

REDACTED

nationalgrid

National Grid Rhode Island Gas Emergency Response Plan

June 2021



REDACTED

National Grid Rhode Island Gas Emergency Response Plan

Effective Date: June 1, 2021

Supersedes Plan Issued on: June 1, 2020

REDACTED

nationalgrid

Chapter 1: Introduction



REDACTED

1. Introduction

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

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

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

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

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

ERP Overview

Emergency Management – Vision

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

Emergency Management – Policy Statement

REDACTED

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

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

- Developing appropriate prevention or risk mitigation strategies,
- Implementing comprehensive emergency preparedness programs,
- Responding with appropriate resources to address the emergency,
- Communicating timely and accurate information to customers and other stakeholders,
- Recovering from events expeditiously, and
- Continuous improvement.

ERP Structure

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

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

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

The benefits of the organizational flow include:

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

ERP Implementation

REDACTED

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

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

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

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

REDACTED

nationalgrid

Chapter 2: Table of Contents



REDACTED

2. Table of Contents

1.	Introduction.....	4
2.	Table of Contents	8
3.	Organization Overview.....	13
3.1.	National Grid Group Crisis Management Framework and the ICS Philosophy	13
3.2.	General Overview of ERO Including ICS Organization Chart.....	15
3.3.	State Level ICS Positions Overview	20
3.4.	Operational Level Positions Overview	24
3.5.	Additional Organizations Involved in the Response	27
4.	Emergency Classification and Response Plan Activation	27
4.1.	Classification of Emergencies	27
4.2.	Activating the Emergency Response Organization	35
4.3.	Emergency Operations Center Overview	37
5.	Restoration Prioritization.....	41
5.1.	Restoration Prioritization Summary	41
6.	Resource Acquisition.....	43
6.1.	Acquisition of Internal Restoration Resources.....	45
6.2.	Acquisition of Utility Mutual Assistance Resources	49
6.3.	Acquisition of External Contractors	53
6.4.	Acquisition of Services from Retirees.....	56
6.5.	Acquisition of ICS Command and General Staff Resources	58
6.6.	Acquisition of Internal Support Resources	59
7.	Coordinate Support Logistics	64
7.1.	Materials Coordination and Management.....	66
7.2.	Fleet Coordination and Management	68
7.3.	Staging Site Coordination and Management.....	72
7.4.	Facilities Coordination and Management	75
7.5.	Communication Device Coordination and Management	77
8.	Coordinate Personnel Logistics	80
8.1.	Meals Coordination and Management.....	81
8.2.	Lodging Coordination and Management	83

REDACTED

8.3.	Information Technology Coordination and Management.....	85
9.	Financial Accounting Guidelines	87
9.1.	Establishing Emergency Charge Accounts	87
9.2.	Tracking Time and Materials Charging.....	88
9.3.	Processing Claims.....	88
9.4.	Assuring Cost Recovery	88
10.	Employee Welfare.....	93
10.1.	Tracking and Addressing Labor Relations Issues.....	93
10.2.	Providing Employee and Family Assistance	94
10.3.	Communicating Company Policy and Expectations	95
11.	Damage Assessment	97
11.1.	Coordinating and Carrying Out Field Activities	97
12.	Load Shedding.....	102
12.1.	Load Shedding.....	102
13.	Modes of Operation.....	105
13.1.	Normal Operations.....	107
13.2.	Modified System Operations.....	108
14.	Coordination of Restoration Activities	112
14.1.	Conducting Restoration Activities on Distribution Piping	112
15.	Developing and Reporting ETRs.....	121
15.1.	Developing and Reporting ETRs	122
16.	Internal Communications	128
16.1.	Conducting State Level Conference Calls and Briefings	129
16.2.	Conducting Broader Company Communications.....	134
17.	Public Information Communications.....	137
17.1.	Corporate Message Development and Dissemination Controls	138
17.2.	Coordinating with the Customer Contact Center	140
17.3.	Managing Government Communications.....	142
17.4.	Managing Media Communications and Relations.....	143
17.5.	Managing Social Media, Web, Digital and Print Communications	144
18.	Liaison Interactions.....	147
18.1.	Managing Municipal Coordination.....	149
18.2.	Managing State Agency Coordination	152

REDACTED

18.3.	Managing Regulatory and Government Affairs	154
18.4.	Federal Agency Reporting	156
18.5.	Coordinating with Other Responding Agencies	158
19.	Safety, Health and Environmental Coordination	162
19.1.	Safety and Health Coordination	163
19.2.	Environmental Impact Coordination	168
20.	Security Coordination	173
20.1.	Security Strategy Coordination and Implementation	173
21.	Reports and Documentation	178
21.1.	Internal Reports and Documentation	178
21.2.	Regulatory Driven Reports and Documentation	181
21.3.	After Action Review.....	183
22.	Demobilization	187
22.1.	Demobilization Plan Development and Implementation	187
23.	Drills and Training	193
23.1.	Annual Training Courses	193
23.2.	Drills and Exercises	195
23.3.	Web Based Training Program.....	196
24.	Emergency Plan Maintenance	198
24.1.	Timing of and Procedure for Updating the ERP	198
25.	Legislative and Regulatory Compliance Translation Table.....	201
26.	Service Territory/Facility Overview.....	203
26.1	Gas Meter and Regulating Stations	204
26.2	Gas System Peak Shaving Facilities.....	205
26.3	Rhode Island 34 Cities and Towns Served	206
27.	Definitions	208
28.	Document Revision History.....	212
29.	Roles vs. Process/Activity Matrix	215
30.	ERP & SLP Interaction Matrix.....	222
31.	ERP ICS Positions Responsibilities and Checklists	225
31.1.	State Level ICS Positions	228
31.2.	Operational Level Positions	278
32.	Appendix A: Chapter Exhibits	340

REDACTED

32.1.	Chapter 4 Exhibits.....	340
32.2.	Chapter 6 Exhibits.....	355
32.3.	Chapter 7 Exhibits	407
32.4.	Chapter 8 Exhibits	407
32.5.	Chapter 15 Exhibits.....	409
32.6.	Chapter 16 Exhibits.....	427
32.7.	Chapter 21 Exhibits.....	427
33.	Appendix B: Additional Procedures and Documents Utilized by the ERO	448

REDACTED

nationalgrid

Chapter 3: Organizational Overview



REDACTED

3. Organization Overview

Introduction

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

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

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

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

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

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

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

Processes

3.1 National Grid Group Crisis Management Framework and the ICS Philosophy

3.2 General Overview of ERO Including ICS Organization Chart

3.3 State Level ICS Positions Overview

3.4 Operational Level Positions Overview

3.5 Additional Organizations Involved in the Response

REDACTED

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

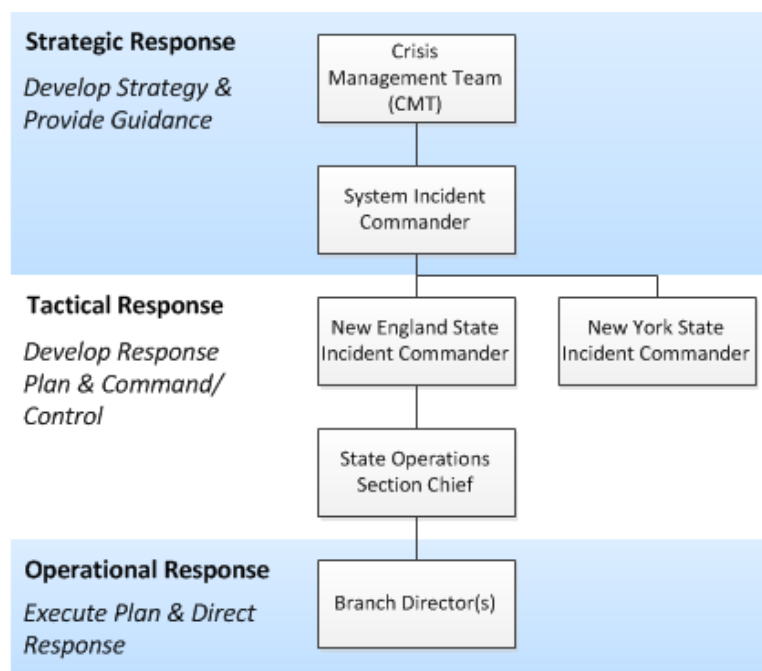


Figure 1: The Group Management Crisis Framework

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

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

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

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

REDACTED

The five major components of NIMS include:

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

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

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

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

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

All National Grid employees are required to complete ICS Overview Training upon hire. In addition, all employees in the Emergency Response Organization (ERO) are required to complete annual training, which includes ICS practices as related to the ERO.

3.2. General Overview of ERO Including ICS Organization Chart

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

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

REDACTED

organization is a framework that the State Incident Commander can expand, or contract as needed.

Gas Organization personnel are assigned to emergency positions corresponding to their skills, abilities and subject matter expertise. A roster of designated trained and qualified personnel for each role is maintained in the Storm Emergency Assignment Listing (SEAL) database. SEAL assignments are reviewed and revised on an annual basis to ensure personnel assigned to roles maintain the training, skills and qualifications necessary to meet emergency response assignments.

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

Shared Services would provide purchasing, materials (stores), transportation, and food support. Gas Systems Operations would shut off gas, where appropriate, to make safe the affected area. Customer Operations would primarily interface with and provide information to the customer. Media Services would provide information to the news media via press releases and interviews. Government Relations would provide information to local government officials and dispatch liaisons to the City or County EOCs if activated. Personnel from these National Grid organizations would coordinate the actions of the ERO with their respective departments.

