

## GUIDELINES FOR ELECTRIC COMPANY EMERGENCY RESPONSE PLANS

### OUTLINE OF GUIDELINES

- I. Purpose
- II. Emergency Response Plan Structure
- III. Definitions
- IV. Classification of Service Outage Events
- V. Incident Command Structure
- VI. Key Functions
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- VIII. Reporting Requirements
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#### I. PURPOSE

The purpose of emergency response plans (“ERPs”) is to ensure that each electric company is adequately and sufficiently prepared to restore service to its customers in a safe and reasonably prompt manner during an outage, including an outage associated with an Emergency Event. 220 C.M.R. § 19.00 et seq. The purpose of these Guidelines is to establish, to the extent reasonable, uniform content and formatting requirements for each electric company’s ERP, consistent with the requirements of G.L. c. 164, § 85B and 220 C.M.R. § 19.00 et seq.

#### II. EMERGENCY RESPONSE PLAN STRUCTURE

ERPs shall be structured consistent with all provisions of these Guidelines. Each electric company shall establish in its ERP a Classification of Service Outage Events pursuant to Section IV. Further, each electric company shall completely address and provide in its ERP all requested information regarding the ERP categories: Incident Command Structure (Section V); Key Functions (Section VI); Advance Planning and Training (Section VII); Reporting Requirements (Section VIII); and the Attachments (associated tables and filing contents). In addition to the stated categories, an electric company may include other categories in its ERP. Different Service Outage Events Classification levels trigger different requirements and may trigger a different set of actions that will be taken by the company under each ERP category; the ERP shall clearly describe which actions shall be taken at different levels.

### III. DEFINITIONS

Department refers to the Department of Public Utilities, Commonwealth of Massachusetts.

Emergency Event means an event where widespread outages have occurred in the service area of an electric company due to storms or other causes beyond the control of an electric company.

Electric Company (“Company”) refers to an investor-owned electric distribution or transmission company conducting business in the Commonwealth.

Emergency Operations Center (“EOC”) means the physical location at which the coordination of information and resources to support incident management activities takes place.

Incident Command Structure (“ICS”) is a standardized on-scene incident management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

Life Support Customers (“LSCs”), also known as medical priority customers, means those customers who have provided documentation to the Company of their medical conditions necessitating utility service.

Mutual Assistance Agreement means an agreement between the Company and other utilities or resource providers both inside and outside the state. These agreements detail specifics for obtaining or lending resources when internal resources are not sufficient to ensure the safe and reasonably prompt restoration of service in the case of an outage, including an outage associated with an Emergency Event. These agreements typically address material, equipment, and trained personnel to complement and work with Company personnel.

Outage means, for the purposes of these Guidelines, an interruption, which is the loss of service to one or more customers.

Pre-Event Stage means the period of time between when a Company first becomes aware of an impending event, and when the event first causes damage to the system resulting in outages.

Post-Event Stage means the period of time immediately following restoration of service to all customers.

Service Restoration Stage means the period of time between when the event first causes damage to the system (resulting in outages), and the time when service is restored to all customers.

## Appendix: ERP Guidelines and Attachments

IV. CLASSIFICATION OF SERVICE OUTAGE EVENTS

Each Company shall classify service outage events as Levels One through Five, according to the severity of damage expected by or experienced during the event. As summarized in Table 1, each Company's ERP shall describe the general characteristics and/or impact typically associated with each level of service outage event and identify: (1) the number of trouble spots typically experienced; (2) the number and type of crews typically required to respond, and whether external resources typically are required; and (3) the number of times in a year that the level of event would typically occur. Where appropriate, the Company may include a range of values, rather than a single value.

TABLE 1

LEVEL	EVENT CHARACTERISTICS	EXPECTED % OF CUSTOMERS TO BE AFFECTED	EXPECTED NUMBER OF TROUBLE SPOTS	EXPECTED # & TYPE OF CREWS REQUIRED	EXPECTED DURATION	EXPECTED EVENT FREQUENCY
I	Small Impact Event	< 2% of customers			< 12 hours	
II	Moderate Impact Event	2 - 4.5% of customers			12-24 hours	
III	Serious Impact Event	4.5 - 9% of customers			24-48 hours	
IV	Major System Impact Event	> 9% of customers			36-72 hours	
V	Catastrophic System Event	> 9% of customers			> 72 hours	

The ERP for each Company shall identify which incident command, actions, and reporting requirements contained in the ERP will be activated or executed for each service outage level listed in Table 1.

