contractors.		
12.1.1.5	In case of a safety incident, communicates with the State Safety and Health Officer to obtain the following information: ➢ Status of the situation;		

	➢ Actions taken or being taken to mitigate the incident; ➢ Number and seriousness of injuries (personnel and public); ➢ Extent of any additional personnel or public exposure or impact as a result of the incident; ➢ 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 National Grid facilities; and ➢ Instructions or additional information that may need to be communicated with employees or the public relating to safety.		
12.1.1.6	In case of an environmental incident, communicates with the State Environmental Officer to obtain the following information: ➢ Status of the situation; ➢ Actions taken or being taken to mitigate the incident; ➢ Number and seriousness of injuries (personnel and public); ➢ Extent of any additional personnel or public exposure or impact as a result of 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.		
12.1.1.7	Coordinates with the State Security Officer to establish security for any hazardous areas following a safety or environmental incident and to protect the integrity of any evidence.		
12.1.1.8	Works with the System Human Resources Officer to ensure that notifications have been given to the employee's emergency contacts in the event of a serious injury or death.		
12.1.1.10	Relays key facts about an environmental or safety incident to the System Incident Commander.		
14.1.1.1	Provides updates to the System Incident Commander on Safety and Environmental Reports as necessary.		

REDACTED

Post-Event Stage			
12.1.1.9	Ensures that Safety and Environmental Incident Reports are (as described in Chapter 14.1 of this SLP) are compiled Post-Event.		
	In a New England electric Type 1, 2 or 3 event or gas Level 1 or 2 event (all jurisdictions): complete, sign and date checklist and submit it to Emergency Planning.		

23.1.3. SYSTEM PUBLIC INFORMATION OFFICER (S-PIO)

REPORTS TO: System Incident Commander

POSITION TYPE: Command Staff (Key Position)

JOB DESCRIPTION:

1. Develops and/or approves all communications messages based on guidance from the System Incident Commander.
2. Coordinates the release of all incident-related communications at the System Level.
3. Oversee additional responsibilities as assigned by the System Incident Commander.

ANNUAL RESPONSIBILITIES:

1. Participate in the Annual Emergency Functional Exercise.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. EMR004: Annual Emergency Response Plan Overview
2. FocalPoint

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT:

1. Laptop
2. Cellular phone
3. FocalPoint access

ACTIVATION NOTIFICATION:
Appointed and activated by the System Incident Commander.

WORK LOCATION:
System Emergency Operations Center (EOC) or alternate location as required

WORK PERIOD:
Determined by the System Incident Commander

ADDITIONAL STAFF REQUIREMENTS: N/A

POSITION-SPECIFIC INSTRUCTIONS: N/A

REDACTED

System Public Information Officer Emergency Checklist

Signature _____ Date _____ Location System EOC_____

Activity	Action	Date	Initials
Pre-Event Stage			
5.6.1.1	Activates the Public Information Officer Support and Social Media roles, as required. Position — Activated — Not Activated Public Information Officer Support ____ ____ Social Media ____ ____		
7.1.1.1	Ensures the emergency charge accounts and guidance provided by the System Finance Officer are distributed throughout the ERO.		
8.2.1.1	Disseminates information to National Grid about the assistance programs that will be made available to employees and their families.		
8.3.1.1	Communicates any applicable National Grid policies to employees.		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.3.1	During System Level Briefing, provides an update on any issues with preparation and related activities.		
9.2.3.2	During System Level Briefing, 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.		

9.4.2.1	Activates the Emergency 800 # hotline as required, records an employee hotline message for each of the National Grid areas and oversees that the message is updated every four hours, at a minimum, or as information becomes available.		
10.1.2.1	Communicates with the State Public Information Officer regarding the information dissemination plan and schedule.		
10.1.2.2	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.		
10.1.2.6	Directs the development and maintenance of social media, web digital and print communications and is responsible for the following items: ➢ Consider hiring external PR agencies. ➢ Consider preliminary messaging and news releases such as safety and weather related tips. ➢ If necessary, prepare and load message on internal Employee Communication line and e-mail reminder with phone number. ➢ Consider daily bulletin e-mail to employees. ➢ Prepare and load messaging on social media platforms.		
Service Restoration Stage			
5.6.1.1	Activates the Public Information Officer Support and Social Media roles, as required. Position — Activated — Not Activated Public Information Officer Support ____ ____ Social Media ____ ____		
7.1.1.1	Ensures the emergency charge accounts and guidance provided by the System Finance Officer are distributed throughout the ERO.		
8.3.1.1	Communicates any applicable National Grid policies to employees.		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.3.2	During System Level Briefing, 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.		
9.4.2.1	Activates the Emergency 800 # hotline as required, records an employee hotline message for each of the National Grid areas and oversees that the message is updated every four hours, at a minimum, or as information becomes available.		
9.4.2.2	Works with the System Incident Commander to develop a National Grid-wide or area-wide message to all employees regarding the facts of the Emergency during the Service Restoration Stage.		
9.4.2.3	Provides the State Public Information Officer National Grid-wide or area-wide messages regarding the facts of the Emergency for distribution to all employees.		
10.1.2.1	Communicates with the State Public Information Officer regarding the information dissemination plan and schedule.		
10.1.2.3	Initiates outreach to impacted areas of National Grid and establishes communications “points of contact,” National Grid facility site managers, gas and electric service operators, Human Resources, and Customer Relations to receive periodic updates.		
10.1.2.4	Obtains all State Level status reports in order to develop coordinated messaging.		
10.1.2.5	Develops messages in conjunction with the System Incident Commander to be disseminated to the media, government and community leaders, and employees.		
10.1.2.6	Directs the development and maintenance of social media, web digital and print communications and is responsible for the following items. ➢ Consider hiring external PR agencies. ➢ If necessary, update messaging and news releases such as safety and weather related tips.		

	➢ If necessary, prepare and load message on internal Employee Communication line and e-mail reminder with phone number. ➢ Consider daily bulletin e-mail to employees. ➢ Prepare and load messaging on social media platforms.		
10.1.2.7	Obtains approval from the System Incident Commander on all information to be released.		
10.1.2.8	Obtains media information that may be useful for planning during the Service Restoration Stage.		
10.1.2.9	Establishes a dedicated phone line(s) for inquiries from the press.		
10.1.2.10	Provides the State Public Information Officer messages for dissemination.		
Post-Event Stage			
	In a New England electric Type 1, 2 or 3 event or gas Level 1 or 2 event (all jurisdictions): complete, sign and date checklist and submit it to Emergency Planning.		

23.1.4. SYSTEM LIAISON OFFICER (S-LO)

REPORTS TO: System Incident Commander

POSITION TYPE: Command Staff (Key Position)

JOB DESCRIPTION:

1. Serves as the primary point of contact for external state, regional, and/or federal agency representatives whose jurisdiction crosses National Grid boundaries.
2. Directs the assignment of National Grid personnel to government agencies' EOCs as requested.
3. Coordinates restoration activities and support with government response agencies.
4. Oversee additional responsibilities as assigned by the System Incident Commander.

ANNUAL RESPONSIBILITIES:

1. Participate in the Annual Emergency Functional Exercise.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. EMR004: Annual Emergency Response Plan Overview
2. FocalPoint

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT:

1. Laptop
2. Cellular phone
3. FocalPoint access

ACTIVATION NOTIFICATION:

Appointed and activated by the System Incident Commander.

WORK LOCATION:

System Emergency Operations Center (EOC) or alternate location as required.

WORK PERIOD:

Determined by the System Incident Commander

ADDITIONAL STAFF REQUIREMENTS: N/A

REDACTED

POSITION-SPECIFIC INSTRUCTIONS: N/A

REDACTED

System Liaison Officer Emergency Checklist

Signature _____ Date _____ Location System EOC _____

Activity	Action	Date	Initials
Pre-Event Stage			
5.6.2.1	Activates the System Liaison Support role, as required. Position — Activated — Not Activated System Liaison Support — ____ — ____		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.4.1	During System Level Briefing, provides an update on any issues with preparation and related activities.		
9.2.4.2	During System Level Briefing, 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.		
11.1.1.1	Makes requests to federal agencies for assistance when necessary.		
11.1.1.2	Makes commitments to federal agencies when necessary.		
11.2.1.1	Establishes contact with the State Liaison Officer during System Level Emergencies to coordinate with other responding agencies, as required.		
	Consider authorizing deployment of Mobile Emergency Operations Center (bus) and/or Community Assistance Vehicles (sprinter vans) as necessary.		