REDACTED



System and State Level ICS Organization Chart

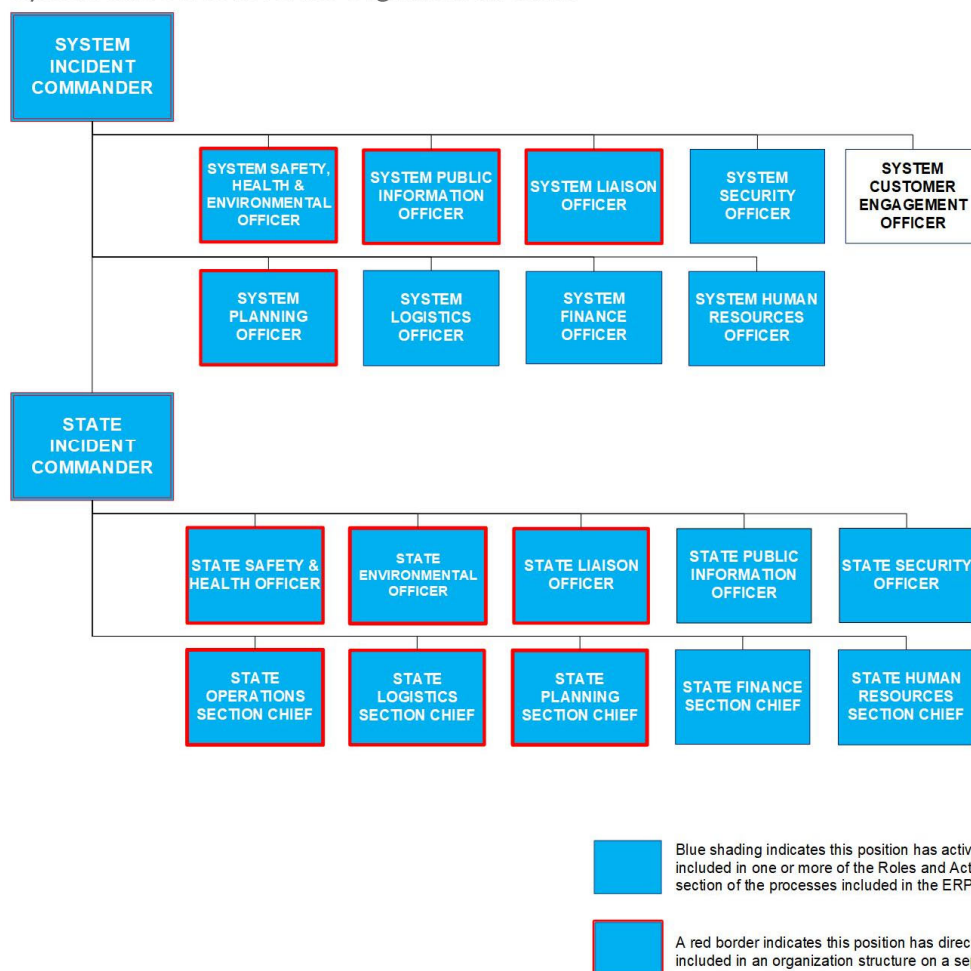


Figure 2: System and State ICS Position

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

REDACTED

System Level Emergency Response Organization

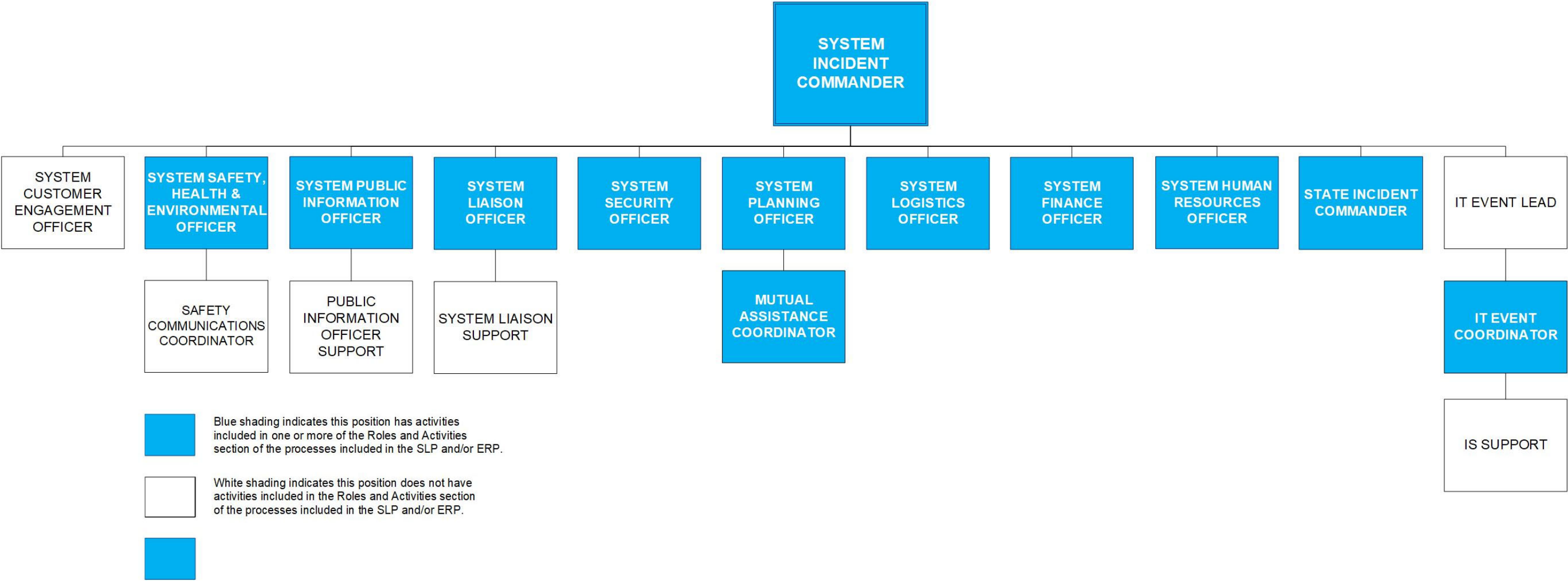


Figure 3: System Level ERO

State Level Gas Emergency Response Organization

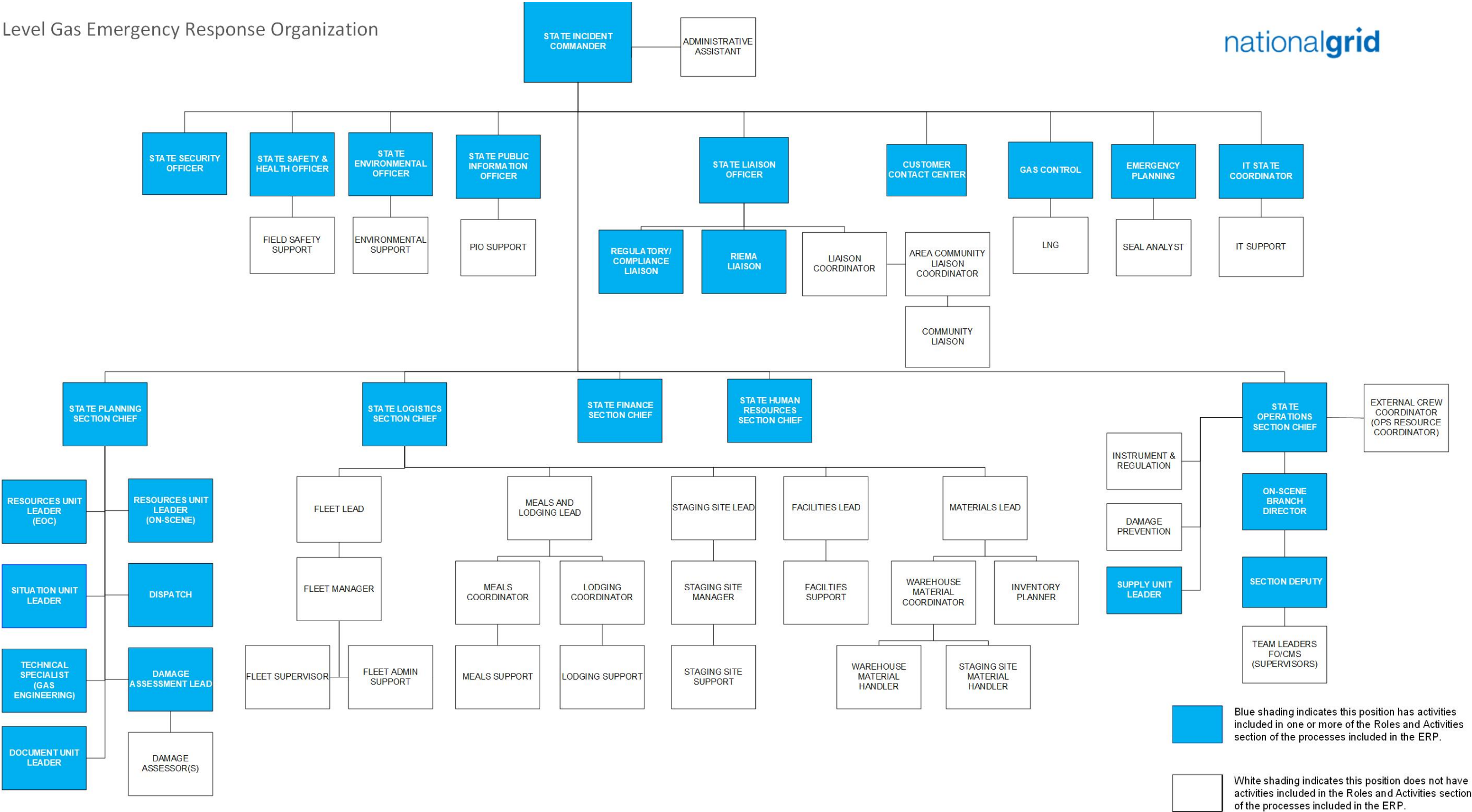


Figure 4: State and Operational Level Gas ERO

REDACTED

3.3. State Level ICS Positions Overview

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

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

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

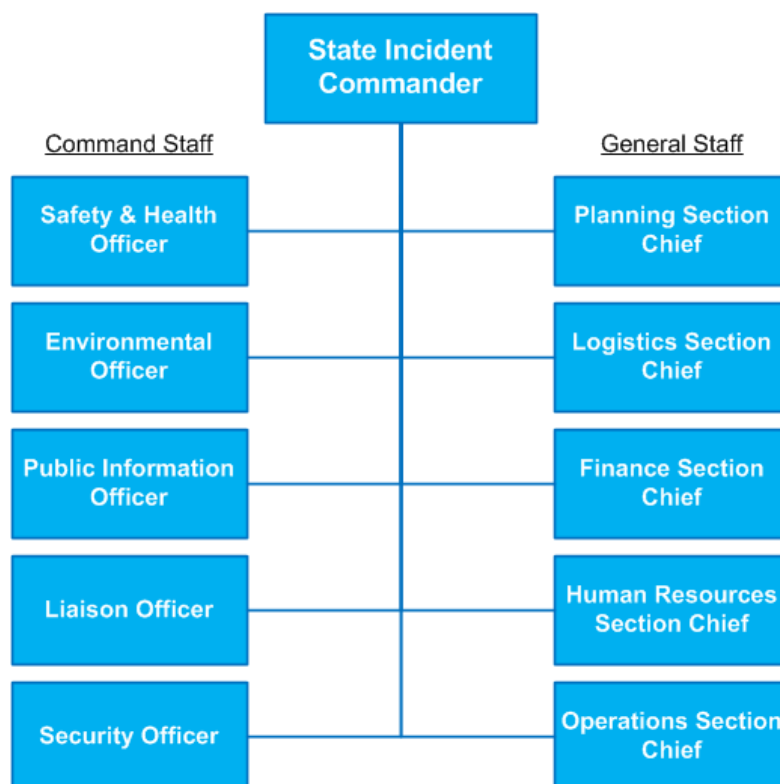


Figure 3: State Level Incident Command Structure

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

REDACTED

3.3.1. Position: STATE INCIDENT COMMANDER

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

REPORTS TO: System Incident Commander

JOB DESCRIPTION:

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

3.3.2. Position: STATE SAFETY & HEALTH OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

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

REDACTED

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

3.3.3. Position: STATE ENVIRONMENTAL OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

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

3.3.4. Position: STATE PUBLIC INFORMATION OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

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

3.3.5. Position: STATE LIAISON OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

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

REDACTED

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

3.3.6. Position: STATE SECURITY OFFICER

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

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

3.3.7. Position: STATE PLANNING SECTION CHIEF

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

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

3.3.8. Position: STATE LOGISTICS SECTION CHIEF

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

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

REDACTED

3.3.9. Position: STATE FINANCE SECTION CHIEF

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

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

3.3.10. Position: STATE HUMAN RESOURCES SECTION CHIEF

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

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

3.3.11. Position: STATE OPERATIONS SECTION CHIEF

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

REPORTS TO: State Incident Commander

JOB DESCRIPTION:

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

3.4. Operational Level Positions Overview

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

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

REDACTED

3.4.1. Position: ON-SCENE BRANCH DIRECTOR

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

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

3.4.2. Position: SECTION DEPUTY

REPORTS TO: On- Scene Branch Director

JOB DESCRIPTION:

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

3.4.3. Position: LIAISON PERSONNEL

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

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

REDACTED

3.4.4. Position: GAS CONTROL

REPORTS TO: State Planning Section Chief

JOB DESCRIPTION:

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

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

REPORTS TO: State Planning Section Chief

JOB DESCRIPTION:

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

3.4.6. Position: SUPPLY UNIT LEADER

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

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

REDACTED

3.4.7. Position: EXTERNAL CREW COORDINATOR

REPORTS TO: State Operations Section Chief

JOB DESCRIPTION:

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

3.5. Additional Organizations Involved in the Response

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

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

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

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

REDACTED

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

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

REDACTED

nationalgrid

Chapter 4: Event Classification



REDACTED

4. Emergency Classification and Response Plan Activation

Introduction

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

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

Chapter 4 Summary: Emergency Classification and Response Plan Activation			The processes and associated roles covered in this chapter can be seen in Figure 6, "Emergency Classification and Response Plan Activation High Level Overview."
4.1 Classification of Emergencies	4.2 Activating the Emergency Response Organization	4.3 Emergency Operations Center Overview	
Key Roles	Key Roles	Key Roles	
<ul style="list-style-type: none"> Emergency Planning 	<ul style="list-style-type: none"> State Incident Commander State Planning Section Chief State Operations Section Chief On-Scene Branch Director 	<ul style="list-style-type: none"> None 	

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

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

4.1. Classification of Emergencies

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

Processes

4.1 Classification of Emergencies

4.2 Activating the Emergency Response Organization

4.3 Emergency Operations Center Overview

REDACTED

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

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

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

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

Overview of Emergency Event Types

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

REDACTED

Table 1: Emergency Event Types

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

REDACTED

Weather Reporting

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

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

4.1.1. Emergency Planning Lead

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

Extreme Weather Plan

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

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

Classifying an Emergency

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

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

The National Grid Emergency Classification Guidelines provide:

REDACTED

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

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

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

Table 2 below, "Overview of Event Classifications" provides the National Grid Emergency Classification Guidelines for gas incidents affecting the gas transmission and distribution systems and gas production facilities.

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

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

REDACTED

Table 2: Overview of Event Classifications

NEW ENGLAND GAS EMERGENCY CLASSIFICATIONS GUIDELINES AND NOTIFICATIONS MATRIX Rev: 05/01/2021 Rev.1			
CLASSIFICATIONS	SPECIAL NOTIFICATION	ABNORMAL EVENT	GAS SYSTEM EMERGENCY
Extreme Weather / Natural Disaster	Localized flooding due to severe weather conditions. (E)	1)Gas Service/System affected by flooding severe weather < 50 outage hours (C4) 2)Gas Service/System affected by flooding severe weather >= 50 outage hours (C)	1) High flood water causing evacuation of an area with more than 100 gas services (B) 2) Earthquake, Hurricane, Tropical Storm (B)
Fire/Disturbance (with or without a continuing gas leak)	Non-gas related fire/disturbance affecting National Grid gas facilities (E)	Gas related fire/disturbance causing: 1)Damage < \$50K (C) 2)Damage >= \$50K (C+C1) 3)Any evacuation (C+C1)	Gas related fire/disturbance causing: 1)Estimated property damage-\$122K or more, including loss to the operator or others, or both, but excluding cost of gas lost(A)* 2)Evacuation of more than 10 buildings (B) 3)Inpatient hospitalization due to injury/death involving natural gas (A)*
Gas Leak	1)Continuing gas leak potentially causing structural damage to company property (E1) 2)All Type 1 natural gas readings in the sewer system (reading of 4% or greater gas-in-air, on a CGI within manholes, vaults or catch basins) (E) 3)Outdoor ambient air readings of natural gas, not directly at the source or > 1% gas (E) 4) Any leak found on a transmission main (E2)	1)Continuing gas leak potentially causing public structural damage (C) 2)Any evacuation (C+C1) 3)Any leak in a natural gas main requiring emergency shutdown of the main (C) 4)Gas leak involving a sewer system where the hazard cannot be immediately relieved by venting (C4)	Gas Leak Causing: 1) Shutdown of transmission main (B) 2) Evacuation of > 10 buildings or critical facility (B) 3) An event that involves a release of gas from a pipeline, liquefied natural gas, liquefied petroleum gas, refrigerant gas, or gas from LNG facility, and results in one or more of the following consequences: a) Inpatient hospitalization die to injury/death involving natural gas(A)* b) Estimated property damage of \$122K or more, including loss to the operator and more (A)* c)Unintentional estimated gas loss of 3 million cubic feet or more (A)* 4)An event that results in emergency shutdown of LNG Facility (A)*
Unplanned Supply Interruption (actual or impending loss of supply)	1)< 50 customer outage hours (E) 2)Water main break with potential for affecting a gas facility (E+E1) 3)Potential loss of pipeline supply (B2)	1)>= 50 Customer outage hours (C) 2)Critical Facility or building of public assembly affected, <50 customer outage hours (C4) 3)Loss of supply to Key Gas Accounts (C+C3) 4)Imminent loss of pipeline supply (B+B2)	1) >100 services affected (B) 2)Actual loss of pipeline facility supply(B+B2) 3)Unexpected drop in system pressure (A)** 4)Unanticipated loss of SCADA communications w/ indication of pipeline facility emergency (A)** 5)There are reports from field personnel of an incident (A)** 6)Unexpected fire alarm at gate station (A)**
Carbon Monoxide (CO)		1)Carbon Monoxide symptoms causing evacuation of a building :MA (C4),RI (C) 2)Carbon Monoxide readings causing evacuation of building and overnight hospital stay required (C)	1) Carbon Monoxide readings causing the evacuation of >10 buildings or critical facility (B) 2)Inpatient hospitalization due to injury/death involving natural gas (A)*
Other	1)Release of reportable quantity of mercury, oil or other hazardous material (H) 2)Vehicle Accident-no injuries (F) 3)Physical damage to a critical main (E+E2) 4)Damage to gas infrastructure with potential to trigger an Abnormal Event or Emergency(E+E1) 5)Potential security breach at LNG/LPG Facility (G) 6) Anomalies or defects discovered during inspection of transmission main that requires immediate repair. (E2)	1)Confirmed bomb threat on National Grid property (D+D1) 2)Odorant release affecting the public (D+D2) 3)Foreign odor causing significant noticeable increase in customer calls (D+D2) 4)Newsworthy Item/Gov't Inquiry (D) 5)Gas Related Public Injury (C) 6)Non-gas accident related public injury/death (C4) 7)Gas incident that results in damage to water or sewer mains (C4) 8) Security Breach at LNG/LPG Facility (G+G1) 9)Property damage or National Grid employee injury only (F1) 10)Aggravated injury, threatening situation, threat with weapon and/or hostage situation involving a National Grid individual(s) while on duty (F1) 11) Verbal Harassment of a Discriminatory Nature involving a National Grid individual(s) while on duty. (F1) 12) National Grid vehicle related public injury/death (F1) 13) Over-pressurization of Main, Service or Customer Piping (C)	1)Confirmed bomb threat on National Grid property potentially affecting the public (B+B1) 2)Event causing significant media or governmental action (B) 3)Electric blackouts (system or rolling) (B) 4)Reduction of pressure or curtailment of load/supply (B) 4) All accidents that may involve LNG/LPG facilities as a causal factor that involves injury or death to any person, any damage to the property of others, significant damage to plant property or communications media [MA 220 CMR 112(A+A1)* 5)All unplanned LNG/LPG spills or leaks that per MA 220 CMR 112 (A+A1)* : a)require taking any segment of pipeline or process area out of service b)result in ignition injury/death c)cause failure of a structural support d) in the judgment of the operator, could cause public concern due to coverage by the news media. 6)An event that involves a release of LNG/LPG or gas from an LNG/LPG facility and results in an emergency shutdown of an LNG/LPG facility [US DOT Part191.3] (A+A1)* 7)Pressure exceedance above 110% MAOP due to system failure of Federally defined transmission lines (A)**
<p>*USDOT notification involves the release of gas from a main, service, or LNG/LPG Facilities. Notification to USDOT Code (A) requires prior approval of a Corporate Officer (see Regional Notification Charts) *For Rhode Island only- any incident that results in the involvement by Police, Fire or Media personnel requires RIPUC Notification. These bolded incidents require that a preliminary notification be sent out, where and when possible, within 15 minutes of receiving a report from a reliable source (company employee/contractor, fire, police, or other town/city/state agency) with the facts as known at that point in time.</p>			