V. INCIDENT COMMAND STRUCTURE

A. General Requirements

Each Company shall have an Incident Command Structure (“ICS”) in place to prepare for and respond to outages, including outages associated with Emergency Events, both at the system and district (or other operational) levels. The ERP shall identify the extent to which an ICS is activated or executed for each service outage level. The ERP should identify, at a minimum, the components included in Section V.B and C.

B. System-level Command Structure

1. Strategic Response Team

The ERP shall identify a Strategic Response Team composed of senior executives, which shall (1) establish the Company’s overall response strategy for outages, including outages associated with Emergency Events, and (2) provide guidance to the Incident Commander during an outage, including an outage associated with an Emergency Event.

2. Incident Commander

Each Company shall establish and identify in its ERP the position of Incident Commander, which shall be responsible for directing and coordinating all aspects of the Company’s outage response efforts.

In general, the Incident Commander shall be responsible for ensuring that (1) the ERP is up to date, (2) all positions are adequately and sufficiently staffed, (3) all personnel are adequately and sufficiently trained, (4) ERP drills and exercises are conducted periodically, and (5) the Company has adequately and sufficiently stocked all materials, vehicles, and communications equipment necessary to support its response effort.

Regarding an outage, including an outage associated with an Emergency Event, the ERP shall identify the responsibilities of the Incident Commander which shall include, but not be limited to:

- 1) determining which components of the ERP shall be initiated by an event, based upon the service outage level associated with the event;
- 2) determining the resources required to respond to an event, and directing the efforts to (i) obtain the required resources, and (ii) allocate available resources on a system-wide basis;
- 3) coordinating the efforts of the District-level Commanders;
- 4) providing outage response status information to the Strategic Response Team;
- 5) implementing the ERP demobilization process; and
- 6) implementing the post-event review process.

Each Company’s ERP shall include (1) a full description of the duties and responsibilities of the Incident Commander (see Attachment 1 for format), and (2) a checklist of all actions (with

associated forms and documents) to be taken during the (i) Pre-Event Stage, (ii) Service Restoration Stage, and (iii) Post-Event Stage, for each Service Outage Events Classification level listed in Table 1, above.

### 3. Key Positions

Each Company shall establish positions that will be responsible for overseeing the following key functions at the system level during an outage, including an outage associated with an Emergency Event:

- 1) Service Restoration
- 2) Environmental Response
- 3) Worker Health and Safety
- 4) Customer Communications
- 5) Communications with Government Officials
- 6) Logistics and Field Support
- 7) Finance and Administration

Each Company's ERP shall provide a full description of these key functions, as described in Section VI of these Guidelines.

### 4. Organizational Chart

Each Company's ERP shall include an organizational chart that identifies (1) the Incident Commander and other key positions in its system-level command structure, and (2) the person(s), and their position(s) within the Company, that fill each position.

#### C. District-level Command Structure

##### 1. District-level Commanders

Each Company shall establish and identify in its ERP, for each of its districts (or other operational areas), the position(s) of District-level Commander, which shall be responsible for directing and coordinating the Company's outage response efforts within the district. The District-level Commander(s) shall report directly to the Incident Commander. The responsibilities of the District-level Commander(s) within each district shall include, but not be limited to, those listed for the Incident Commander.

Each Company's ERP shall include (1) a full description of the duties and responsibilities assigned to the District-level Commander(s) (see Attachment 1 for format), and (2) a checklist of all actions (with associated forms and documents) to be taken during the (i) Pre-Event Stage, (ii) Service Restoration Stage, and (iii) Post-Event Stage, for each service outage level listed in Table 1, above.

## 2. Key Positions

Each Company shall establish and identify in its ERP positions that will be responsible for overseeing at the district level the key functions identified in Section VI during an outage, including an outage associated with an Emergency Event.

## 3. Organizational Chart

Each Company's ERP shall include an organizational chart that identifies for each district (1) the District-level Commander and other key positions in its district-level command structure, and (2) the person(s), and their position(s) within the Company, that fill each position.

## VI. KEY FUNCTIONS

### A. General Requirements

Each Company's ERP shall include a full description of how it addresses each of the key functions described below. The description shall include (1) an organizational chart that identifies the positions for these key functions at the system-level and district-level command structures, (2) a full description of the duties and responsibilities assigned to each position responsible for a key function (see Attachment 1 for format), and (3) a checklist of all actions (with associated forms and documents) to be taken by each position during the (i) Pre-Event Stage, (ii) Service Restoration Stage, and (iii) Post-Event Stage, for each service outage level listed in Table 1, above.