Service Restoration Stage			
5.6.2.1	Activates the System Liaison Support role, as required. Position — Activated — Not Activated System Liaison Support — ____ — ____		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.4.2	During System Level Briefing, 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.		
11.1.1.1	Makes requests to federal agencies for assistance when necessary.		
11.1.1.2	Makes commitments to federal agencies when necessary.		
11.2.1.1	Establishes contact with the State Liaison Officer during System Level Emergencies to coordinate with other responding agencies, as required.		
	Authorize deployment of Mobile Emergency Operations Center (bus) and/or Community Assistance Vehicles (sprinter vans) as necessary.		
Post Event Stage			
	In a New England electric Type 1, 2 or 3 event or gas Level 1 or 2 event (all jurisdictions): complete, sign and date checklist and submit it to Emergency Planning.		

23.1.5. SYSTEM PLANNING OFFICER (S-PO)

REPORTS TO: System Incident Commander

POSITION TYPE: General Staff (Key Position)

JOB DESCRIPTION:

1. Assists the System Incident Commander in establishing strategic objectives and goals.
2. Secures and maintains status of restoration contractors, mutual assistance crews and associated equipment.
3. Recommends alternate strategies for the Emergency as required.
4. Oversee additional responsibilities as assigned by the System Incident Commander.

ANNUAL RESPONSIBILITIES:

1. Participate in the Annual Emergency Functional Exercise.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. EMR004: Annual Emergency Response Plan Overview

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT: N/A

ACTIVATION NOTIFICATION:
Appointed and activated by the System Incident Commander.

WORK LOCATION:
System Emergency Operations Center (EOC) or alternate location as required.

WORK PERIOD:
Determined by the System Incident Commander.

ADDITIONAL STAFF REQUIREMENTS: N/A

POSITION-SPECIFIC INSTRUCTIONS:N/A

System Planning Officer Emergency Checklist

Signature _____ Date _____ Location System EOC

Activity	Action	Date	Initials
Pre-Event Stage			
5.1.1.1	Reviews requests for additional resources from the System Incident Commander and works with the System Incident Commander to coordinate the movement of National Grid restoration resources between states to respond to Emergencies.		
5.2.1.1 5.4.2.1	Coordinates with State Incident Commanders to review the status of their requests for additional crews, forestry resources, and transmission resources as needed in order to support restoration efforts during a System Level Emergency.		
5.2.1.2 5.4.2.2	Reviews resource requests with the System Incident Commander.		
5.2.1.3	Directs Mutual Assistance Coordinator to procure utility mutual assistance.		
5.2.1.4	Allocates utility mutual assistance resources between states.		
5.4.2.3	Directs the Resource Acquisition Unit to procure contractors.		
5.4.2.4	Reports back to the State Incident Commander and/or Branch Director with contractor company response and provides the State Incident Commander and/or Branch Director with the appropriate crew rosters upon notification.		
5.4.2.5	Track resource allocation to oversee review and approval of contractor invoices.		
5.6.3.1	Activates the External Resource Storm Room Lead and Transmission Unit, as required. Position — Activated — Not Activated External Resource Storm Room Lead ____ ____ Transmission Unit ____ ____		
	Instruct External Resources Storm Room Lead and Forestry Resource Unit to notify forestry resources of potential emergency.		
6.1.2.1	Reviews specialty equipment needs (e.g. helicopter, heavy lifting etc.) of the Transmission Unit, External Line Resource Unit, or Forestry Resource Unit (Electric Operations only) or the Gas State Operations Section Chief and forwards the requests deemed necessary to the System Logistics Officer for procurement by Fleet Services.		

6.2.1.1	Provides input about the logistical support needs of contractors and mutual assistance crews to the System Logistics Officer.		
8.3.2.1	Communicates any applicable National Grid policies to contractors and mutual assistance crews.		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.5.1	During System Level Briefing, provides updates on restoration resource status and recommends their reallocation as necessary.		
9.2.5.2	During System Level Briefing, provides updates on transmission restoration status.		
9.2.5.3	During System Level Briefing, 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.		
12.1.2.1	Periodically meets with the System Safety, Health and Environmental Officer and receives safety messages and concerns regarding Safety issues.		
Service Restoration Stage			
5.1.1.1	Reviews requests for additional resources from the State Incident Commander and works with the System Incident Commander to coordinate the movement of National Grid restoration resources between states to respond to Emergencies.		
5.2.1.1 5.4.2.1	Coordinates with State Incident Commanders to review the status of their requests for additional crews, forestry resources, and transmission resources as needed in order to support restoration efforts during a System Level Emergency.		
5.2.1.2 5.4.2.1	Reviews resource requests with the System Incident Commander.		

5.2.1.3	Directs Mutual Assistance Coordinator to procure utility mutual assistance.		
5.2.1.4	Allocates utility mutual assistance resources between states.		
5.4.2.3	Directs the Resource Acquisition Unit to procure contractors.		
5.4.2.4	Reports back to the State Incident Commander and/or Branch Director with contractor company response and provides the State Incident Commander and/or Branch Director with the appropriate crew rosters upon notification.		
5.4.2.5	Track resource allocation to oversee review and approval of contractor invoices.		
5.6.3.1	Activates the External Resource Storm Room Lead and Transmission Unit, as required. Position — Activated — Not Activated External Resource Storm Room Lead ____ ____ Transmission Unit ____ ____		
6.1.2.1	Reviews specialty equipment needs (e.g. helicopter, heavy lifting etc.) of the Transmission Unit, External Line Resource Unit, or Forestry Resource Unit (Electric Operations only) or the Gas State Operations Section Chief and forwards the requests deemed necessary to the System Logistics Officer for procurement by Fleet Services.		
6.2.1.1	Provides input about the logistical support needs of contractors and mutual assistance crews to the System Logistics Officer.		
8.3.2.1	Communicates any applicable National Grid policies to contractors and mutual assistance crews.		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.5.1	During System Level Briefing, provides updates on restoration resource status and recommends their reallocation as necessary.		

9.2.5.2	During System Level Briefing, provides updates on transmission restoration status.		
9.2.5.3	During System Level Briefing, 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.		
12.1.2.1	Periodically meets with the System Safety, Health and Environmental Officer and receives safety messages and concerns regarding Safety issues.		
15.1.2.1	Makes recommendations to the State Incident Commander about which foreign crews to release as the need for them subsides.		
15.1.2.2	Makes decision to release foreign crews or re-allocate them to other states when they are no longer needed by a State Incident Commander.		
Post-Event Stage			
	In a New England electric Type 1, 2 or 3 event or gas Level 1 or 2 event (all jurisdictions): complete, sign and date checklist and submit it to Emergency Planning.		

23.1.6. SYSTEM LOGISTICS OFFICER (S-LOG)

REPORTS TO: System Incident Commander

POSITION TYPE: General Staff (Key Position)

JOB DESCRIPTION:

1. Coordinates logistics activities across multiple states.
2. Coordinates the support of facilities, services, and materials in support of system restoration activities.
3. Assists in the coordination of lodging and meal requirements for all resources.
4. Coordinates and directs staging site operations, with certain exceptions in New York for electric restoration.
5. Undertakes additional responsibilities as assigned by the System Incident Commander.

ANNUAL RESPONSIBILITIES:

1. Participate in the Annual Emergency Functional Exercise.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. EMR004: Annual Emergency Response Plan Overview

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT: N/A

ACTIVATION NOTIFICATION:
Appointed and activated by the System Incident Commander.

WORK LOCATION:
System Emergency Operations Center (EOC) or alternate location as required.

WORK PERIOD:
Determined by the System Incident Commander.