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

REDACTED

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

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

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

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

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

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

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

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

REDACTED

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

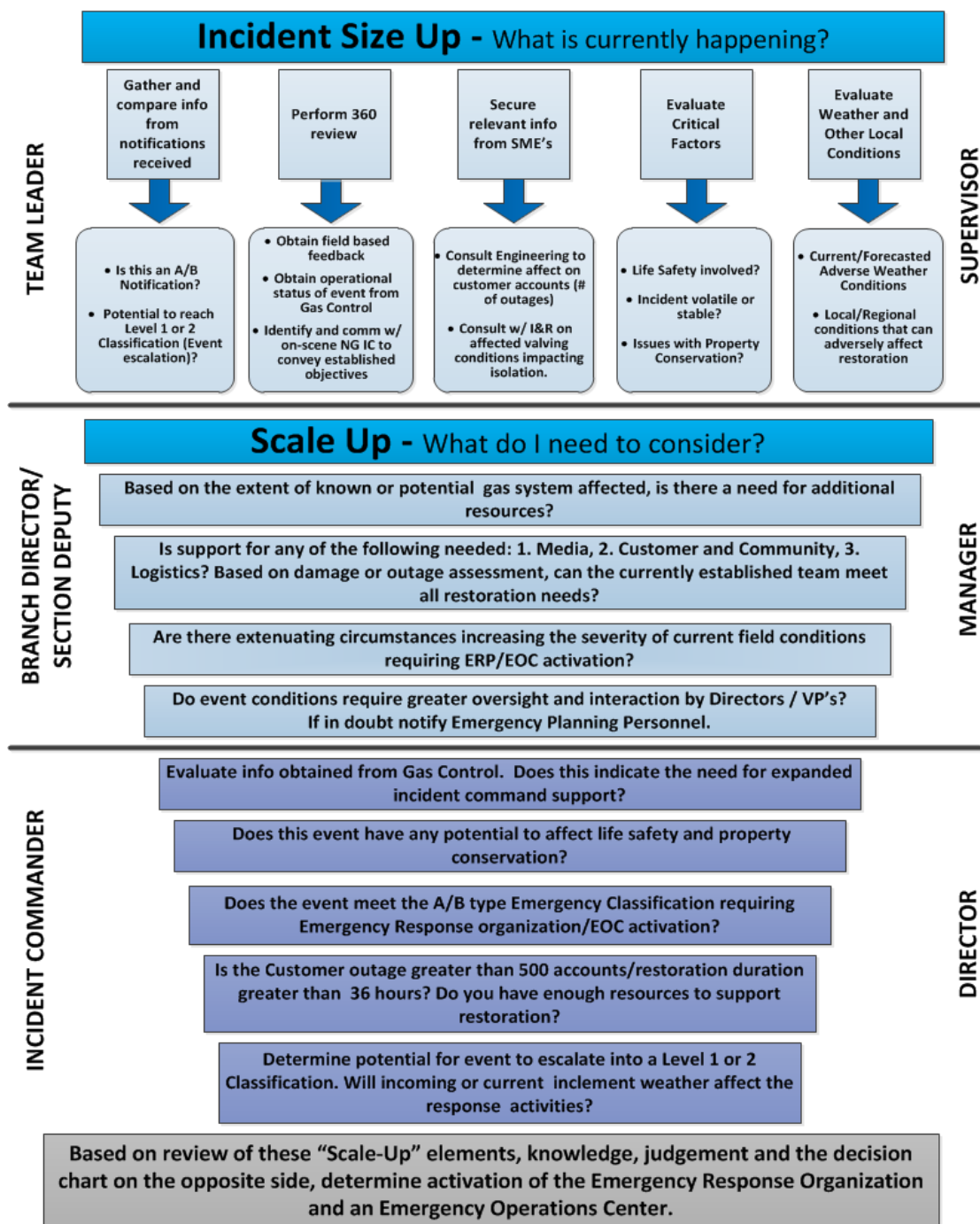


Figure 7: Size-Up, Scale-Up Guidance

REDACTED

Emergency Event Size-Up, Scale-Up Guideline

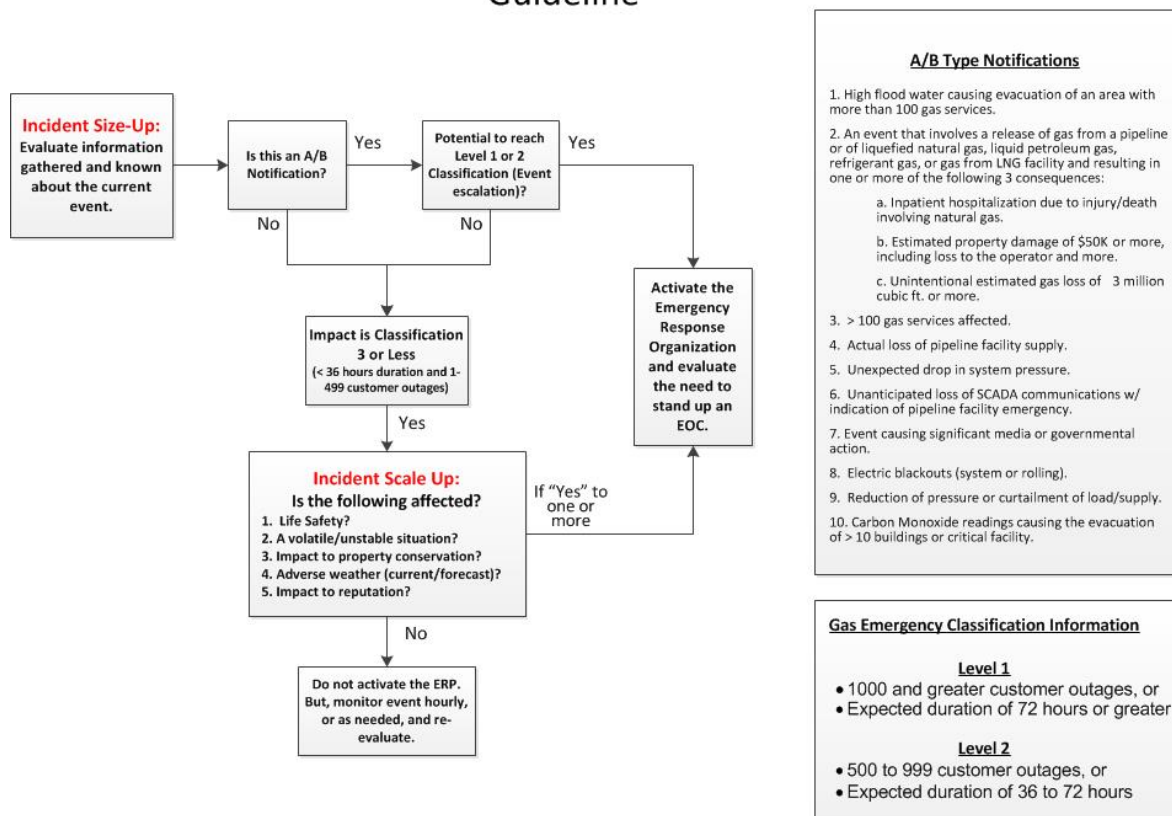


Figure 8: Size-Up, Scale-Up Guidance

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

4.1.2. State Incident Commander

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

4.1.3. Dispatch Supervisor

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

REDACTED

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

4.2. Activating the Emergency Response Organization

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

Organization Activation

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

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

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

Personnel Activation

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

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

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

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

REDACTED

➤ Branch Planning Coordinator

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

Roles and Activities

4.2.1. State Incident Commander

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

REDACTED

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

4.2.2. State Planning Section Chief

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

4.2.3. State Operations Section Chief

- 4.2.3.1. Determines which Operational Level ICS positions are required to oversee the functions desired by the State Incident Commander.
- 4.2.3.2. Determines the need for and oversees operation of the On-Scene Command Center or appoints a designee to do so in their absence.
- 4.2.3.3. An On-Scene Command Center can be established at or near the emergency location and can be in the form of a Company facility, emergency command trailer or response vehicle. When appropriate, coordination with external agencies may provide the option to establish an On-Scene Command Center at a nearby fire house.

4.2.4. On-Scene Branch Director

- 4.2.4.1. Activates the On-Scene Command Center, which could be the Company's mobile command center or established at a Company or third-party location, with the assistance of the Situation Unit Leader if directed to do so by State Operations Section Chief.
- 4.2.4.2. Ensures Customer and Community activities are segregated from operations to allow for access by the public as necessary.

4.3. Emergency Operations Center Overview

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

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

REDACTED

Commander determines that there is a closer or more appropriate company facility that will better meet the needs of the Emergency Restoration Organization, the EOC can be established at a different facility.

During State Level emergencies the State EOC:

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

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

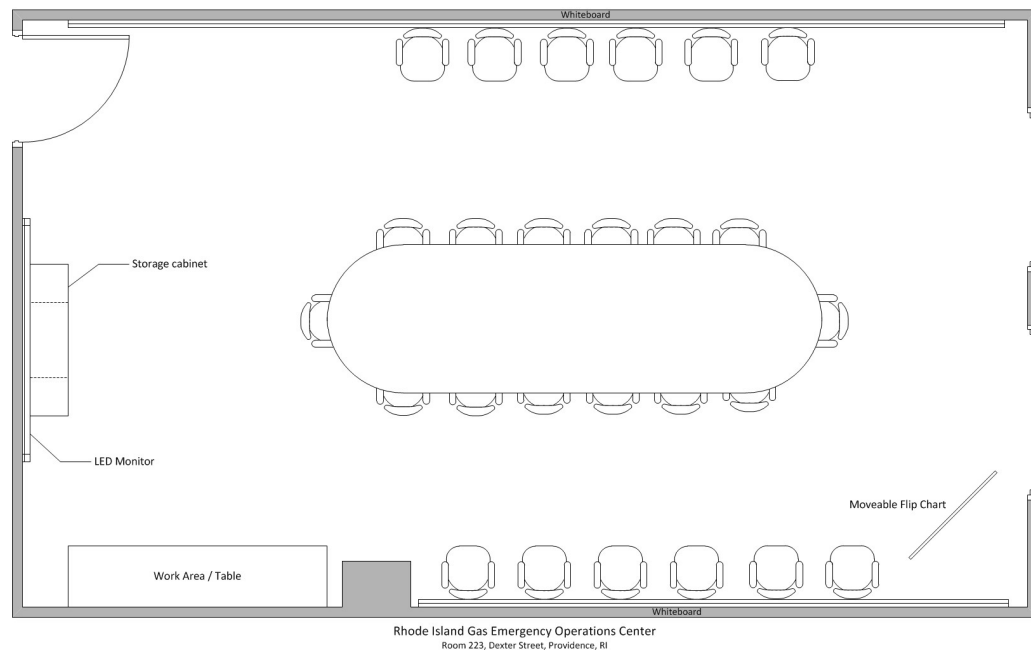


Figure 9: Rhode Island Dexter Street EOC Layout

REDACTED

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

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

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

Control Center Locations

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

REDACTED

nationalgrid

Chapter 5: Restoration Prioritization



REDACTED

5. Restoration Prioritization

Introduction

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

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

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

5.1. Restoration Prioritization Summary

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

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

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

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

Processes

5.1 Restoration Prioritization Summary

REDACTED

nationalgrid

Chapter 6: Resource Acquisition



REDACTED

6. Resource Acquisition

Introduction

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

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

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

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

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

Processes

6.1 Acquisition of Internal Restoration Resources

6.2 Acquisition of Utility Mutual Assistance Resources

6.3 Acquisition of External Contractors

6.4 Acquisition of Services from Retirees

6.5 Acquisition of ICS Command and General Staff Resources

6.6 Acquisition of Internal Support Resources

REDACTED

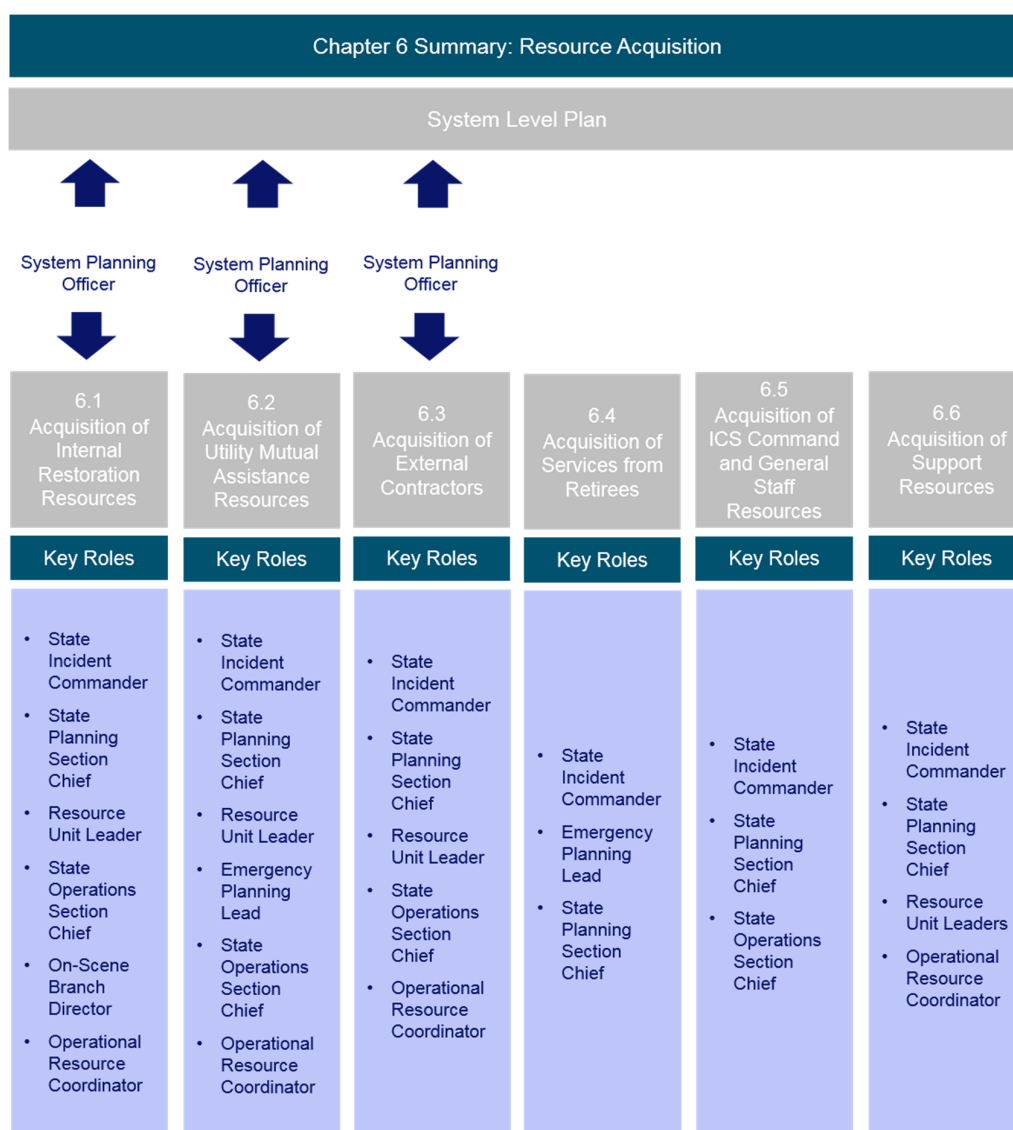


Figure 10: Resource Acquisition High Level Overview

Resource Acquisition Overview

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

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

REDACTED

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

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

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

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

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

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

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

6.1. Acquisition of Internal Restoration Resources

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

REDACTED

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

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

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

REDACTED

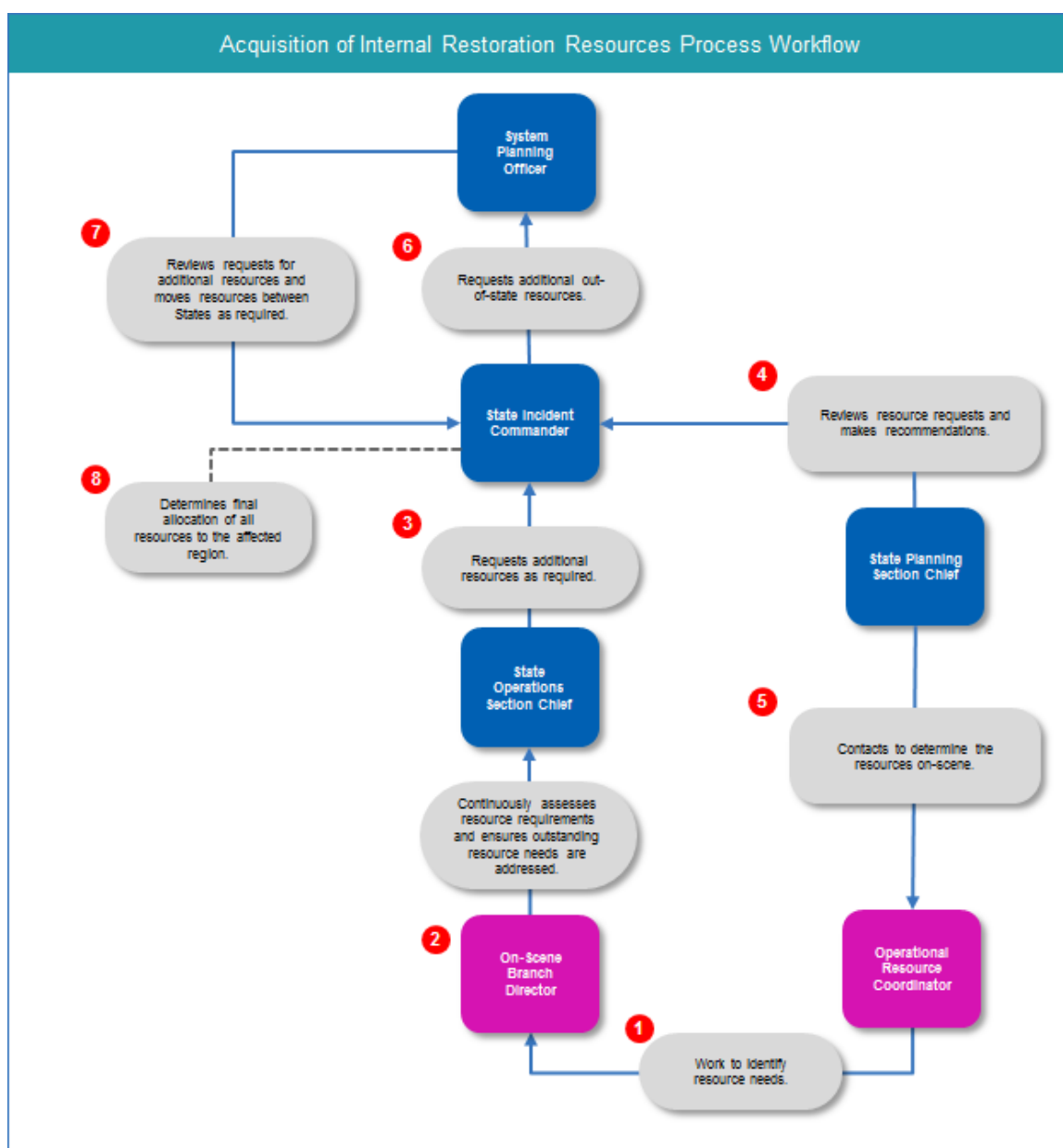


Figure 11: Acquisition of Internal Restoration Resources Process Workflow

Roles and Activities

6.1.1. System Planning Officer

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

REDACTED

emergencies. *If the System Level Plan is not activated, the State Planning Section Chief will complete this task.*

6.1.2. State Incident Commander

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

6.1.3. State Planning Section Chief

- 6.1.3.1. Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the region and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to field locations.
- 6.1.3.2. Contacts Resource Unit Leader and determines resources on-scene and requested (location/status). Considers the need for resources in addition to those resources on-scene or requested.
- 6.1.3.3. Maintains a Personnel Resource Status Sheet and provides personnel resource updates to the State Incident Commander on a regular basis.
- 6.1.3.4. Ensures implementation of the National Grid Operator Qualification (OQ) Plan and requests assistance with defining personnel qualification requirements for Company restoration personnel.
- 6.1.3.5. Completes the Contact Information Form (an example of which is included in Chapter 32.2 Exhibit B, Appendix A of this ERP) by entering information for all personnel involved with the Emergency Organization including cell phone numbers.
- 6.1.3.6. Collects and manages all incident relevant operational data.
- 6.1.3.7. Based on the number of service technicians needed to complete shut off process, activates the Resource Unit Support Team to initiate and manage the Outage Data Management process.
- 6.1.3.8. If the System Level Plan is not activated, the State Planning Section Chief will complete the task outlined in item 6.1.1.1.

6.1.4. External Crew Coordinator

- 6.1.4.1. Works with the On-Scene Branch Director and/or the Section Deputy to determine the Gas Organization personnel needed to respond to the event.

REDACTED

- 6.1.4.2. Identifies the individual(s) at the scene, to whom Company personnel should report.

6.1.5. Resource Unit Leader

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

6.1.6. State Operations Section Chief

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

6.1.7. On-Scene Branch Director

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

6.2. Acquisition of Utility Mutual Assistance Resources

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

The Emergency Planning Lead will initiate a Request for Assistance through the NGA to obtain mutual assistance from member utilities as requested by the System Planning Officer. Exhibits E through L to this chapter (which are included in Chapter 32.2 as Appendix A) contain an

REDACTED

overview of the information that should be supplied to responding utilities when the request for mutual assistance is made.

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

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

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

REDACTED

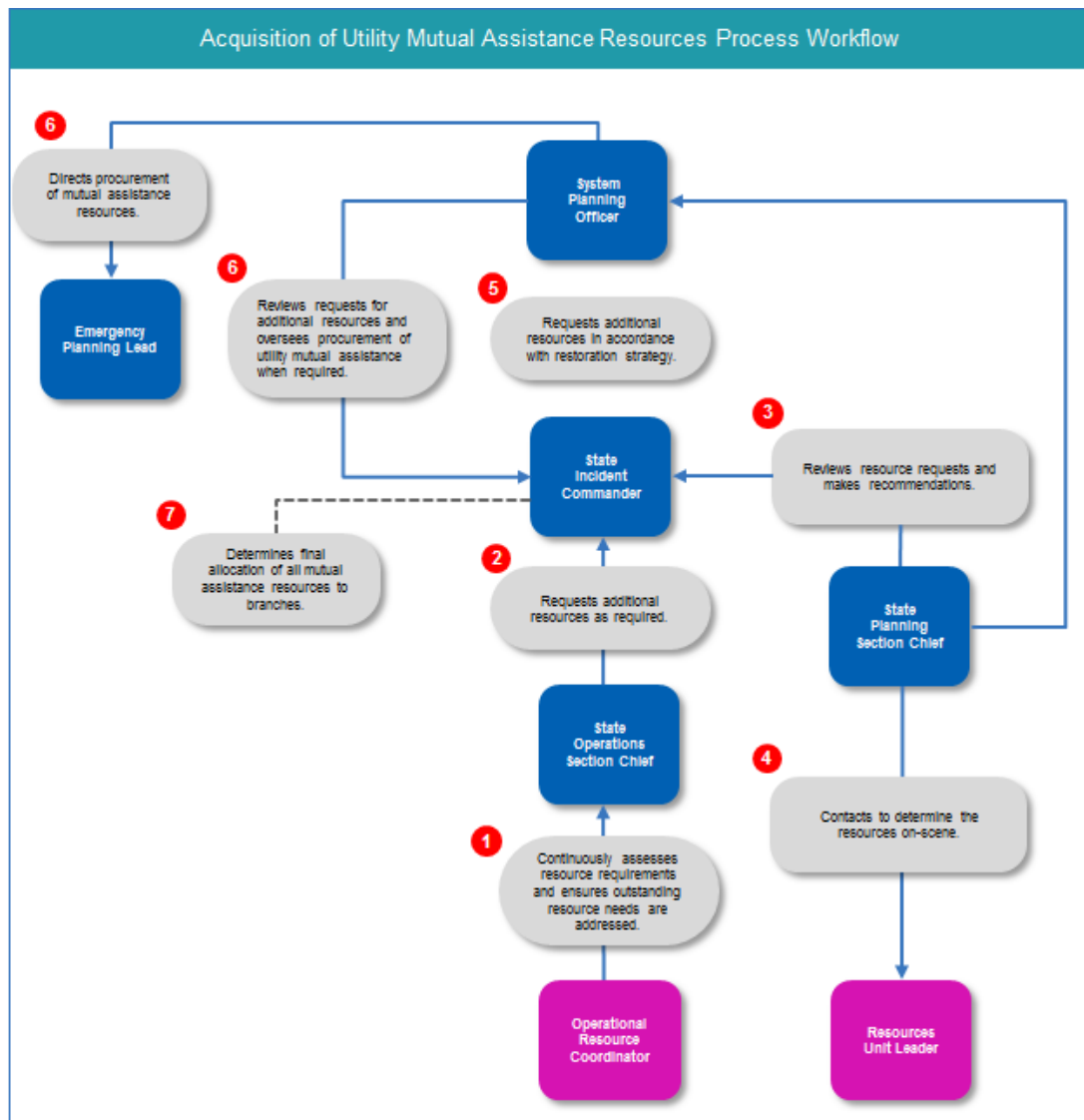


Figure 12: Acquisition of Utility Mutual Assistance Resources Process Workflow

Roles and Activities

6.2.1. System Planning Officer

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

REDACTED

Emergency. *If the System Level Plan is not activated, the State Planning Section Chief will complete this task.*

- 6.2.1.2. Oversees procurement of utility mutual assistance. *If the System Level Plan is not activated, the State Planning Section Chief will complete this task.*

6.2.2. State Incident Commander

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

6.2.3. State Planning Section Chief

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

REDACTED

- 6.2.3.8. If the System Level Plan is not activated, the State Planning Section Chief will complete the tasks outlined in Section 6.2.1.

6.2.4. Resource Unit Leader

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

6.2.5. Emergency Planning Lead

- 6.2.5.1. Procures utility mutual assistance resources as directed by the System Planning Officer.
- 6.2.5.2. Obtains information about the type of assistance that responding utilities will send, such as:
- Number and capability of crews (by utility),
 - Type of equipment and material (truck, lighting, etc.), and
 - Estimated time of arrival on Company property.

6.2.6. State Operations Section Chief

- 6.2.6.1. Gathers preliminary information from the on-scene responder and Gas Dispatch and determines the resources required (e.g., Instrumentation & Regulation (I&R), Construct & Maintain (C&M), Customer Meter Services (CMS), etc.).
- 6.2.6.2. Requests additional resources from the State Incident Commander if resource needs cannot be met by resources already on-scene.

6.2.7. External Crew Coordinator

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

6.3. Acquisition of External Contractors

The Company maintains contact information for a portfolio of contractors. The System Planning Officer will report back to the State Incident Commander with contractor responses and provide the appropriate crew rosters upon notification. The State Incident Commander will provide the System Planning Officer with assignment locations, contact names and phone numbers which will be used to direct the contract personnel. The System Planning Officer's team will provide the appropriate information to the responding contractor company. Upon arrival, contractor

REDACTED

resources are on-boarded and directed by the appropriate leadership until demobilized. Refer to Figure 13, “Acquisition of External Contractors Process Workflow” below.