### B. Service Restoration

Each Company's ERP shall establish and describe in detail the procedures by which it will address service restoration issues that arise in the course of an outage, including an outage associated with an Emergency Event, including but not limited to procedures for:

- 1) Event Evaluation
  - a. establishing the level of ERP activation based on the Service Outage Events Classification level listed in Table 1, above
  - b. determining when centralized versus decentralized control is appropriate
  - c. coordinating internal resources
- 2) Damage Assessment
  - a. describing the methods for making, within twelve hours, broad-scale preliminary assessments of the nature and extent of system damage based on rapid surveys of damaged areas and other data sources, and for making, within 24 hours, more detailed estimates of system damage based on systematic field surveys
  - b. compiling, analyzing, and evaluating damage assessment and all other available trouble data
  - c. describing the methods and means that will be used to communicate with damage survey crews and service restoration crews

- 3) Crew Resources
  - a. estimating all crew, material, and other resource needs
  - b. evaluating and documenting the need for mutual assistance (prior to and during the event)
  - c. describing how field reports of system damage will be integrated with damage reports or indicators from other sources, such as customer call-ins, in order to make a reasonably accurate assessment of system damage and reliable projections of the personnel, equipment, materials and time that will be needed to rapidly and safely achieve service restoration goals in all damaged areas
  - d. providing the procedures for deploying company and mutual aid crews to work assignment areas, monitoring crew activity, reassigning crews as necessary and releasing crews, under both centralized and decentralized command modes
- 4) Restoration Priorities and Coordination
  - a. identifying restoration priorities to ensure that restoration time is minimized, while ensuring critical customers' needs are met
  - b. identifying the procedures for coordinating company restoration procedures with those of other Companies' restoration efforts and with state and local emergency management and public works agency efforts

C. Environmental Response

Each Company's ERP shall establish and describe in detail the procedures by which it will respond to environmental incidents that arise in the course of an outage, including an outage associated with an Emergency Event, including but not limited to procedures for:

- 1) assessing incidents to determine the appropriate level of response
- 2) identifying hazardous conditions
- 3) evaluating and securing spill response resource needs
- 4) establishing and maintaining communication with spill response personnel
- 5) reporting conditions to the Incident Commander

D. Worker Health and Safety

Each Company's ERP shall establish and describe in detail the procedures by which it will ensure the health and safety of workers in the restoration effort during an outage, including an outage associated with an Emergency Event, including but not limited to procedures for:

- 1) identifying hazardous situations associated with an event
- 2) exercising emergency authority to stop and prevent unsafe acts or correct unsafe conditions
- 3) providing human resource support to impacted employees and their families
- 4) reporting conditions to the Incident Commander
- 5) notifying senior management of any significant employee/labor issues

E. Customer Communications

Each Company's ERP shall establish and describe in detail the procedures by which it will communicate with customers during an outage, including an outage associated with an Emergency Event, including but not limited to procedures for:

- 1) ensuring that the Company responds to customer calls in a timely manner, including ensuring sufficient staffing levels to handle the extraordinary volume of customer calls that are normally placed during significant outage events
- 2) developing Public Service Announcements to ensure unity of message regarding status of service outages, projections for service restoration, and other pertinent information
- 3) contacting Life Support Customers, and policies for responding to the needs of those who require electrically-operated medical machinery.
- 4) contacting other special needs customers such as the elderly, the vision-impaired, the hearing- and speech-impaired, the mobility-impaired and human service agencies representing these customers, along with policies for handling inquiries and requests for assistance from them.

F. Communications with Government Officials

Each Company's ERP shall establish and describe in detail the procedures by which it will communicate with state and local government officials during an outage, including an outage associated with an Emergency Event, including but not limited to procedures for:

- 1) providing advance notice to officials, establishing a dedicated line of communication and providing restoration effort information during an outage, including an outage associated with an Emergency Event, as discussed in Section VII, below
- 2) receiving and processing calls from officials, and providing frequent and timely feedback
- 3) meeting regularly with government officials to discuss outage response, as discussed in Section VII.B below
- 4) ensuring unity of message

G. Logistics and Field Support

Each Company's ERP shall establish and describe in detail the procedures by which it will provide logistical and field support during an outage, including an outage associated with an Emergency Event, including but not limited to procedures for:

- 1) securing external resource requirements (i.e., line crews, crew guides, wires down crews, damage assessors, tree crews), including resources acquired through Mutual Assistance Agreements
- 2) maintaining on-hand inventory
- 3) procuring and distributing materials and supplies
- 4) vehicle management
- 5) administering and mobilizing vendor contacts
- 6) overseeing the mobilization and operation of staging areas



- 7) securing lodging, meals, and other accommodations

#### H. Finance and Administration

Each Company's ERP shall establish and describe in detail its financial and administrative procedures during an outage, including an outage associated with an Emergency Event, including but not limited to procedures for:

- 1) processing financial, compensation, and claims-related matters
- 2) providing facility support and ensuring critical infrastructure remains operational

### VII. ADVANCE PLANNING AND TRAINING

#### A. General Requirements

Each Company's ERP shall include a detailed description of the actions it will take to ensure that it is adequately and sufficiently prepared to restore service to its customer in a safe and reasonably prompt manner during an outage, including an outage associated with an Emergency Event. These actions shall include, but not be limited to (1) meetings with government officials, (2) conducting training and drill exercises, and (3) maintaining updated lists of personnel and entities that may assist in the Company's restoration efforts.

#### B. Meetings with Government Officials

Each Company shall hold meetings, at least annually, with:

- 1) local elected and appointed officials of each of the cities and towns in which it provides service, to ensure the effective and efficient flow of information between the Company and local elected and appointed officials during an outage, including an outage associated with an Emergency Event;
- 2) state and local public safety officials of each of the cities and towns in which it provides service, to ensure the effective and efficient coordination between the Company and local public safety officials during an outage, including an outage associated with an Emergency Event; and
- 3) tree wardens of each of the cities and towns in which it provides service, to ensure the effective and efficient coordination between the Company and tree wardens regarding (i) their annual vegetation management practices, and (ii) their response during an outage, including an outage associated with an Emergency Event.

Each Company shall provide sufficient advance notice to invitees of each of the meetings identified above to ensure appropriate attendance and participation. Each Company shall provide, sufficiently in advance of each of the meetings identified above, an agenda and all presentation materials to invitees of such meeting.

C. Training Sessions and Drills/Exercises

Each Company shall use training sessions and drills/exercises to prepare for outages, including outages associated with Emergency Events, and to test the adequacy and effectiveness of its regularly assigned personnel and personnel performing job functions outside of their normal areas of responsibility in implementing the Company's service restoration procedures for an outage, including an outage associated with an Emergency Event. Each Company shall conduct drills that correspond to the different levels of outages listed in Table 1, above.

Each Company shall conduct:

- 1) training sessions, at least annually, for all employees to whom the Company has assigned responsibilities during an outage, including an outage associated with an Emergency Event. The purpose of these training sessions are to ensure that these employees can effectively and efficiently perform their assigned responsibilities during such an event; and
- 2) drills/exercises, at least annually, for all employees to whom the Company has assigned responsibilities during an outage, including an outage associated with an Emergency Event. The purpose of these drills/exercises is to test the Company's ability to restore service to its customers in a safe and reasonably prompt manner during an outage, including an outage associated with an Emergency Event. Each Company shall provide sufficient advance notice to (i) local elected and appointed officials, (ii) state and local public safety officials, and (iii) the Department to ensure appropriate participation in the drills/exercises. Each Company shall include in its drills/exercises (i) simulation of all outage response assignments and (ii) communication with outside agencies, local governments and others who would normally be included in service restoration responses.
- 3) table-top exercises, at least annually, in order to address how the company would respond to non-storm emergencies such as loss of business continuity, a national emergency or a pandemic incident.

Each Company shall complete its training and drills/exercises prior to June 1 of each year. Each Company shall provide additional detailed training sessions, prior to November 1 of each year, to staff that have been given new outage response assignments since the previous year's training.

D. Contact Information

Each Company shall maintain updated lists of contact persons for an outage, including an outage associated with an Emergency Event, with titles, addresses, phone numbers and other pertinent data for the following:

- 1) all utility personnel assigned outage response positions
- 2) mutual aid companies and contractors
- 3) LSCs (and other special needs customers)
- 4) critical facilities

- 5) human services agencies
- 6) print and broadcast media
- 7) operators/managers of motels, restaurants and dormitories, etc.
- 8) state, county and local elected officials, law enforcement officials, and emergency management and response personnel
- 9) medical facilities
- 10) vendors

Each Company shall verify all contact information not less than twice annually, once by May 15 (in time for the annual ERP filing) and again by November 1 each year.