ADDITIONAL STAFF REQUIREMENTS: N/A

POSITION-SPECIFIC INSTRUCTIONS: N/A

REDACTED

System Logistics Officer Emergency Checklist

Signature _____ Date _____ Location System EOC_____

Activity	Action	Date	Initials
Pre-Event Stage			
5.6.4.1	Activates the Facilities Lead, Fleet Lead, Materials Lead, Meals and Lodging Lead and Staging Site Lead roles, as required. Position — Activated — Not Activated Facilities Lead ____ ____ Fleet Lead ____ ____ Materials Lead ____ ____ Meals and Lodging Lead ____ ____ Staging Site Lead ____ ____		
6.1.3.1	Identifies and estimates service and support requirements for planned and expected operations.		
6.1.3.2	Reviews request for additional materials/fleet/staging site resources with the System Incident Commander.		
6.1.3.3 6.2.2.1	Prepares and reviews applicable portions of the response or mitigation plan(s) and reviews proposed tactics for the next operational period or periods at planning meetings.		
6.1.3.4	When the System Level is activated, activates Material Support to check the availability of materials in the branches and arranges for delivery of storm boxes and/or additional necessary supplies.		
6.1.3.5	When the System Level is activated, activates Fleet services to assess Fleet inventory, releasing vehicles from maintenance if appropriate and arranging for additional vehicles and special equipment, if necessary		
6.1.3.6	Oversees the acquisition of supplemental fleet equipment from National Grid's stocks in other states and from other sources.		
6.1.3.7	Oversees the procurement of specialty equipment (e.g. helicopter, heavy lifting etc.) by working with the System Planning Officer.		
6.1.3.8	Oversees the activation and coordination activities at the staging sites carried out by the Staging Site Support Unit per the System Incident Commander's direction.		
6.1.3.9	If necessary, contacts logistics vendors and discusses the pre-positioning of resources depending on the anticipated impact of the Emergency.		

6.1.3.10	Considers need for security at staging sites and notifies System Security Officer as necessary.		
6.1.3.11	Serves as the single point of contact to coordinate material and supply requirements, fleet services, and staging sites; oversees all logistics field operations for a System Level Emergency .		
6.2.2.2	Activates and oversees the Meals and Lodging Support Unit.		
6.2.2.3	Serves as the single point of contact to coordinate meals and lodging; oversees all logistics field operations for a multi-state Emergency.		
6.2.2.4	Provides logistics information about meals and lodging to the State Logistics Section Chief as required and obtains input about the logistical support needs of resources.		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.6.1	During System Level Briefing, provides an overview of the current disposition of logistics support for National Grid during the Emergency.		
Service Restoration Stage			
5.6.4.1	Activates the Facilities Lead, Fleet Lead, Materials Lead, Meals and Lodging Lead and Staging Site Lead roles, as required. Position — Activated — Not Activated Facilities Lead ____ ____ Fleet Lead ____ ____ Materials Lead ____ ____ Meals and Lodging Lead ____ ____ Staging Site Lead ____ ____		

6.1.3.6	Oversees the acquisition of supplemental fleet equipment from National Grid's stocks in other states and from other sources.		
6.1.3.7	Oversees the procurement of specialty equipment (e.g. helicopter, heavy lifting etc.) by working with the System Planning Officer.		
6.1.3.8	Oversees the activation and coordination activities at the staging sites carried out by the Staging Site Support Unit per the System Incident Commander's direction.		
6.1.3.11	Serves as the single point of contact to coordinate material and supply requirements, fleet services, and staging sites; oversees all logistics field operations for a System Level Emergencyl.		
6.2.2.3	Serves as the single point of contact to coordinate meals and lodging; oversees all logistics field operations for a multi-state Emergency.		
6.2.2.4	Provides logistics information about meals and lodging to the State Logistics Section Chief as required and obtains input about the logistical support needs of resources.		
8.2.2.1	Oversees the provision of food, lodging and transportation for the family of National Grid personnel when required.		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ Size and complexity (expansion and contraction) 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.6.1	During System Level Briefing, provides an overview of the current disposition of logistics support for National Grid during the Emergency.		
Post-Event Stage			
	In a New England electric Type 1, 2 or 3 event or gas Level 1 or 2 event (all jurisdictions): complete, sign and date checklist and submit it to Emergency Planning.		

23.1.7. SYSTEM SECURITY OFFICER (S-SO)

REPORTS TO: System Incident Commander

POSITION TYPE: Command Staff (Key Position)

JOB DESCRIPTION:

1. Provides security oversight during restoration activities.
2. Recommends measures for assuring employee safety, public safety, and the protection of National Grid facilities.
3. Assumes additional responsibilities as assigned by the System Incident Commander.

ANNUAL RESPONSIBILITIES:

1. Participate in the Annual Emergency Functionality Exercise.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. EMR004: Annual Emergency Response Plan Overview

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT:

1. Laptop
2. Cellular phone

ACTIVATION NOTIFICATION:

Appointed and activated by the System Incident Commander.

WORK LOCATION:

System Emergency Operations Center (EOC) or alternate location as required.

WORK PERIOD:

Determined by the System Incident Commander.

ADDITIONAL STAFF REQUIREMENTS: N/A

POSITION-SPECIFIC INSTRUCTIONS:N/A

REDACTED

System Security Officer Emergency Checklist

Signature _____ Date _____ Location System EOC

Activity	Action	Date	Initials
Pre-Event Stage			
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.7.1	During System Level Briefing, provides an update on any issues with the Security organization's preparation and activities.		
9.2.7.2	During System Level Briefing, provides an overview of any security incidents, information on any on-going law enforcement investigations, the status of security at the incident site and National Grid 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.		
13.1.1.1	Provides status of Emergency and objectives, strategy, expectations and information dissemination policy to the State Security Officer for dissemination during a System Level Emergency.		
13.1.1.3	Establishes contact with federal and state law enforcement agencies and ascertains their needs and/or concerns, as necessary. Notify agencies of the location of Company staging sites.		
13.1.1.4	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.		
13.1.1.6	Establish contact with System Logistics Officer in order to assess the need for guards at proposed staging sites and assign guards as necessary.		

13.1.1.7	Put contract guard service(s) on stand by and provide best estimate of number of guards necessary for securing personnel, vehicles and equipment at staging areas and lodging facilities.		
Service Restoration Stage			
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander.Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.7.1	During System Level Briefing, provides an update on any issues with the Security organization's preparation and activities.		
9.2.7.2	During System Level Briefing, provides an overview of any security incidents, information on any on-going law enforcement investigations, the status of security at the incident site and National Grid 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.		
12.1.3.1	Coordinates with the System Safety, Health and Environmental Officer to establish security for any hazardous areas following an incident and to protect the integrity of any evidence.		
13.1.1.1	Provides status of Emergency and objectives, strategy, expectations and information dissemination policy to the State Security Officer for dissemination during a System Level Emergency.		
13.1.1.2	Relays key facts about security to the System Incident Commander during a System Level Emergency. Provides guidance on employee safety.		
13.1.1.3	Establishes contact with federal and state law enforcement agencies and ascertains their needs and/or concerns, as necessary. Notify agencies of the location of Company staging sites.		

13.1.1.4	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.		
13.1.1.8	Assess the security impact of the emergency: ➢ Ascertain if there was any perimeter damage to any Company facilities. ➢ Perform site audits, if necessary, to ensure all security protection is established. ➢ Ensure a damage assessment of all automated security systems is conducted, if necessary (cameras, video transmission, and access card systems).		
14.1.2.1	Ensures the development and distribution of Security Incident Reports, as required.		
14.1.2.2	Provides updates to the System Incident Commander on Security reports when necessary.		
Post-Event Stage			
13.1.1.5	Ensures that Security Incident Reports (as described in Chapter 14.1 of this SLP) are compiled Post-Event.		
	In a New England electric Type 1, 2 or 3 event or gas Level 1 or 2 event (all jurisdictions): complete, sign and date checklist and submit it to Emergency Planning.		

23.1.8. SYSTEM FINANCE OFFICER (S-FO)

REPORTS TO: System Incident Commander

POSITION TYPE: General Staff (Key Position)

JOB DESCRIPTION:

1. Serves as the primary point of contact for all financial, administrative, and cost analysis information across the affected States.

ANNUAL RESPONSIBILITIES:

1. Participate in the Annual Emergency Functionality Exercise.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. EMR004: Annual Emergency Response Plan Overview

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT: N/A

ACTIVATION NOTIFICATION:
Appointed and activated by the System Incident Commander.

WORK LOCATION:
System Emergency Operations Center (EOC) or alternate location as required.

WORK PERIOD:
Determined by the System Incident Commander.