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

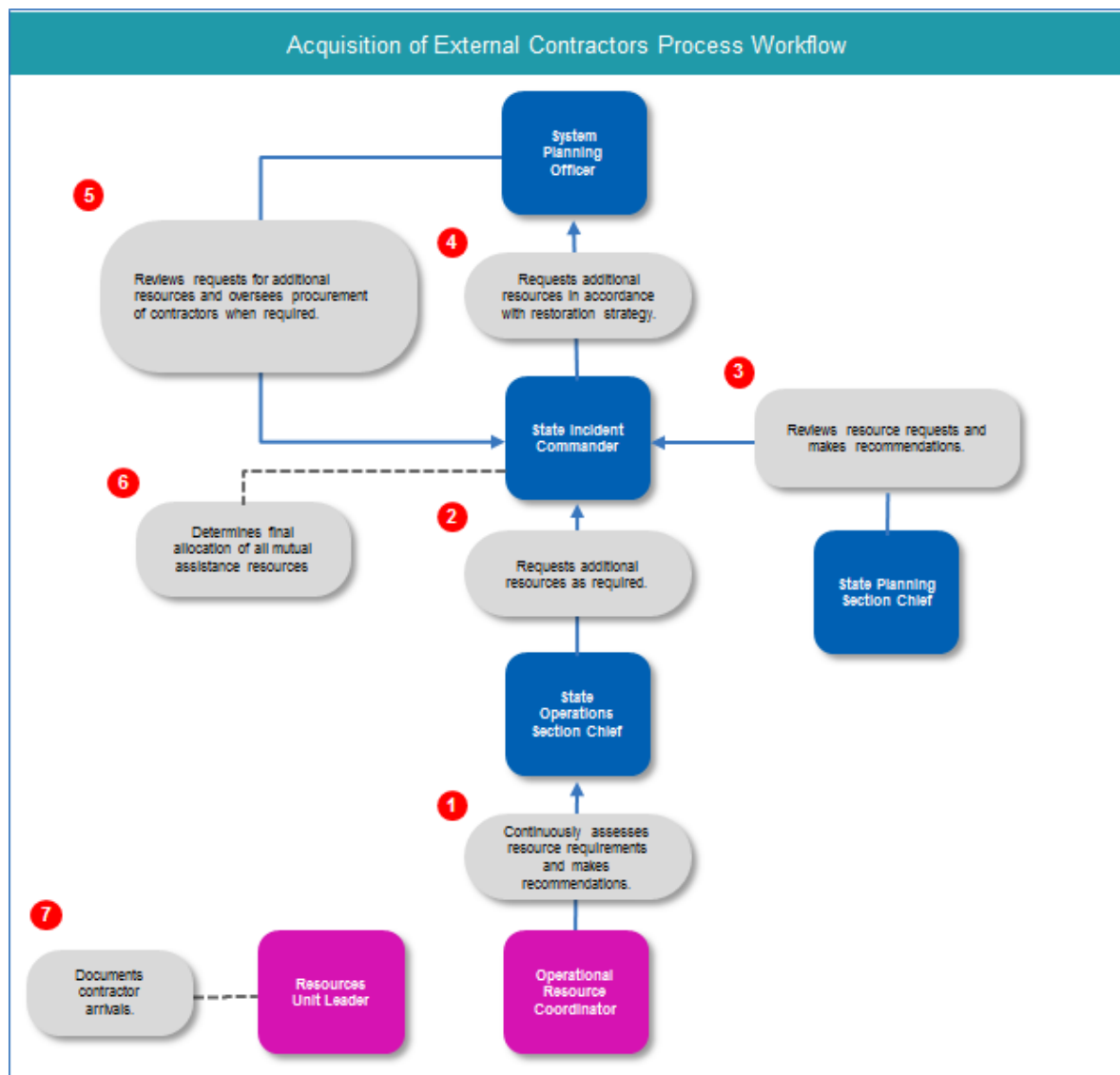


Figure 13: Acquisition of External Contractors Process Workflow

REDACTED

Roles and Activities

6.3.1. System Planning Officer

- 6.3.1.1. Oversees procurement of external contractors. If the System Level Plan is not activated, the State Planning Section Chief will complete this task.
- 6.3.1.2. Reports back to the State Incident Commander and/or State Operations Section Chief with contractor company response and provides the appropriate crew rosters upon notification. If the System Level Plan is not activated, the State Planning Section Chief will complete this task.

6.3.2. State Incident Commander

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

6.3.3. State Planning Section Chief

- 6.3.3.1. Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the region and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to affected locations.
- 6.3.3.2. Completes the Contact Information Form (an example of which is included as Exhibit B, Chapter 32 Appendix A of this ERP) by entering information (including cell phone numbers) for all personnel involved with the Emergency Organization.
- 6.3.3.3. Activates use of the Foreign Crew Tracking Excel file as contractor resources are acquired.
- 6.3.3.4. Obtains all information necessary to demonstrate applicable National Grid Operator Qualifications prior to any foreign crew beginning work for National Grid.
- 6.3.3.5. If the System Level Plan is not activated, the State Planning Section Chief will complete the tasks outlined in Section 6.3.1.

6.3.4. Resource Unit Leader

- 6.3.4.1. Documents the arrival of all personnel who have been assigned to work at the on-scene location, or as field personnel; may implement use of the National Grid Gas Organization On-Scene Emergency Responder Sign-In

REDACTED

Sheet (an example of which is included in Exhibit C Chapter 32 Appendix A of this ERP).

6.3.5. State Operations Section Chief

- 6.3.5.1. Gathers preliminary information from the on-scene responder and Gas Dispatch and determines resources required, (e.g., Instrumentation & Regulation (I&R), Field Operations (FO), Customer Meter Services (CMS), etc.).
- 6.3.5.2. Requests additional resources from the State Incident Commander if resource needs cannot be met by resources allocated to the affected location.

6.3.6. External Crew Coordinator

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

6.4. Acquisition of Services from Retirees

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

When the State Incident Commander determines a need for retiree assistance, they will contact both Emergency Planning and the State Planning Section Chief in advance of retaining retirees to discuss their specific requirements. The Emergency Planning Lead and State Planning Section Chief will work with the Field Operations Director(s) to identify retiree resources. Refer to Figure 14, "Acquisition of Services from Retirees Process Workflow" below.

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

REDACTED

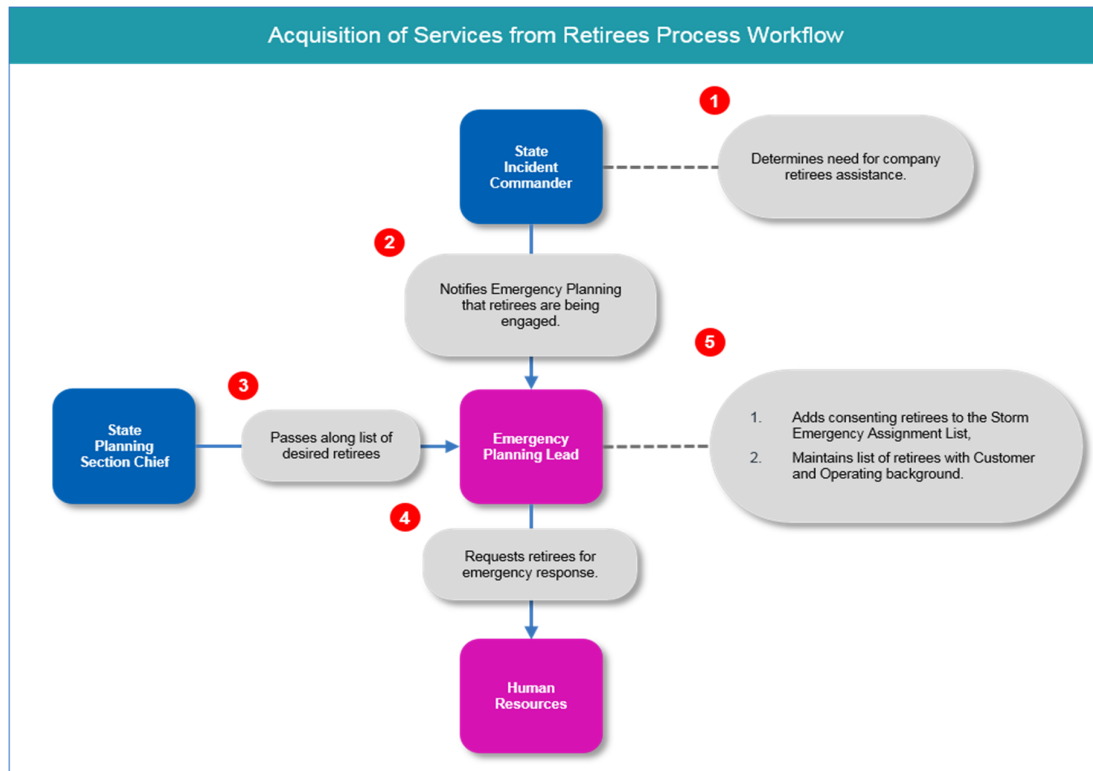


Figure 14: Acquisition of Services from Retirees Process Workflow

Roles and Activities

6.4.1. State Incident Commander

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

6.4.2. Emergency Planning Lead

- 6.4.2.1. Requests Human Resource contact retirees and handle the administrative details of their employment arrangements.
- 6.4.2.2. Adds consenting retirees to Storm Emergency Assignment Listing (SEAL), designating their availability and willingness to be of service during emergencies.
- 6.4.2.3. Works with Field Operations Director(s) to identify retiree resources to be assigned during an emergency.

6.4.3. State Planning Section Chief

REDACTED

- 6.4.3.1. Works with Field Operations Director(s) to identify retiree resources to be assigned during an emergency.
- 6.4.3.2. Provides a list of desired retirees to Emergency Planning.
- 6.4.3.3. Completes the Contact Information Form (an example of which is included in Chapter 32, Exhibit B, Appendix A of this ERP) by entering information (including cell phone numbers) for all personnel involved with the Emergency.

6.5. Acquisition of ICS Command and General Staff Resources

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

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

When it is necessary to transfer responsibilities from an outgoing to an incoming ICS Command or General Staff resource, such as during a shift change, the outgoing resource will provide a situational awareness briefing to the incoming resource. Refer to Figure 15, “Acquisition of Command and Staff ICS Resources Process Workflow” below.

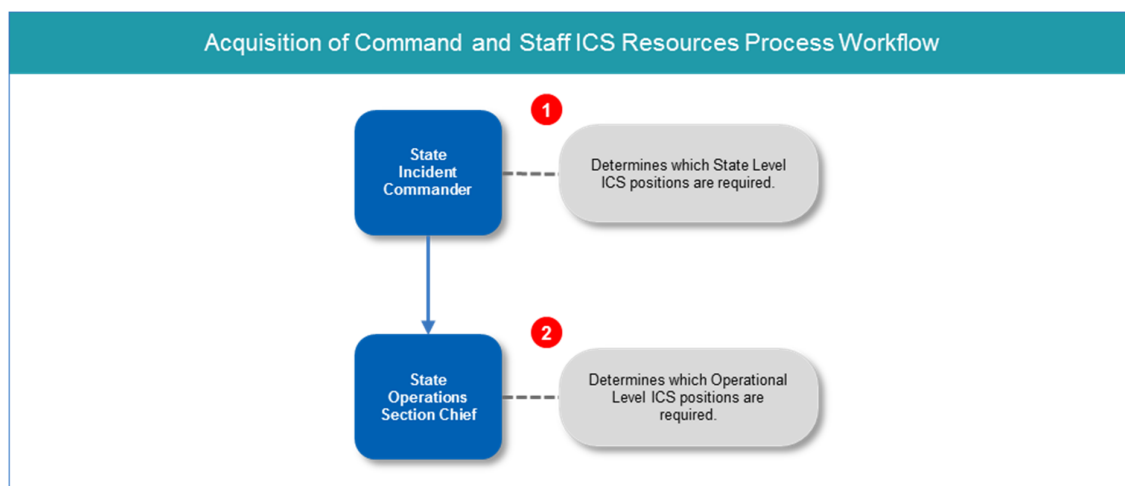


Figure 15: Acquisition of Command and Staff ICS Resources Process Workflow

Roles and Activities

REDACTED

6.5.1. State Incident Commander

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

6.5.2. State Planning Section Chief

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

6.5.3. State Operations Section Chief

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

6.6. Acquisition of Internal Support Resources

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

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

REDACTED

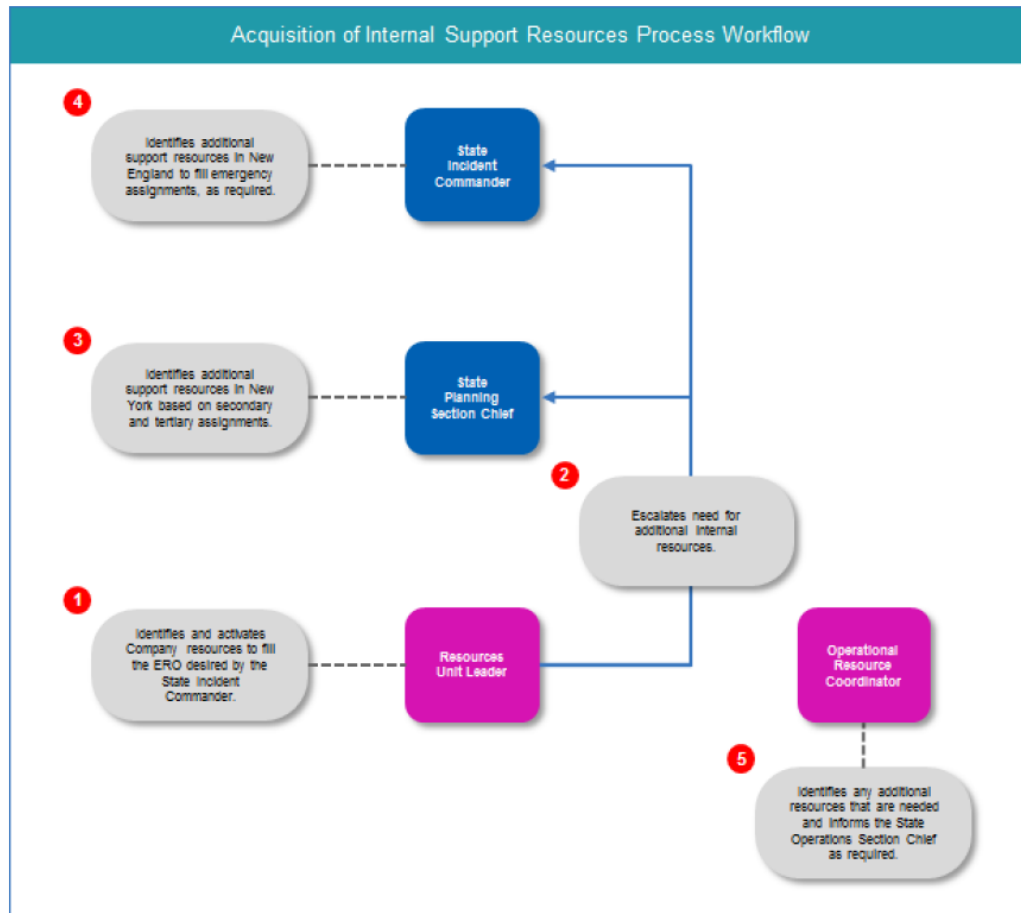


Figure 16: Acquisition of Support Resources Process Workflow

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

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

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

REDACTED

Roles and Activities

6.6.1. State Incident Commander

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

6.6.2. State Planning Section Chief

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

6.6.3. Resource Unit Leader

- 6.6.3.1. Identifies and activates Company resources to fill the emergency support assignments within the ERO activated by the State Incident Commander.
- 6.6.3.2. Provides the State Planning Section Chief with updates on requirements for additional support resources.
- 6.6.3.3. Works with the State Incident Commander to identify resources in Massachusetts and/or New York to fill support roles not filled after consulting personnel already assigned and the State Planning Section Chief.
- 6.6.3.4. Provides State Planning Section Chief updates on requirements for additional support resources.