## VIII. REPORTING REQUIREMENTS

### A. Advance Planning and Training Reports

As required by 220 C.M.R. § 19.03(5)(a), each Company shall submit a detailed report with supporting documentation to the Department for each meeting, training, and drill/exercise held pursuant to 220 C.M.R. § 19.03(2)(b).

#### 1. Meetings with Government Officials

For each of the meetings identified in Section VII.B, above, each Company shall file with the Department a report that includes, but is not limited to, the following information: (1) invitees, and their job titles; (2) attendees and their job titles; (3) agenda; (4) all presentation materials; (5) minutes; (6) action items that result from the meeting; and (7) status of each identified action item. Each Company shall file this report by May 15 (with the annual ERP filing) and November 1 each year.

#### 2. Training Sessions and Drills/Exercises

For each of the training session and drills/exercises identified in Section VII.C above, each Company shall file with the Department a report that includes, but is not limited to, the following information: (1) the date of the drill/exercise; (2) participants, their job titles, and their responsibilities during outages, including outages associated with an Emergency Events; (3) a full description of the type of outage event that is the subject of the drill/exercise; (4) a detailed evaluation of the performance of the Company in the drill/exercise, including lessons learned and action items that result from the drill/exercise; and (5) status of each identified action item. Each Company shall file this report by May 15 (with the annual ERP filing) and November 1 each year.

#### 3. Contact Information

For the list of outage event contact persons identified in Section VII.D above, each Company shall file with the Department a report that includes, but is not limited to, the following information: contact persons; titles; addresses; phone numbers; and other pertinent data. Each

Company shall file this report by May 15 (with the annual ERP filing) and November 1 each year.

B. Outage Reports

1. Outage and Accident Reporting Procedures

Each Company shall report to the Department every sustained distribution and transmission outage that occurs within or impacts its service territory (including an outage associated with an Emergency Event), consistent with the Department's Outage and Accident Reporting Procedures set forth in Service Quality Guidelines, D.P.U. 04-116-C (2007) (Service Quality Guidelines, Section VIII.H). The content and format of these reports is shown in Attachment 2 to these Guidelines. In addition, each Company shall file annually with its ERP a compact disc that contains a compilation of the previous year's outage reports.

2. Outage Event Reporting

a. General Requirements

For an outage, including an outage associated with an Emergency Event, each Company shall provide detailed information to the Department and state and local officials related to outage conditions and restoration performance for each affected city and town during the Pre-Event and Service Restoration stages. Different Service Outage Events Classification levels may trigger a different level of detail in outage reports; the ERP shall clearly describe the level of outage event reporting for each Service Outage Events Classification level. The ERP shall include at least the reporting requirements in subsections b, c, and d, below, for all service outage events classified as levels 3, 4, and 5.

b. Pre-Event Stage Reporting

During the Pre-Event Stage, if a Company expects the event to reach level 3, 4 or 5, each Company shall provide the following information to the Department and state and local officials, no less than every four hours, on actions taken to prepare for the event:

1. Weather forecasting and monitoring;
2. Planned storm conference calls (indicate date and time);
3. Pre-event communications with the public, municipal contacts, and elected officials (describe communication methods);
4. Pre-event notifications with regulators, the Massachusetts Emergency Management Agency and LSCs (describe communication methods);
5. Expected Service Outage Events Classification level (describe expected severity);
6. Resource readiness (indicate actions taken to ensure availability of crews and material resources indicating type and quantity of available crews);

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7. Likelihood of EOC being opened/activated (indicate date and time opened, if opened, or to be opened, if predicted to be opened);
8. Problems anticipated/encountered in preparation for the emerging outage event; and,
9. Any other pertinent information.

c. Service Restoration Stage Reporting

During an outage, including an outage associated with an Emergency Event, each Company shall provide periodic reports to state and local officials that contain detailed information related to outage conditions and restoration performance for each affected city and town. 220 CMR §19.03(5)(b). These reports shall be made no less than every four hours. The content and format of the information to be included in these reports is shown in Attachment 3 to these Guidelines.