ADDITIONAL STAFF REQUIREMENTS: N/A

POSITION-SPECIFIC INSTRUCTIONS:N/A

REDACTED

System Finance Officer Emergency Checklist

Signature _____ Date _____ Location System EOC

Activity	Action	Date	Initials
Pre-Event Stage			
6.1.3.1	Administers all financial matters pertaining to material, fleet and staging site vendor contracts, leases, and fiscal agreements.		
6.2.3.1	Oversees funding of Storm Fund Cards including notification of Global Procurement and Accounts Payable.		
6.2.3.2	Administers all financial matters pertaining to meals and lodging vendor contracts and fiscal agreements.		
7.1.2.1	Oversees the establishment of emergency accounting, provides guidance on expense account procedures, and distributes to the State Public Information Officer for distribution to the entire Emergency Response Organization.		
7.1.2.2	Determines funding sources for the Emergency response.		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.8.1	During System Level Briefing, provides an update on any issues with preparation and related activities.		
9.2.8.2	During System Level Briefing, provides an overview of the current disposition of matters related to Emergency response financial activities during the Emergency.		
Service Restoration Stage			
6.1.3.1	Administers all financial matters pertaining to material vendor contracts, leases, and fiscal agreements.		

6.2.3.2	Administers all financial matters pertaining to meals and lodging vendor contracts and fiscal agreements.		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.8.2	During System Level Briefing, provides an overview of the current disposition of matters related to Emergency response financial activities during the Emergency.		
12.1.4.1	Manages all administrative matters pertaining to compensation for injury and claims-related activities for an incident.		
Post-Event Stage			
	In a New England electric Type 1, 2 or 3 event or gas Level 1 or 2 event (all jurisdictions): complete, sign and date checklist and submit it to Emergency Planning.		

23.1.9. SYSTEM HUMAN RESOURCES OFFICER (S-HRO)

REPORTS TO: System Incident Commander

POSITION TYPE: General Staff (Key Position)

JOB DESCRIPTION:

1. Serves as the primary point of contact for all human resource requirements across the affected States.

ANNUAL RESPONSIBILITIES:

1. Participate in the Annual Emergency Functional Exercise.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. EMR004: Annual Emergency Response Plan Overview

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT: N/A

ACTIVATION NOTIFICATION:
Appointed and activated by the System Incident Commander.

WORK LOCATION:
System Emergency Operations Center (EOC) or alternate location as required.

WORK PERIOD:
Determined by the System Incident Commander.

ADDITIONAL STAFF REQUIREMENTS: N/A

POSITION-SPECIFIC INSTRUCTIONS:N/A

REDACTED

System Human Resources Officer Emergency Checklist

Signature _____ Date _____ Location _System EOC_____

Activity	Action	Date	Initials
Pre-Event Stage			
8.1.2.1	Proactively communicates with labor unions to address issues prior to and during the Emergency.		
8.1.2.2	Provides guidance to supervisors to address human resource issues that arise with employees or labor unions during the Emergency.		
8.1.2.3	Notifies the System Incident Commander and provides guidance on any significant employee/labor issues throughout the duration of an Emergency.		
8.2.3.1	Works with the System Public Information Officer to ensure that a prompt and accurate communication is sent to all employees to emphasize the assistance programs that will be made available to employees and their families as well as the process for obtaining assistance information.		
8.2.3.2	Consider activation of the HR Hotline as necessary		
8.2.3.3	Activates Employee Services Team as required.		
8.3.3.1	Notifies Human Resources support personnel of the potential Emergency.		
	In the event that retiree hiring is implemented, work with Emergency Planning to review the process and facilitate hiring Company retirees for assignment to operating groups. Activate and contact approved retirees to report in for restoration efforts as necessary.		
8.3.3.2	Determines whether any of the recommended Emergency protocols should not be followed (e.g. mandatory attendance) and ensures that this is contained in a message to the Supervisors.		
8.3.3.3	Works with the System Public Information Officer to communicate any applicable National Grid policies to employees.		
8.3.3.4	Works with the System Planning Officer to communicate any applicable National Grid policies to contractors and utility mutual assistance crews.		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.9.1	During System Level Briefing, provides an update on any issues with preparation and related activities.		
9.2.9.2	During System Level Briefing, provides an overview of any significant employee or labor issues.		
Service Restoration Stage			
8.1.2.1	Proactively communicates with labor unions to address issues during the Emergency.		
8.1.2.2	Provides guidance to supervisors to address Human Resource issues that arise with employees or labor unions during the Emergency.		
8.1.2.3	Notifies the System Incident Commander and provides guidance on any significant employee/labor issues throughout the duration of an Emergency.		
8.2.3.1	Works with the System Public Information Officer to ensure that a prompt and accurate communication is sent to all employees to emphasize the assistance programs that will be made available to employees and their families as well as the process for obtaining assistance information.		
8.2.3.2	Activates HR Hotline as necessary		
8.2.3.3	Activates Employee Services Team as required.		
8.2.3.4	Identifies “at risk” individuals, for instance, people who might need near-term emotional or psychological assistance.		
8.2.3.5	Secures the services of trained professionals who are capable of providing for the psychological and emotional needs of National Grid personnel involved in a major incident.		
8.2.3.6	Oversees the coordination of logistical services for the family members of any personnel affected by an Emergency including providing for their spiritual and emotional needs and coordinating with the System Logistics Officer to provide food, lodging and transportation.		
8.3.3.2	Determines whether any of the recommended Emergency protocols should not be followed (e.g. mandatory attendance) and ensures that this is contained in a message to the Supervisors.		
8.3.3.3	Works with the System Public Information Officer to communicate any applicable National Grid policies to employees.		

8.3.3.4	Works with the System Planning Officer to communicate any applicable National Grid policies to contractors and utility mutual assistance crews.		
9.2.1.2	Attends System Level briefings or receive a briefing from the System Incident Commander. Determine: ➢ 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.		
9.1.2.1	Provide ICS role-related objectives to IAP, if necessary.		
9.2.9.2	During System Level Briefing, provides an overview of any significant employee or labor issues.		
Post-Event Stage			
	In a New England electric Type 1, 2 or 3 event or gas Level 1 or 2 event (all jurisdictions): complete, sign and date checklist and submit it to Emergency Planning.		

23.2. System Level Support Positions

23.2.1. IS EVENT LEAD

REPORTS TO: System Incident Commander

POSITION TYPE: Non-Key Position

JOB DESCRIPTION:

1. Facilitates communication between IS and Crisis Management Teams; relays storm call requests to IS Event Coordinators.

ANNUAL RESPONSIBILITIES:

1. Successfully complete all required training and attend any relevant drills and exercises.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. Participate in Emergency response drills and exercises as necessary.

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT: N/A

ACTIVATION NOTIFICATION:
IS Event Coordinator

WORK LOCATION:
State EOC

REDACTED

IS Event Lead Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
	Review time and location of assignment.		
	Notify manager of assignment.		
	Pack for potential overnight stay (if required to travel).		
	Execute any pre-event checklists.		
9.2.11.1	During System Level Briefing, provides status updates on any IS issues.		
Service Restoration Stage			
	Facilitate communication between IS response team and Crisis Management Team.		
9.2.11.1	During System Level Briefing, provides status updates on any IS issues.		
	Relay IS-specific requests to IS Event Coordinators.		
Post-Event Stage			
	Turn in all completed checklists (if applicable).		
	Enter proper accounting for time and expenses.		
	Turn in any required paperwork (if applicable).		

23.2.2. IS EVENT COORDINATOR

REPORTS TO: IS Event Lead

POSITION TYPE: Non-Key Position

JOB DESCRIPTION:

1. Manages IS Support Emergency response effort according to Emergency response guidelines.

ANNUAL RESPONSIBILITIES:

1. Successfully complete all required training and attend any relevant drills and exercises.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. Participate in Emergency response drills and exercises.