6.6.4. External Crew Coordinator

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

REDACTED

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

REDACTED

nationalgrid

Chapter 7: Coordinate Support Logistics



REDACTED

7. Coordinate Support Logistics

Introduction

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

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

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

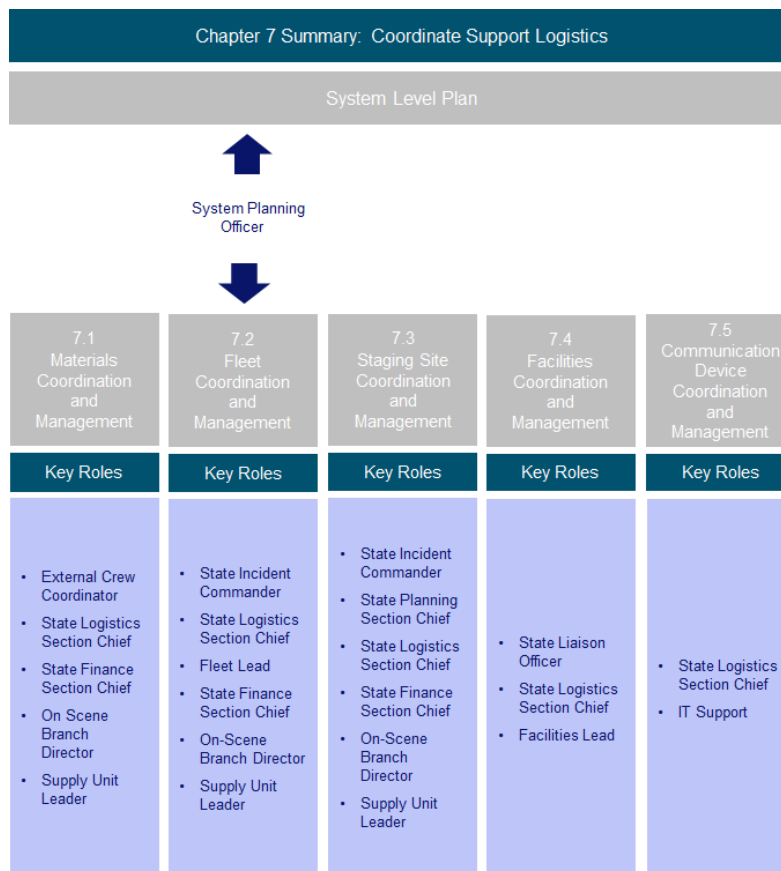


Figure 17: Coordinate Support Logistics High Level Overview

Processes

*7.1 Materials
Coordination and
Management*

*7.2 Fleet
Coordination and
Management*

*7.3 Staging Site
Coordination and
Management*

*7.4 Facilities
Coordination and
Management*

*7.5 Communication
Device Coordination
and Management*

REDACTED

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

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

Coordinate Support Logistics Overview

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

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

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

REDACTED

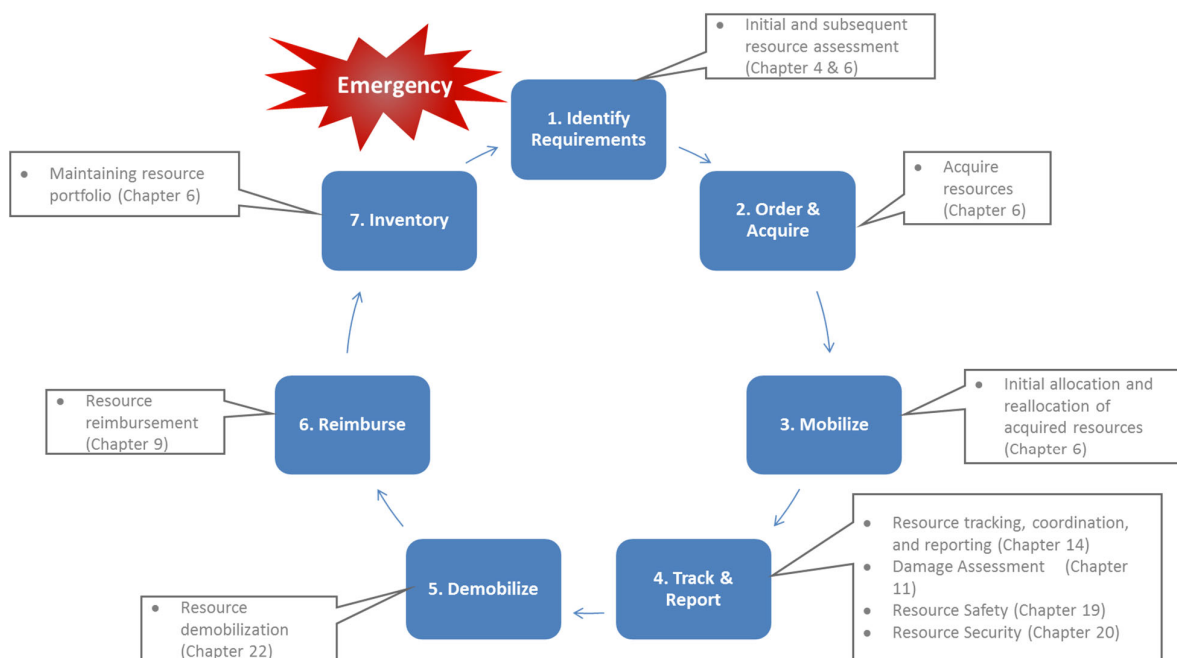


Figure 18: Support Logistics Management Lifecycle

7.1. Materials Coordination and Management

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

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

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

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

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

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

REDACTED

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

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

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

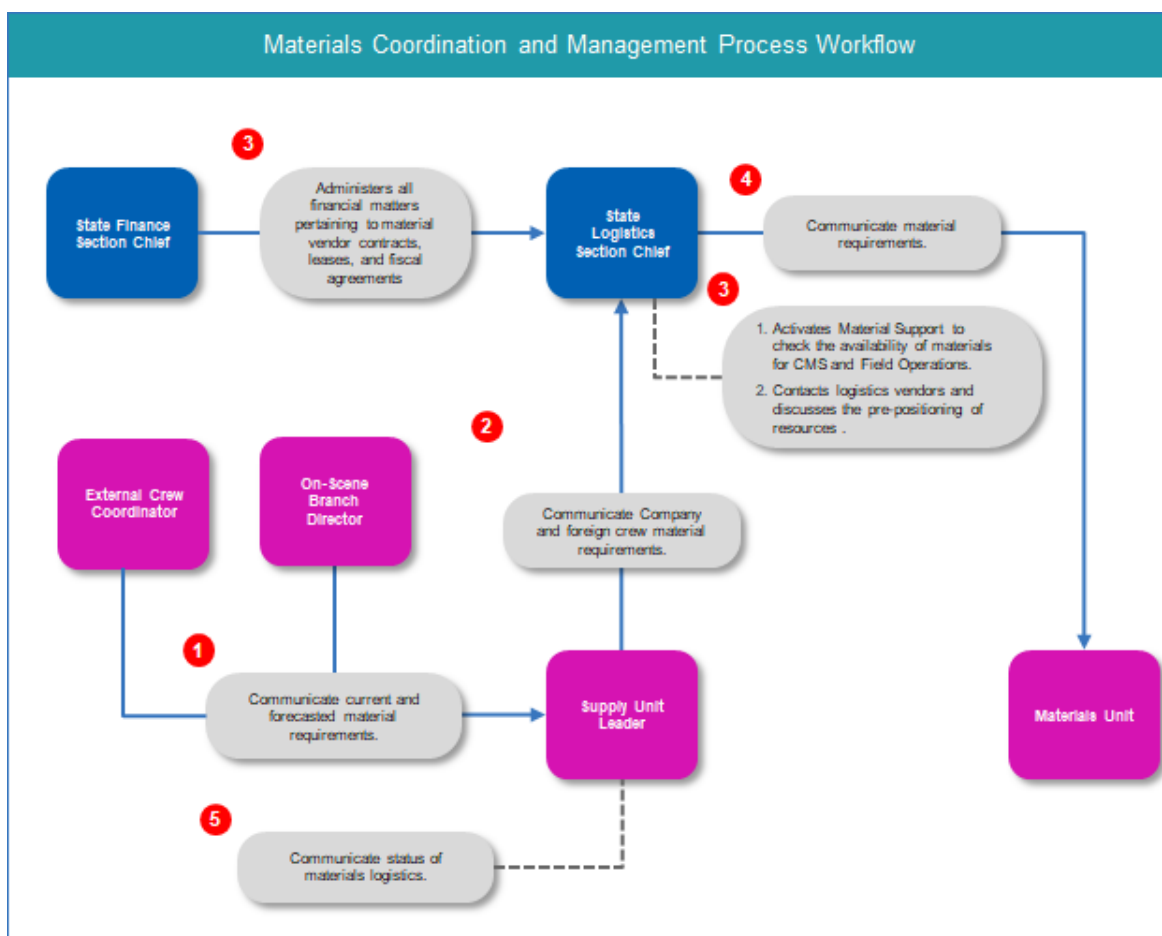


Figure 19: Materials Coordination and Management Process Workflow

REDACTED

Roles and Activities

7.1.1. External Crew Coordinator

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

7.1.2. State Logistics Section Chief

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

7.1.3. State Finance Section Chief

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

7.1.4. On-Scene Branch Director

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

7.1.5. Supply Unit Leader

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

7.2. Fleet Coordination and Management

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

REDACTED

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

Rental of Equipment

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

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

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

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



7.2.1. System Planning Officer

- ### 7.2.2. State Incident Commander

- 2021 Rhode Island Gas Emergency Response Plan, Rev. 8

REDACTED

7.2.3. State Logistics Section Chief

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

7.2.4. Fleet Lead

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

7.2.5. State Finance Section Chief

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

7.2.6. On-Scene Branch Director

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

7.2.7. Supply Unit Leader

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

REDACTED

7.3. Staging Site Coordination and Management

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

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

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

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

The services provided at a staging site can range from full-service staging sites to material pods and will include fuel deliveries for trucks, vans, and other equipment. Transportation between staging sites and crew lodging can be arranged by the Staging Site Lead.

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

REDACTED

Table 3: Staging Site Types

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

REDACTED

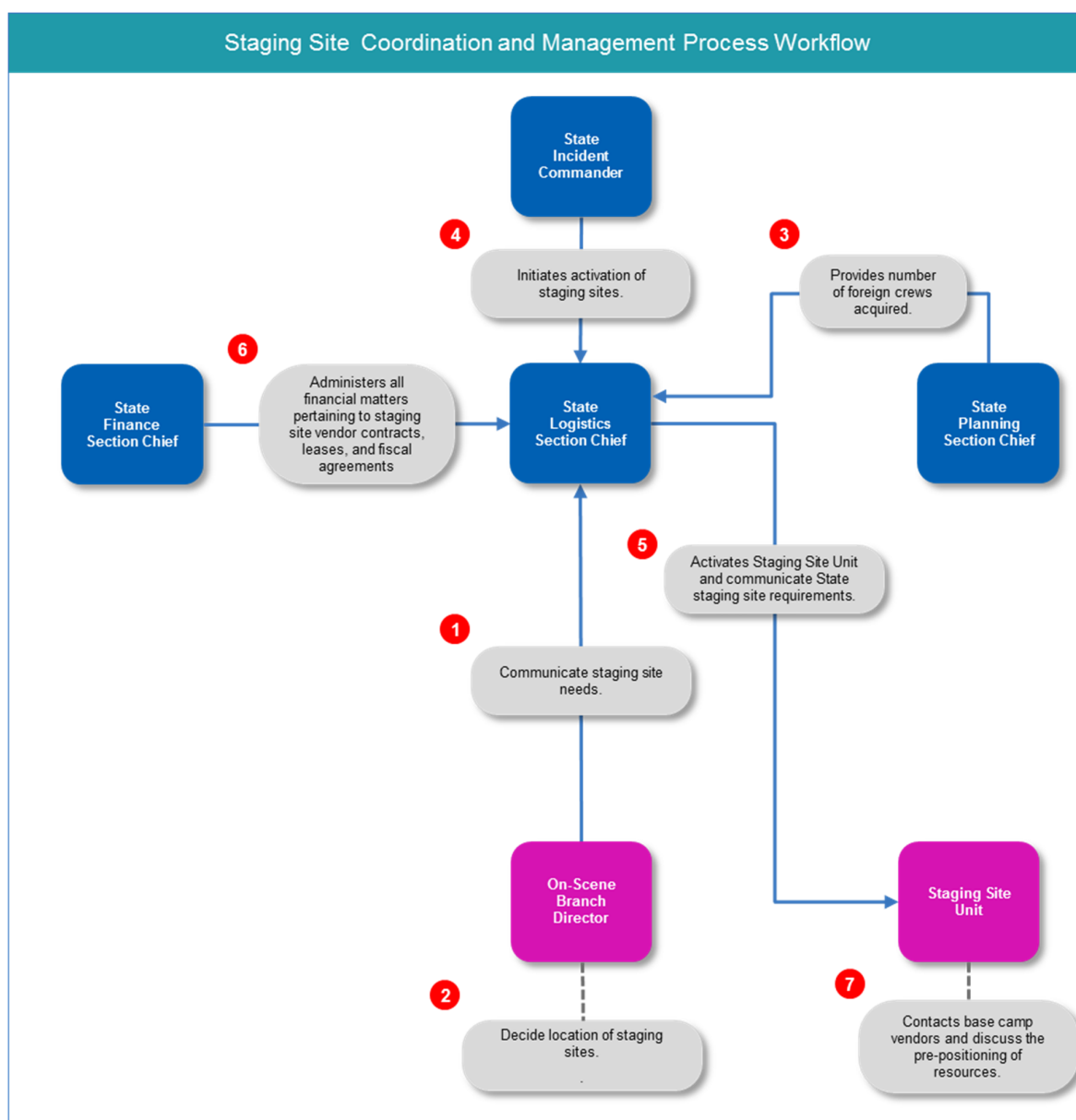


Figure 21: Staging Site Coordination and Management Process Workflow

Roles and Activities

7.3.1. State Incident Commander

7.3.1.1. Initiates activation of staging sites.

REDACTED

7.3.2. State Planning Section Chief

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

7.3.3. State Logistics Section Chief

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

7.3.4. State Finance Section Chief

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

7.3.5. On-Scene Branch Director

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

7.3.6. Supply Unit Leader

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

7.4. Facilities Coordination and Management

A facilities employee is typically on site at all major office locations and can be dispatched to other sites as needed. Their first priority is to ensure that the facility is in safe working condition. They will respond to and arrange repair and restoration for any damage to a company facility. This includes immediate evaluation of the building condition and making an assessment of required actions to quickly address operations. This can include arranging for cleaning service, engineering firm structural evaluations, repairs, etc. or other logistical type needs that are directly related to the repair and restoration of the building/property at the direction of the State

REDACTED

Facilities Lead. Refer to Figure 22, “Facilities Coordination and Management Process Workflow” below.