In addition, no later than seven days after the end of the outage event, each Company shall provide a report to the Department and state and local officials that includes all necessary updates and corrections to its Service Restoration Stage reports.

d. Final Outage Event Report

As required by 220 C.M.R. §19.03(5)(c), each Company shall submit a detailed report with supporting documentation to the Department on its restoration performance during the outage, including lessons learned, no later than 30 days following an outage event. The content and format of information to be included in this report is shown in Attachment 4 to these Guidelines.

IX. FILING OF EMERGENCY RESPONSE PLAN

Each Company shall file an ERP, which the Company has reviewed and updated within the previous twelve months, with the Department on or before May 15<sup>th</sup> each year, for review and approval. The filing shall include a copy of all written Mutual Assistance Agreements into which the Company has entered, and identify and describe any modifications to the ERP and Mutual Assistance Agreements since the previous ERP filed with the Department. 220 C.M.R. § 19.04(3).

X. ATTACHMENTS

Attachment 1: Duties and Responsibilities of Key Positions

Attachment 2: Outage and Accident Reporting Procedures Requirements

Attachment 3: Service Restoration Stage Report

Attachment 4: Final Outage Event Report

**Attachment 1**

**Duties and Responsibilities of Key Positions**

- A. Position Title:
- B. Reports to:
- C. Position Duties and Responsibilities:
- D. Pre-Emergency Preparations:
- E. Duties, Responsibilities, and Actions during an Emergency Event:
- F. Post-Emergency Event Responsibilities and Reports:
- G. Equipment Required:
- H. Position work location:
- I. Work period:
- J. Activation notification:

**And some positions also contain:**

- K. Major Event Activation:
- L. Additional Responsibilities during Major Events:
- M. Additional Equipment Requirements and
- N. Additional Staff Requirements:









<b>Attachment 4 - Final Outage Event Reporting Requirements (Table 1)</b>	
<b>Each Company shall include the information listed below in its Final Outage Event Report.</b>	
▪ Weather	
• Actual weather	
• Maximum winds experienced	
• Duration of incident	
• Duration of emergency/storm restoration	
▪ Transmission Lines	
• List of transmission lines that became inoperative	
• Repairs made	
• Estimate for repairs	
• Switching necessary to re-route power with adequate sectionalizing points	
▪ Substations	
• List of substations which incurred damage	
• List of equipment damaged	
• Estimate of repairs	
• Were stations properly alarmed	
▪ Distribution Feeders	
• List of feeders affected	
• List of feeders locked out	
• Was backup to feeders sufficient	
▪ Trouble Order System	
• Total Number of Customer Outages	
• Number of trouble orders	
• Did the system function as it was designed	
• Was there sufficient manpower available to operate the system	
• If de-centralization occurred did the system function as it was designed	
▪ Wire Down Operations	
• Total number of Priority wire down calls	
• Number of wire down trouble calls	
• Did the system function as it was designed	
• If de-centralization occurred did the system function as it was designed	
▪ Pole Damage	
• Number of broken pole trouble calls	
• Number of broken poles replaced by location size and age of the old pole	

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▪ Wire Damage
• Number feet, type, and size of primary conductor replaced
• Number feet, type, and size of secondary conductor replaced
• Number of feet, type, and size of follow-up reconductoring to be done
▪ Transformers damaged
• Listing by size, type and age of damaged transformer
• Availability of replacements
▪ Crew Supplements
• Total number of Company crews and from which locations
• Number and type of crews from outside the Company
• Availability and use of wire down appraisers
• Availability and use of damage appraisers
▪ Food and Lodging
• Listing of lodging and number of rooms and meals
• Was food available and adequate
• Was there provisions for noon meals at the job sites
▪ Equipment
• Number and type of vehicles used
• Type and number of equipment breakdowns
• Type of equipment rented
• How were repairs handled for company and foreign vehicles
▪ Helicopter
• Were helicopters available
• How were the helicopters used
▪ Media
• Was the Media kept updated and informed
▪ Public Officials
• Was contact and cooperation maintained with municipal and state officials
▪ Stock /Materials
• Was material adequate and readily available to make repairs
• Were stock rooms properly equipped and staffed
• Were provisions made for stock delivery to crews in the field
▪ Vegetation Management
• Were crews readily available and properly equipped
• Numbers crews used by type, company and community
• Were the vegetation trouble calls handled by highest priority
▪ Communication
• Was communication follow smooth, detailed, accurate and timely
• Were there adequate, communication methods: radios, frequencies and cell phones
• Was the communication with external resources adequate, timely, and detailed