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT: N/A

ACTIVATION NOTIFICATION:
System Incident Commander

WORK LOCATION:
State EOC

REDACTED

IS Event Coordinator Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
5.6.5.1	Activates the IS Event Lead, IS Support, IS State Coordinator and IS Branch Support, as required. Position — Activated — Not Activated IS Event Lead ____ ____ IS Support ____ ____ IS State Coordinator ____ ____ IS Branch Support ____ ____		
ERP 8.3.1.1	Postpones planned maintenance on critical IS systems in anticipation of an Emergency.		
MA ERP 8.3.1.3	If a previously scheduled OMS/MEMA interface test is planned to take place concurrent with Emergency Support Function-12 (ESF-12) activation at MEMA's Emergency Operations Center, directs those responsible for testing to cancel and reschedule at a future date and time.		
	Review time and location of assignment.		
	Notify manager of assignment.		
	Ensure that all PPE and Position-Specific Equipment are in good working condition (if applicable).		
	Pack for potential overnight stay (if required to travel).		
	Execute any pre-event checklists.		
	Assess the teleconference, video conference and remote access capabilities.		
	Assess network utilization at critical sites, including Control Centers, Contact Centers and Storm Rooms being activated.		
	Notify IS suppliers of heightened state of alert.		
	Plan and implement IS equipment staging.		
	Coordinate IS team preparation meetings.		
Service Restoration Stage			
5.6.5.1	Activates the IS Event Lead, IS Support, IS State Coordinator and IS Branch Support, as required. Position — Activated — Not Activated		

	IS Event Lead ____ ____ IS Support ____ ____ IS State Coordinator ____ ____ IS Branch Support ____ ____		
ERP 8.3.1.2	Directs IS support resources to address any issues with National Grid hardware and software that are critical to a successful Emergency response.		
	Manage IS Support resources.		
	Coordinate deployment of IS equipment, as required.		
	Maintain contact with IS suppliers to repair damage to infrastructure as necessary.		
	Prioritize and manage IS systems issues related to Emergency response.		
	Escalate any IS issues to IS Event Lead as necessary.		
	Determine structural integrity of facilities including support of the availability of LAN, WAN, and telemetry systems.		
	Determine the status of business applications and telecommunications services and respond to outages and disruptions.		
	Manage and enforce Emergency response guidelines and practices related to critical systems.		
Post-Event Stage			
	Coordinate demobilization of IS equipment.		
	Turn in all completed checklists (if applicable).		
	Enter proper accounting for time and expenses.		
	Turn in any required paperwork (if applicable).		

23.2.3. IS SUPPORT

REPORTS TO: IS Event Coordinator

POSITION TYPE: Non-Key Position

JOB DESCRIPTION:

1. Responds to and troubleshoots event-specific IS systems issues by managing equipment and monitoring systems.

ANNUAL RESPONSIBILITIES:

1. Successfully complete all required training and attend any relevant drills and exercises.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. Relevant training for day-job IS role.
2. Participate in Emergency response drills and exercises.

PERSONAL PROTECTIVE EQUIPMENT (PPE): N/A

POSITION-SPECIFIC EQUIPMENT:

1. Cell phone
2. Computer/internet access

ACTIVATION NOTIFICATION:

IS Event Coordinator

WORK LOCATION:

Normal work location, Staging Sites, Storm Rooms

REDACTED

IS Support Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
	Review time and location of assignment.		
	Notify manager of assignment.		
	Pack for potential overnight stay (if required to travel).		
	Execute any pre-event checklists.		
	Stage IS equipment.		
	Escalate issues and updates to IS Event Coordinator as necessary.		
Service Restoration Stage			
	Provide onsite support to active storm rooms.		
	Escalate issues and updates to IS Event Coordinator as necessary.		
	Respond to and troubleshoot event-specific IS systems issues.		
	Deploy and manage IS equipment related to response effort.		
	Proactively manage and monitor systems to maintain availability.		
Post-Event Stage			
	Demobilize IS equipment.		
	Turn in all completed checklists (if applicable).		
	Enter proper accounting for time and expenses.		
	Turn in any required paperwork (if applicable).		

23.2.4. SAFETY COMMUNICATIONS COORDINATOR

REPORTS TO: System/State Safety, Health and Environmental Officer

POSITION TYPE: Non-Key Position

JOB DESCRIPTION:

1. Develops and distributes storm-related safety communications; coordinates all safety messaging and performance reporting for Safety Officers to distribute.

ANNUAL RESPONSIBILITIES:

1. Successfully complete all required training and attend any relevant drills and exercises.
2. Ensure access to any PPE requirements on short notice (if applicable).

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. Proper Branding and use of templates for storm safety messaging.

PERSONAL PROTECTIVE EQUIPMENT (PPE):

1. Hard Hat.
2. Safety Glasses.
3. Class 3 High-viz garment.
4. ASTM24 or ANSI Z41 EH-rated compression toe work boots.
5. Slip resistant footwear.

POSITION-SPECIFIC EQUIPMENT:

1. Cell Phone
2. Computer/internet access

ACTIVATION NOTIFICATION:

State Emergency Response Process Lead (Safety)

WORK LOCATION:

System EOC

REDACTED

Safety Communications Coordinator Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
	Review time and location of assignment.		
	Notify manager of assignment.		
	Ensure that all PPE and Position-Specific Equipment are in good working condition (if applicable).		
	Pack for potential overnight stay (if required to travel).		
	Execute any pre-event checklists.		
	Receive strategic plan and communications from System Safety, Health and Environmental Officer.		
	Escalate any issues or questions to the System Safety, Health & Environmental Officer.		
Service Restoration Stage			
	Distribute safety messages and concerns regarding Safety issues.		
	Coordinate all safety messaging and performance reporting for Safety Officer to deliver on all storm calls and meetings.		
	Escalate any issues or questions to the System Safety, Health & Environmental Officer.		
Post-Event Stage			
	Turn in all completed checklists (if applicable).		
	Enter proper accounting for time and expenses.		
	Turn in any required paperwork (if applicable).		

23.2.5. SYSTEM LIAISON SUPPORT

REPORTS TO: System Liaison Officer

POSITION TYPE: Non-Key Position

JOB DESCRIPTION:

1. Supports communication with state and/or federal level response organizations, provides updates to the System Incident Commander, and works with State Liaison Officers as necessary.

ANNUAL RESPONSIBILITIES:

1. Participate in relevant annual storm training, drilling and exercises.

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. IS-100: Introduction to Incident Command System (ICS)
2. IS-200: ICS for Single Resources and Initial Action Incidents
3. FocalPoint

PERSONAL PROTECTIVE EQUIPMENT (PPE):

1. In case of field visit only:
   - Hard hat,
   - Safety glasses,
   - Class 3 high-viz garment,
   - ASTM24 or ANSI Z41 EH-rated compression toe work boots, and
   - Slip resistant footwear.

POSITION-SPECIFIC EQUIPMENT:

1. Laptop
2. Cell phone
3. FocalPoint

ACTIVATION NOTIFICATION:

System Liaison Officer

WORK LOCATION:

System EOC, State EOC (within affected area), or alternate location as required.

REDACTED

System Liaison Support Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
	Support System Liaison Officer in reporting to the System Incident Commander.		
	Support System Liaison Officer in staffing of government agencies' EOCs as requested prior to the impact of the incident.		
Service Restoration Stage			
	Support communications with state and/or federal level response organizations involved with the incident.		
	Support updates to the System Incident Commander on government agency response activities.		
	Work with State Liaison Officers as required.		
	Additional responsibilities as assigned by the System Liaison Officer.		
	Complete ICS checklist.		
Post-Event Stage			
	Support Incident After-Action Review sessions as needed.		
	Support communication with federal or state agency After-Action reviews.		

23.2.6. TRANSMISSION UNIT

REPORTS TO: System Planning Officer

POSITION TYPE: Non-Key Position

JOB DESCRIPTION:

1. Directs the overall Emergency operation of the Transmission EOC.
2. Coordinate planning, strategy and execution of Transmission response.
3. Coordinate and review status of transmission resource requests and obtain/allocate/ utilize resources (internal/external) as required.
4. Coordinate, perform and review damage assessment to develop and execute restoration strategies.
5. Obtain, direct and oversee forestry field personnel in support of the transmission restoration strategy.
6. Assist in coordinating safety, materials, logistics, vendors, equipment, and other resources required in support of the transmission restoration strategy.
7. Provide data and reporting on resources, status and response execution as required.
8. Coordinate, obtain and utilize any specialized resources in support of the restoration.
9. Communicate transmission system status information with stakeholders including System Level roles, control centers, Transmission Design, Distribution operations, internal/external workforce and others as required.

ANNUAL RESPONSIBILITIES:

1. Ensure that the National Grid Transmission Emergency Restoration Plan is up to date and properly staffed.
2. Successfully complete all required training and attend any relevant drills and exercises.
3. Ensure that all PPE and Position-Specific Equipment are in good working condition and accessible on short notice (if applicable).