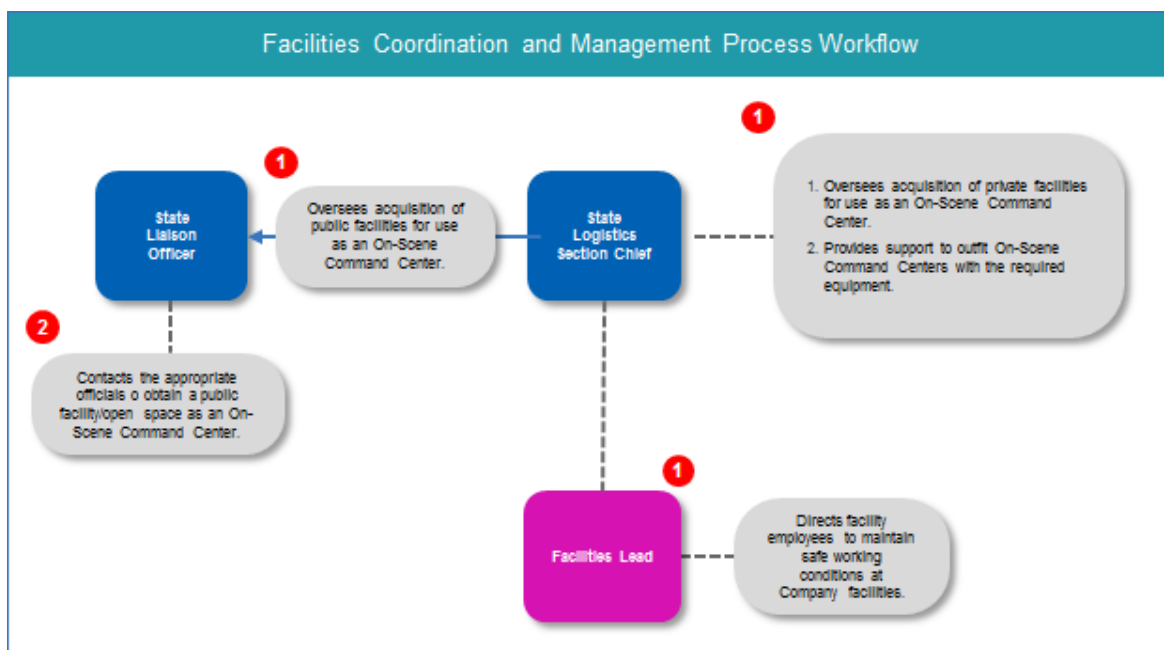


Figure 22: Facilities Coordination and Management Process Workflow

Roles and Activities

7.4.1. State Liaison Officer

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

7.4.2. State Logistics Section Chief

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

7.4.3. Facilities Lead

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

REDACTED

7.5. Communication Device Coordination and Management

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

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

There may be instances where personnel require additional equipment not available from the Company's existing inventory during an emergency either because all units are currently in use or they require specialty equipment not maintained by the Company. In this instance, the IT support personnel will work with logistics personnel at the Operational or State Level to procure the equipment. Refer to Figure 23, "Communication Device Coordination and Management Process Workflow" below.

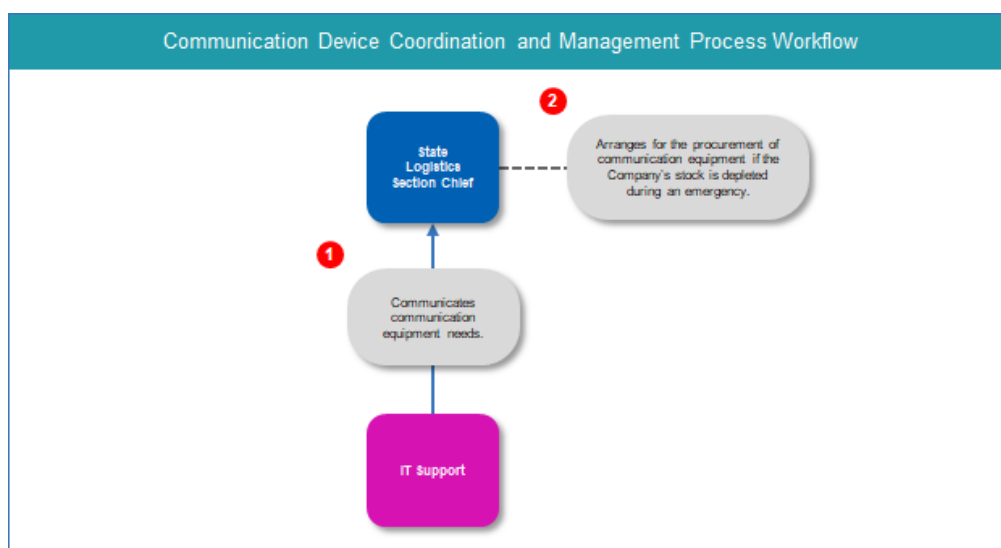


Figure 23: Communication Device Coordination and Management Process Workflow

Roles and Activities

7.5.1. State Logistics Section Chief

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

REDACTED

7.5.2. IT Support

- 7.5.2.1.** Manages communication needs and advises the State Logistics Section Chief if the Company stock is depleted and requires replenishment during an emergency.

REDACTED

nationalgrid

Chapter 8: Coordinate Personnel Logistics



REDACTED

8. Coordinate Personnel Logistics

Introduction

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

Chapter 8 Summary: Coordinate Personnel Logistics			Emergency has been classified and the ERO has been activated (as covered in Chapter 4 of this ERP) and the type and number of resources required to address the emergency have been estimated (as covered in Chapter 6 of this ERP). As the Emergency evolves, the processes described in the chapter are revisited to ensure the logistical needs of the organization are met to promote an efficient Emergency Response.
8.1 Meals Coordination and Management	8.2 Lodging Coordination and Management	8.3 Information Technology Coordination and Management	
Key Roles	Key Roles	Key Roles	
<ul style="list-style-type: none"> State Planning Section Chief Resource Unit Leader State Logistics Section Chief State Finance Section Chief On-Scene Branch Director 	<ul style="list-style-type: none"> State Planning Section Chief Resource Unit Leader State Logistics Section Chief State Finance Section Chief On-Scene Branch Director 	<ul style="list-style-type: none"> Information Technology State Coordinator 	

Figure 24: Coordinate Personnel Logistics High Level Overview

covered in this chapter can be seen in Figure 24, “Coordinate Personnel Logistics High Level Overview.”

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

Processes

*8.1 Meals
Coordination and
Management*

*8.2 Lodging
Coordination and
Management*

*8.3 Information
Technology
Coordination and
Management*

The processes and associated roles

REDACTED

Coordinate Support Logistics Overview

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

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

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

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

8.1. Meals Coordination and Management

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

REDACTED

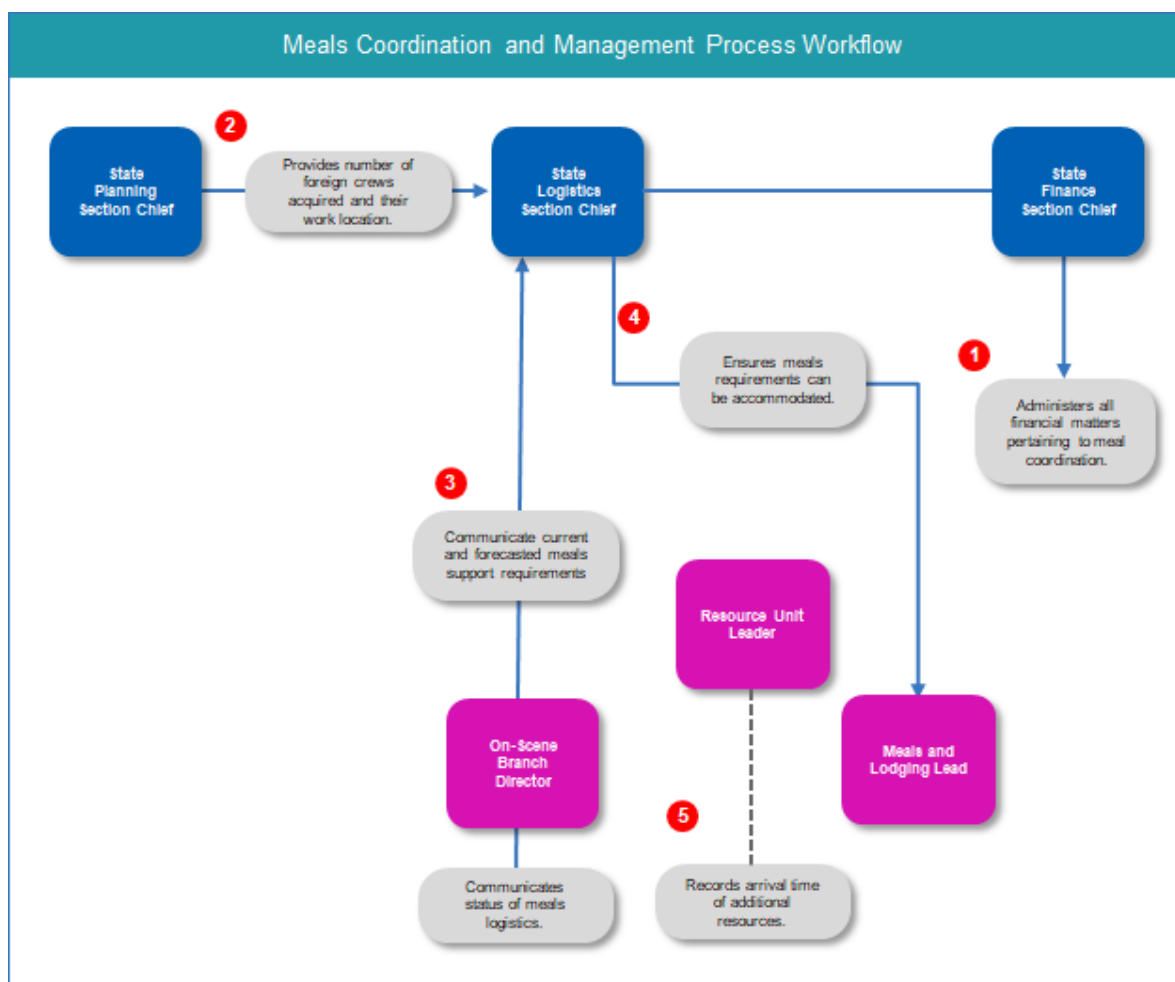


Figure 25: Meals Coordination & Management Process Workflow

Roles and Activities

8.1.1. State Planning Section Chief

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

8.1.2. Resource Unit Leader

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

8.1.3. State Logistics Section Chief

REDACTED

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

8.1.4. State Finance Section Chief

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

8.1.5. On-Scene Branch Director

- 8.1.5.1. Meets with the Supply Unit Leader periodically to coordinate their current and forecasted meals logistical support requirements.
- 8.1.5.2. Communicates meals logistics needs, including the arrival time of and number of additional restoration resources procured for the Emergency response to the Logistics Section Chief.