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. ICS Overview
2. AET/Safety/Role Specific Training (as applicable)
3. FocalPoint

PERSONAL PROTECTIVE EQUIPMENT (PPE):

1. If required to go into the field:
   - Hard Hat,

- Safety Glasses,
- Class 3 High-viz garment,
- ASTM24 or ANSI Z41 EH-rated compression toe work boots,
- Slip resistant footwear, and
- FR Clothing

POSITION-SPECIFIC EQUIPMENT:

1. Computer/internet access
2. Phone
3. Storm Card
4. FocalPoint access

ACTIVATION NOTIFICATION:

System Planning Officer

WORK LOCATION:

Transmission EOC and State Storm Room

REDACTED

Transmission Unit Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
	Activate Transmission Storm roles and mobilize Transmission Storm Room.		
	Ensure that all PPE and Position-Specific Equipment in good working condition (if applicable).		
	Provide reports on mobilization and resources (as requested).		
	Execute any pre-event checklists.		
	Determine restoration resource requirements with overall responsibility for Transmission Restoration activities and communications with appropriate National Grid senior management.		
	Pack for potential overnight stay (if required to travel).		
Service Restoration Stage			
	Receive briefing from System Planning Officer.		
	Provide Transmission system status information as required.		
	Direct the overall Emergency operation of the Transmission EOC in accordance with established strategy.		
	Communicate with and advise the System Incident Commander on establishing additional staging areas or using the Mobile Command Center (if needed).		
	Perform Transmission damage assessment, forestry restoration and field restoration per the Transmission restoration strategy.		
	Responsible for reporting internal Transmission updates on State Level calls.		
	Communicate on Transmission restoration status with Transmission team and stakeholders across the overall restoration.		
Post-Event Stage			
	Release Transmission storm roles/resources (internal/external).		
	Deactivate Transmission Storm Room.		
	Enter proper accounting for time and expenses.		
	Execute any post-event checklists.		
	Turn in any required paperwork (if applicable).		
	Support data request responses (as necessary).		

23.2.7. EXTERNAL RESOURCE STORM ROOM LEAD

REPORTS TO: System Planning Officer

POSITION TYPE: Non-Key Position

JOB DESCRIPTION:

1. Responsible for External Resource Coordination activities in the Distribution and Forestry Resource Acquisition Units.

ANNUAL RESPONSIBILITIES:

1. Successfully complete all required training and attend any relevant drills and exercises.
2. Ensure access to any PPE requirements on short notice (if applicable).

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. Storm Response 101
2. ICS Overview
3. Secure and Manage Restoration Resources Overview
4. Mutual Assistance Overview

PERSONAL PROTECTIVE EQUIPMENT (PPE):

1. If required to go into the field:
   - Hard Hat,
   - Safety Glasses,
   - Class 3 High-viz garment,
   - ASTM24 or ANSI Z41 EH-rated compression toe work boots,
   - Slip-resistant footwear, and
   - FR Clothing.

POSITION-SPECIFIC EQUIPMENT:

1. Computer/internet access
2. Phone (land line or cell phone)

ACTIVATION NOTIFICATION:

System Planning Officer

WORK LOCATION:

System EOC

REDACTED

External Resource Storm Room Lead Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
	Activates Forestry Resource Unit, Mutual Assistance Coordinator and External Line Resource Unit as required. Position — Activated — Not Activated Forestry Resource Unit ____ ____ Mutual Assistance Coordinator ____ ____ External Line Resource Unit ____ ____		
	Review time and location of assignment.		
	Notify manager of assignment.		
	Ensure that all PPE and Position-Specific Equipment are in good working condition (if applicable).		
	Pack for potential overnight stay (if required to travel).		
	Execute any pre-event checklists.		
	Review resource requests from System Planning Officer and secure resources as needed.		
	Put contract line and forestry resources on standby in staging areas.		
Service Restoration Stage			
	Activates Forestry Resource Unit, Mutual Assistance Coordinator and External Line Resource Unit as required. Position — Activated — Not Activated Forestry Resource Unit ____ ____ Mutual Assistance Coordinator ____ ____ External Line Resource Unit ____ ____		
	Responsible for External Resource Coordination activities in the Forestry and External Line Resource Units.		
	Receive briefing from System Planning Officer.		
	Brief the Forestry Resource Unit, Mutual Assistance Coordinator and External Line Resource Unit.		

REDACTED

	Assist in developing strategies and decisions regarding procurement and utilization of external resources.		
	Assist in developing and executing demobilization plan.		
	Assist external resources as needed (ex. Contractor guideline clarifications, contacts).		
	Ensure resource reports are provided to all stakeholders.		
Post-Event Stage			
	Execute any post-event checklists.		
	Enter proper accounting for time and expenses.		
	Turn in any required paperwork (if applicable).		
	Support data request responses (as necessary).		

23.2.8. FORESTRY RESOURCE UNIT

REPORTS TO: External Resource Storm Room Lead

POSITION TYPE: Non-Key Position

JOB DESCRIPTION:

1. Coordinate planning, strategy and execution of Forestry response.
2. Coordinate and review status of Forestry resource requests and obtain/allocate/utilize resources (external) as required.
3. Obtain, direct and oversee forestry field personnel in support of the overall restoration strategy.
4. Assist in coordinating safety, logistics, vendors, and other resources required in support of the forestry restoration.
5. Provide data and reporting on resources, status and response execution as required.
6. Communicate Forestry restoration status information with stakeholders including system level roles, Transmission restoration, Distribution restoration, contractors, and others as required.
7. Assist in developing and tracking event estimate.

ANNUAL RESPONSIBILITIES:

1. Successfully complete all required training and attend any relevant drills and exercises.
2. Ensure access to any PPE requirements on short notice (if applicable).

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. ICS Overview
2. AET/Safety/Role Specific Training (as applicable)

PERSONAL PROTECTIVE EQUIPMENT (PPE):

1. If required to go into the field:
   - Hard Hat,
   - Safety Glasses,
   - Class 3 High-viz garment,
   - ASTM24 or ANSI Z41 EH-rated compression toe work boots,
   - Slip resistant footwear, and
   - FR Clothing.

POSITION-SPECIFIC EQUIPMENT:

REDACTED

1. Computer/internet access
2. Phone (land line or cell phone)

ACTIVATION NOTIFICATION:
System Planning Officer

WORK LOCATION:
Branch Storm Room and field restoration locations

REDACTED

Forestry Resource Unit Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
	Activate Forestry Storm roles (System, State and Branch Level).		
	Review time and location of assignment.		
	Ensure that all PPE and Position-Specific Equipment are in good working condition (if applicable).		
	Provide reports on mobilization and resources (as requested).		
	Pack for potential overnight stay (if required to travel).		
	Execute any pre-event checklists.		
	Receive briefing from External Resource Storm Room Lead and/or System Planning Officer.		
	Receive and review resource requests from External Resource Storm Room Lead and/or System Planning Officer.		
	Obtain forestry field personnel in accordance with direction from External Resource Storm Room Lead and/or System Planning Officer.		
Service Restoration Stage			
	Initiate roles for the event.		
	Develop and execute Forestry restoration strategy.		
	Receive and review resource requests from External Resource Storm Room Lead and/or System Planning Officer.		
	Obtain damage information, dispatch resources and perform forestry field restoration as directed by restoration leads.		
	Initiate Forestry reporting to Emergency Planning, State Planning Section Chief, etc. for the event.		
	Communicate on Forestry restoration status with Forestry team and stakeholders across the overall restoration.		
	Notify procurement if a new company is being used.		
	Assist in developing and tracking event estimate.		
Post-Event Stage			
	Release Forestry storm roles/resources (internal/external).		
	Enter proper accounting for time and expenses.		
	Turn in any required paperwork (if applicable).		
	Support data request responses (as necessary).		

23.2.9. MUTUAL ASSISTANCE COORDINATOR

REPORTS TO: External Resource Storm Room Lead

POSITION TYPE: Non-Key Position

JOB DESCRIPTION:

1. Participates in mutual assistance discussions; makes contact with utilities through EEI and NAMAG processes; and may request or offer resources. Secured resources are transitioned to the External Line Resource Unit.
2. Obtains information about the type of assistance responding utilities or companies 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

ANNUAL RESPONSIBILITIES:

1. Successfully complete all required training and attend any relevant drills and exercises.
2. Ensure access to any PPE requirements on short notice (if applicable).

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. Storm Response 101
2. ICS Overview
3. Secure and Manage Restoration Resources Overview
4. Mutual Assistance Overview

PERSONAL PROTECTIVE EQUIPMENT (PPE):

1. If required to go into the field:
   - Hard Hat,
   - Safety Glasses,
   - Class 3 High-viz garment,
   - ASTM24 or ANSI Z41 EH-rated compression toe work boots,
   - Slip resistant footwear, and
   - FR Clothing.

POSITION-SPECIFIC EQUIPMENT:

1. Computer/internet access
2. Phone (land line or cell phone)

REDACTED

ACTIVATION NOTIFICATION:
External Resource Storm Room Lead

WORK LOCATION:
System EOC

REDACTED

Mutual Assistance Coordinator Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
	Review time and location of assignment.		
	Ensure that all PPE and Position-Specific Equipment are in good working condition (if applicable).		
	Pack for potential overnight stay (if required to travel).		
	Execute any pre-event checklists.		
5.2.2.1 5.3.4.1	Procures utility mutual assistance resources as directed by the System Planning Officer.		
Service Restoration Stage			
	Receive a briefing and restoration resource requests from External Line Resource Lead and/or the System Planning Officer for mutual assistance.		
	Assist in developing strategies for restoration resource requests for mutual assistance.		
5.2.2.1 5.3.4.1	Procures utility mutual assistance resources as directed by the System Planning Officer.		
5.3.4.2	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.		
	Participate in mutual assistance forums.		
	Request resources during mutual assistance forums.		
	Confirm mutual assistance restoration resources.		
	Transition resources to External Line Resource Unit and coordination team.		
Post-Event Stage			
	Execute any post-event checklists.		
	Enter proper accounting for time and expenses.		
	Turn in any required paperwork (if applicable).		
	Support data request responses (as necessary).		

23.2.10. EXTERNAL LINE RESOURCE UNIT

REPORTS TO: External Resource Storm Room Lead

POSITION TYPE: Non-Key Position

JOB DESCRIPTION:

1. Responsible for external line resource coordination activities at the system and state levels (mutual aid/contracted).
2. Assist in developing strategies and decisions regarding procurement and utilization of external resources.
3. Coordinate and review status of external resource requests and obtain/allocate/process resources (external) as required.
4. Coordinate and participate in mutual assistance forums about open requests.
5. Activate and enable Restoration Crew Supervisors to provide oversight to external distribution line resources.
6. Assist in coordinating safety, materials, logistics, equipment, vendors, and other resources required in support of the distribution restoration.
7. Manage performance and safety issues with contractors (as necessary).
8. Provide data and reporting on resources, status and response execution as required.
9. Communicate external resource information with stakeholders including system level roles, distribution restoration, contractors, and others as required.
10. Assist in developing and tracking event estimate.
11. Assist in developing and executing demobilization plan.

ANNUAL RESPONSIBILITIES:

1. Successfully complete all required training and attend any relevant drills and exercises.
2. Ensure access to any PPE requirements on short notice (if applicable).

PRE-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

SERVICE RESTORATION STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

POST-EVENT STAGE RESPONSIBILITIES: *Please refer to the following checklist.*

TRAINING RECOMMENDATIONS:

1. ICS Overview
2. AET/Safety/Role Specific Training (as applicable)

PERSONAL PROTECTIVE EQUIPMENT (PPE):

1. If required to go into the field:
   - Hard Hat,
   - Safety Glasses,
   - Class 3 High-viz garment,

- ASTM24 or ANSI Z41 EH-rated compression toe work boots,
- Slip resistant footwear, and
- FR Clothing.

POSITION-SPECIFIC EQUIPMENT:

1. Computer/internet access
2. Phone (land line or cell phone)

ACTIVATION NOTIFICATION:

System Planning Officer

WORK LOCATION:

System EOC, Branch Storm Room or field restoration locations

REDACTED

External Line Resource Unit Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
	Activate External Line Resource roles including Restoration Crew Supervisors (State Level).		
	Initiate the event (open storm event in the storm management tool and request an event in ROD from Emergency Planning).		
	Review and process resource requests from External Resource Storm Room Lead.		
	Communicate and collaborate with Mutual Assistance Coordinator.		
	Assist in developing strategies and decisions regarding procurement and utilization of external resources.		
	Track ETA and location of mobilizing crews.		
	Execute any pre-event checklists.		
	Provide reports on mobilization and resources (as requested).		
	Pack for potential overnight stay (if required to travel).		
Service Restoration Stage			
	Initiate roles for the event.		
	Develop Restoration Crew Supervisor list for the event.		
	Initiate the event (open storm folder).		
	Obtain and process external line resources as directed (contractor and mutual aid).		
	Initiate forestry reporting for the event.		
	Obtain safety, materials logistics, equipment, vendors, and other resources required for the event.		
	Provide contractor company with assignment locations, contact names, and phone numbers, which will be used to direct contractor personnel.		
	Send information package to contractors.		
	Notify procurement if a new company is being used.		
	Ensure plan is prepared for arrival of crews (Supervisor, location, etc.).		
	Manage performance and safety issues with contractors (if necessary).		
	Develop and implement demobilization plan (including communication).		
	Work with contractors to ensure contractual obligations met (including field work).		
	Ensure reporting requirements are met.		

Post-Event Stage			
	Release External Line storm roles/resources (internal/external).		
	Enter proper accounting for time and expenses.		
	Execute any post-event checklists.		
	Turn in any required paperwork (if applicable).		
	Support data request responses (as necessary).		

REDACTED

24. Appendix A: Exhibits to Chapters

Index:

24.1. Chapter 5: Resource Acquisition Exhibits……..……..…….....193

Exhibit A: North Atlantic Mutual Assistance Group Members

Exhibit B: Information Supplied to US Utilities by Party Seeking Assistance

Exhibit C: US Customs and Border Protection – Border Crossing Ports of Entry

Exhibit D: Customs Superintendent Contact Information

Exhibit E: US/Canada Border Guidance Procedure

Exhibit F: Letter of Invite

Exhibit G: Emergency Mutual Assistance Responding Company Checklist

24.2. Chapter 8: Employee Welfare Exhibits……..……...…….203

Exhibit A: Foreign Crew Policies

REDACTED

24.1. Chapter 5: Resource Acquisition Exhibits

Exhibit A: North Atlantic Mutual Assistance Group Members

North Atlantic Mutual Assistance Group

	HOLDING COMPANY	TOTAL ELECTRIC CUSTOMERS by Holding Co.	OPERATING COMPANY	STATE(S) PROVINCE	ELECTRIC CUSTOMERS SERVED
1	Fortis, Inc.	300,000	Central Hudson	NY	300,000
2	CEI	3,895,249	Consolidated Edison	NY	3,600,000
			Orange & Rockland	NY	219,879
			Orange & Rockland	NJ	70,900
			Orange & Rockland	PA	4,470
3	Duquesne Light (DLC)	584,000	Duquesne Light (DLC)	PA	584,000
4	Emera Energy	680,000	Emera (Bangor Hydro)	ME	220,000
			Emera (Nova Scotia Power)	Nova Scotia	460,000
5	Exelon	4,002,100	Exelon BGE (Baltimore G&E)	MD	1,247,000
			Exelon PECO (Phil Elec. Co.)	PA	1,704,100
	Pepco, Holdings, Inc.		Atlantic City Electric	NJ	545,000
			Delmarva Power	DE	312,170
			Delmarva Power	MD	193,830
6	First Energy	5,774,866	First Energy - OH Ohio Edison, The Illuminating Co, Toledo Edison	OH	2,084,999
			First Energy - PA Met-Ed, Penelec, Penn Power, West Penn Power	PA	2,015,741
			First Energy - NJ Jersey Power & Light	NJ	1,099,312
			First Energy - MD Mon Power, Potomac Edison	MD	234,317
			First Energy - WV Mon Power, Potomac Edison	WV	340,497
7	Green Mountain Power	265,000	Green Mountain Power (GMP)	VT	265,000
8	Hydro-One	1,300,000	Hydro-One	Ontario	1,300,000
9	HydroOttawa	319,500	HydroOttawa	Ontario	319,500
10	Hydro-Quebec	4,110,000	Hydro-Quebec	Quebec	4,110,000
11	Iberdrola, USA	2,187,000	Iberdrola (Central Maine Power)	ME	612,000
			Iberdrola (NYSEG/RGE)	NY	1,250,000
	United Illuminating		United Illuminating	CT	325,000
12	Liberty Utilities (Algonquin Power)	42,743	Liberty Utilities (Algonquin Power)	NH	42,743
13	National Grid	3,369,309	National Grid (MA)	MA	1,286,548
			National Grid (RI)	RI	482,761
			National Grid (NY)	NY	1,600,000
14	New Brunswick Power	380,000	New Brunswick Power	New Brunswick	380,000
15	New Hampshire Electric Cooperative	80,000	New Hampshire Electric Cooperative	NH	80,000
16	Eversource	3,090,000	Eversource, CT	CT	1,215,000
			Eversource, CT	CT	1,168,000
			Eversource, NH	NH	500,000
			Eversource, MA	MA	207,000
17	PowerStream	357081	PowerStream	Ontario	357,081
18	PPL Electric Utilities	1,400,000	PPL Electric Utilities	PA	1,400,000
19	PSEG	3,300,000	PSEG (Long Island)	NY	1,100,000
			PSEG (New Jersey)	NJ	2,200,000
20	Saint John Energy	36500	Saint John Energy	New Brunswick	36,500
21	South Norwalk Electric	14,000	South Norwalk Electric	CT	14,000
22	Toronto Hydro	648,380	Toronto Hydro	Ontario	648,380
23	UGI Utilities	62,000	UGI Utilities	PA	62,000
24	Unitil Corp	105,614	Unitil Corp (NH)	NH	76,188
			Unitil Corp (MA)	MA	29,426
		36,303,342			36,303,342

KEY

	Holding Company / Multiple Operating Companies
	Single Company or Holding Company with one (1) Operating Company

REDACTED

Exhibit B: Information Supplied to US Utilities by Party Seeking Assistance

1. Number and type of personnel required; i.e. line crews, tree crews, damage assessors, serviceworkers, fleet mechanics, Wire Down Standby, restoration support, Cut and Clear, etc.

2. Geographical location to have personnel to report to and telephone number of the Branch Director responsible for restoration at that location.

3. When the personnel are required.

4. Estimated duration of the Emergency.

5. Equipment needed: *

   A. Line trucks (buckets, diggers, etc.)
   B. Other vehicles and equipment necessary for weather condition

6. Materials needed.

6. Suggested highway routes to travel.

7. Obtain primary contact name from responding utility, phone number and company email address.

8. Other pertinent information such as local weather conditions.

REDACTED

Exhibit C: 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	JOHN DAMONE, PORT DIRECTOR	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.

REDACTED

Exhibit D: 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**
Peace Bridge	(905) 994-6333/6334
Back up direct line	(905) 994-6330/6331
Peace Bridge Authority	(905) 871-1608
Rainbow Bridge	(905) 354-6754/6427
Back up direct line	(905) 354-4096
Niagara Falls Bridge Commission	(905) 354-5641
Queenston-Lewiston Bridge	(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 E: US/Canada Border Guidance Procedure

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 #,
   - Drivers 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://www.cbp.gov/sites/default/files/documents/CBP%20Form%204455_0.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
   - The signature of the state Emergency Management Agency's director, unless a state of emergency has been declared by the governor

5. Make sure to have the applicable vehicle manifest and forward the master roster to the US Customs and Border manager 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' (per the Canada Border Services Agency: if not stamped, they run the risk of having the vehicle searched and duty charged on the approximate contents).
   - 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

Boston Field Office US Customs and Boarder Manager
Paul J Rooney Jr.
Office: 617– 778 – 1426
Cell: 617 – 680 – 6344

THIS IS FOR REFERENCE ONLY TO ASSIST TO EFFECTIVELY TRANSIT THROUGH THE POEs. THE FINAL ENTRY DECISION WILL BE MADE BY CBP.

REDACTED

Exhibit F: Letter of Invite

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY

MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY
400 Worcester Road Framingham, MA 01702-5399
Tel: 508-820-2000 Fax: 508-820-2030
Website: www.mass.gov/mema

Charles D. Baker
Governor

Karyn E. Polito
Lieutenant Governor

Thomas A. Turco, III
Secretary

Samantha C. Phillips
Director

October 31, 2019

CBPO Paul Rooney
U.S. Customs and Border Protection
Program Manager – Incident Management
Boston Field Office
10 Causeway Street
Boston, MA 02222

Re: National Grid: Request for Assistance in Facilitating Border Crossings

Dear Mr. Rooney:

Massachusetts is preparing for a strong wind and rain event on October 31st – November 1st. Scattered to wide spread power outages are possible. National Grid has advised the Massachusetts Emergency Management Agency (MEMA) that it is looking to call in additional resources to support response and restoration efforts. More particularly, National Grid is seeking mutual aid assistance from utility and/or private sector companies from Canada. National Grid has further advised MEMA that at this time there are insufficient mutual aid resources in the northeast United States that are available to deploy to Massachusetts in a timely manner, and that National Grid requires mutual aid support from Canadian workers.

Accordingly, I support National Grid's request for assistance in moving Canadian utility and/or private sector personnel and equipment into the United States, and I agree with National Grid's conclusion that it is not practicable to obtain mutual aid assistance only from sources in the United States.

Please let me know if you have any questions or require additional information.

Sincerely,

Samantha C. Phillips

Region I
P.O. Box 116
365 East Street
Tewksbury, MA 01876
Tel: 978-328-1500 Fax: 978-851-8218

Region II
P.O. Box 54
12 Administration Road
Bridgewater, MA 02324-0054
Tel: 508-427-0400 Fax: 508-697-8869

Region III / IV
1002 Suffield Street
Agawam, MA 01001
Tel: 413-750-1400 Fax: 413-821-1599

REDACTED

cc: Warren Bamford, National Grid
Department of Public Utilities
Massachusetts Emergency Management Agency

Exhibit G: Emergency Mutual Assistance Responding Company Checklist

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 persons 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: a. Select and assign drivers b. Select trucks c. Have trucks serviced d. Load any special tools and material if requested e. Provide for expenses from home base to destination f. Arrange departure time and notify requesting company g. Advise requesting company as to: 1. Departure time 2. Approximate arrival time at designated location 3. Name of supervisor in charge, number of persons and vehicles.		
5.	Provide supervisor with: a. Name and address of requesting company b. Name, address and phone number of person he or she is to report to in requesting company c. Highway routes to travel and specific detailed information of exactly where to report d. Conditions of emergency (i.e., rain, snow, wind, lightning, flood) e. Estimated duration of emergency (it is the responsibility of the requesting utility to arrange housing facilities) f. Equipment needed		

Emergency Mutual Assistance Responding Company Checklist			
	g. Tools required h. Weather, present and forecasted		
6.	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.).		
7.	Provide supervisor and personnel with money and instructions to handle required expenses.		
8.	Provide accurate list of names and classifications of personnel to supervisor in charge.		
9.	Provide supervisor with time slips, report forms and other required stationery supplies.		
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.		

24.2. Chapter 8: Employee Welfare Exhibits

Exhibit A: Foreign Crew Policies

All employees should get at least 6 to 8 hours off in every 24 hour period. It is desirable to work during daylight hours to maximize efficiency and safety. It is also important to provide ample staffing at night that should include One Person Crew coverage to respond to 911 and large outage calls, pole setting in preparation of crews coming off rest, and large outages where the work area damage is known and can be worked efficiently and safely while meeting crew rest concerns.

Foreign crews and supervisory personnel will be issued the following materials:

1. Every effort must be made to provide quality lodging and meals. It may be desirable to house groups of workers away from the work area and transport them by bus if proper facilities are not available locally.
2. Crews traveling to another Branch or utility for an undetermined time will be instructed to have a minimum of 7 days' supply of clothing and personal items.
3. Crews traveling to another Branch should eat, if necessary, prior to their arrival at the storm area.
4. The following are National Grid policies that must be adhered to by employees, hired contractors, or foreign crews:
    a. There will be no consumption of alcoholic beverages during regular working hours, overtime or at meals.
    b. Meals will be obtained at a reasonable price.
    c. The unlawful use, possession, sale, or purchase of "controlled substances" is prohibited.
    d. No person will enter National Grid property while in possession of a firearm of any description, loaded or unloaded.
    e. Room accommodations will be treated respectfully and in accordance with "House Rules."
    f. National Grid will not pay for hotel charges for room service, movie charges, etc. One call (to the home number) of a reasonable duration is allowed.
    g. Personnel who are sick, injured, or otherwise unable to report to work will inform their immediate Supervisor who, when applicable, will report this to their assigned National Grid representative.

REFERENCES

National Grid, Guide for Foreign Utilities and Outside Crews Assisting in Storm Restoration, January 2008.

REDACTED