8.2. Lodging Coordination and Management

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

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

REDACTED

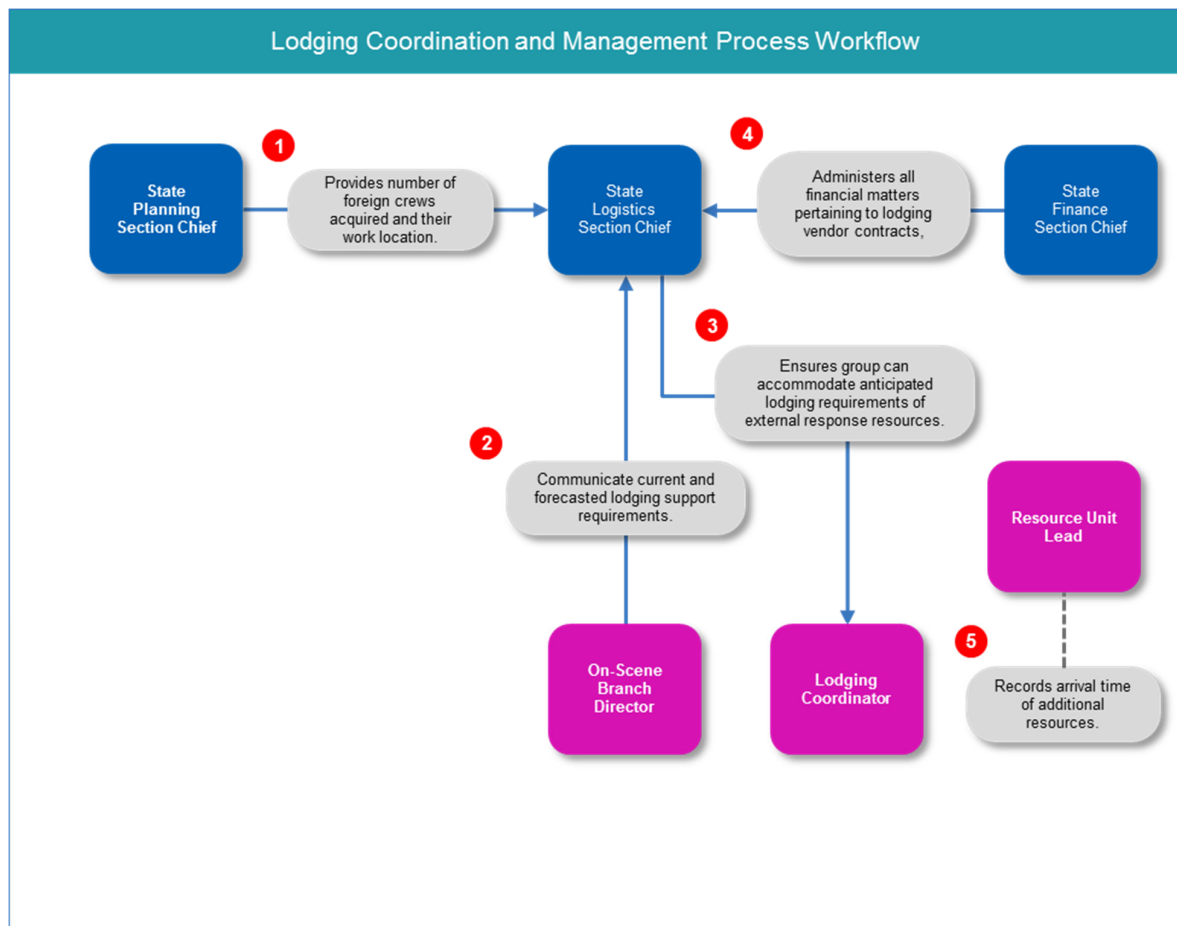


Figure 26: Lodging Coordination and Management Process Workflow

Roles and Activities

8.2.1. State Planning Section Chief

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

8.2.2. Resource Unit Leader

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

8.2.3. State Logistics Section Chief

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

REDACTED

8.2.4. State Finance Section Chief

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

8.2.5. On-Scene Branch Director

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

8.3. Information Technology Coordination and Management

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

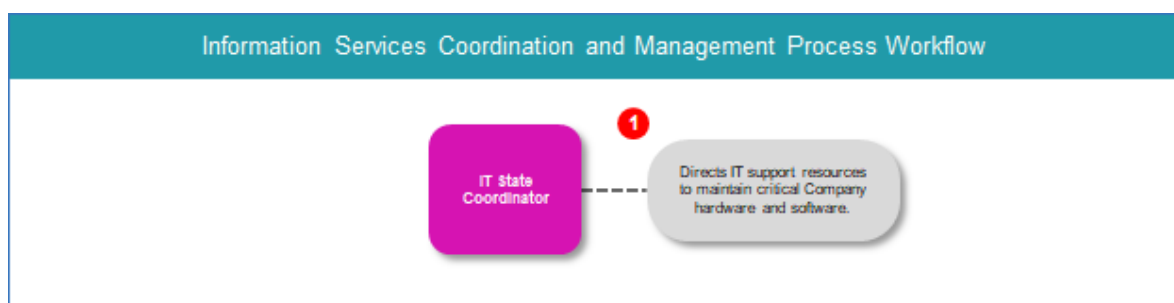


Figure 27: IT Coordination and Management Process Workflow

Roles and Activities

8.3.1. IT State Coordinator

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

REDACTED

nationalgrid

Chapter 9: Financial Accounting Guidelines



REDACTED

9. Financial Accounting Guidelines

Introduction

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

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

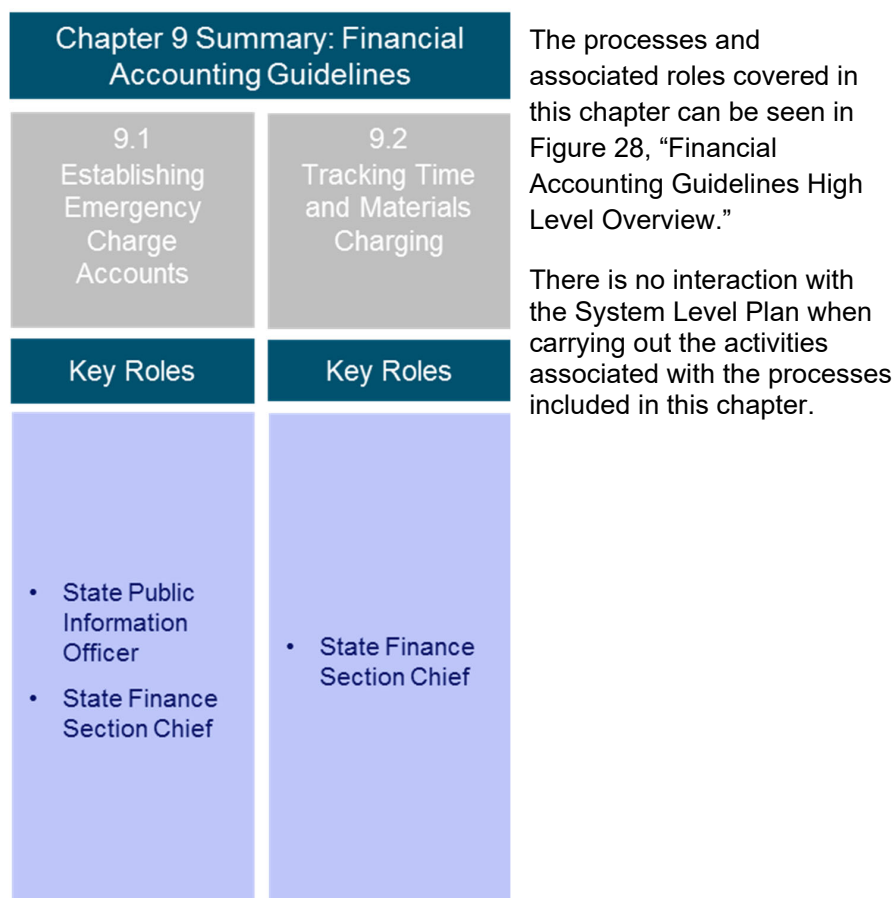


Figure 28: Financial Accounting Guidelines High Level Overview

9.1. Establishing Emergency Charge Accounts

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

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

Processes

9.1 Establishing Emergency Charge Accounts

9.2 Tracking Time and Materials Charging

REDACTED

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

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

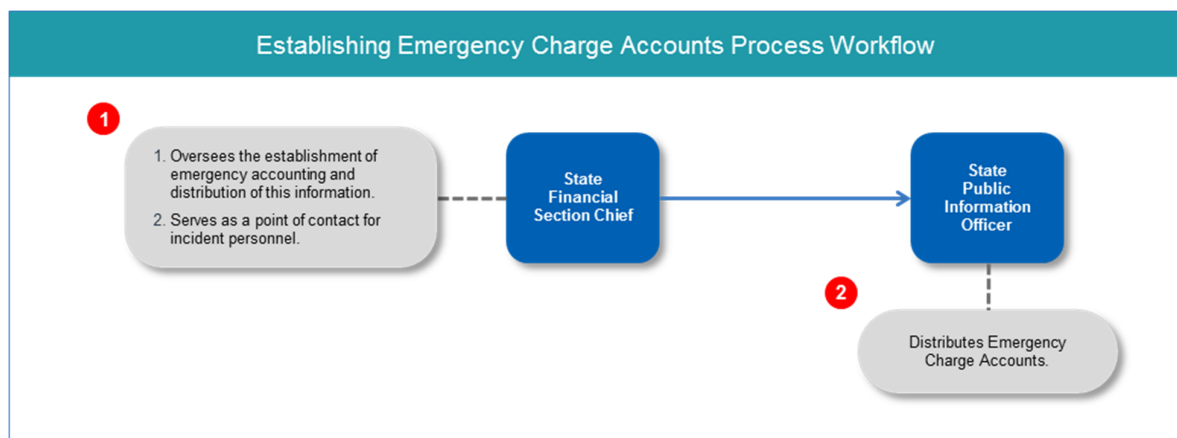


Figure 29: Establishing Emergency Charge Accounts Process Workflow

Roles and Activities

9.1.1. State Public Information Officer

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

9.1.2. State Finance Section Chief

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

9.2. Tracking Time and Materials Charging

The ERO, as well as Shared Services, should use the following guidelines to accumulate costs associated with emergencies in Rhode Island. Refer to Figure 30, “Tracking Time and Material Charging Process Workflow” on page 90.

REDACTED

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

REDACTED

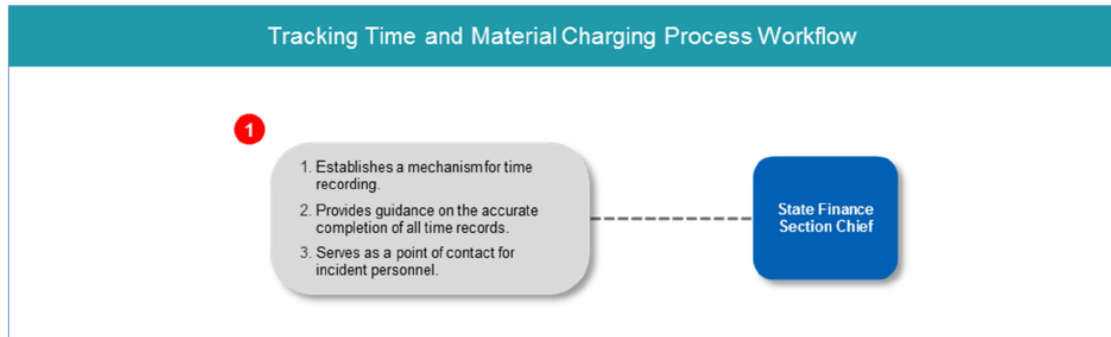


Figure 30: Tracking Time and Materials Charging Process Workflow

Roles and Activities

9.2.1. State Finance Section Chief

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

9.3. Processing Claims

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

Property and Injury Claims

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

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

Employee Expenses Reimbursement

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

“US Travel and Business Expense Policy” - the “US Business Travel and Expenses” guidelines detail the normal types of expenses and the scenarios when employees shall be reimbursed for costs incurred as a result of Company business. During a major Emergency, instances may arise that require the employee participating in preparing for,

REDACTED

responding to, and/or restoring gas service as a result of the Emergency to incur costs that are not detailed in the “US Business Travel & Expense Policy” and/or could be considered “unusual.” These types of “unusual” costs may be associated with employees participating in Emergency restoration required to be out of town for periods of time greater than first anticipated. Examples of “unusual” costs are but not limited to articles of clothing, shoes, coats, gloves, hats.

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

Roles and Activities

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

REDACTED

nationalgrid

Chapter 10: Employee Welfare



REDACTED

10. Employee Welfare

Introduction

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

The processes and activities in this chapter are initiated once the

Chapter 10 Summary: Employee Welfare			<p>emergency has been classified and the response plan has been activated (as covered in Chapter 4 of this ERP).</p> <p>The processes and associated roles covered in this chapter can be seen in Figure 31, "Employee Welfare High Level Overview."</p> <p>All of the processes included in this chapter are overseen by System Level ICS Officers. As such, the activities performed to support these programs are identified in detail in the System Level Plan.</p>
10.1 Tracking and Addressing Labor Relations Issues	10.2 Providing Employee and Family Assistance	10.3 Communicating Company Policy and Expectations	
Key Roles	Key Roles	Key Roles	
• None	• None	• None	

Figure 31: Employee Welfare High Level Overview

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

10.1. Tracking and Addressing Labor Relations Issues

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

Processes

10.1 Tracking and Addressing Labor Relations Issues

10.2 Providing Employee and Family Assistance

10.3 Communicating Company Policy and Expectations

REDACTED

Roles and Activities

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

10.2. Providing Employee and Family Assistance

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

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

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

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

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

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

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

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

REDACTED

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

Roles and Activities

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

10.3. Communicating Company Policy and Expectations

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

Roles and Activities

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

REDACTED

nationalgrid

Chapter 11: Damage Assessment



REDACTED

11. Damage Assessment

Introduction

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



Figure 32: Damage Assessment High Level Overview

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

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

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

Processes

11.1 Coordinating and Carrying Out Field Activities

11.1. Coordinating and Carrying Out Field Activities

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

REDACTED

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

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

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

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

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

- Support the prioritization of work Assignments
- Supporting outage management recordkeeping and reporting, and
- Investigating priority outage calls.

Refer to Figure 33, "Coordinating and Carrying-Out Field Activities Process Workflow" below.

REDACTED

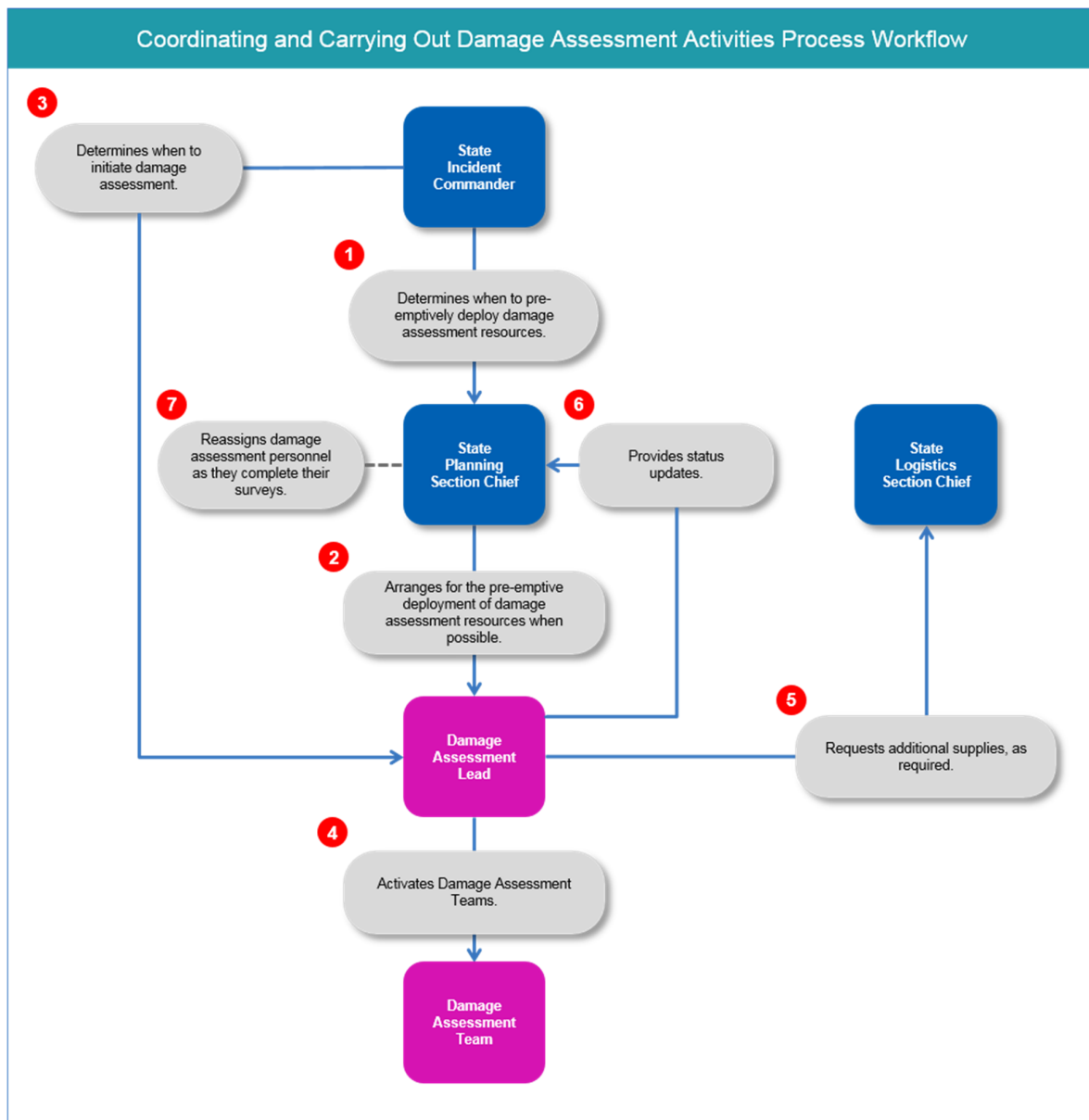


Figure 33: Coordinating and Carrying Out Field Activities Process Workflow

Roles and Activities

11.1.1. State Incident Commander

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

REDACTED

11.1.2. State Planning Section Chief

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

11.1.3. Damage Assessment Lead

- 11.1.3.1. Activates Damage Assessors and support personnel.
- 11.1.3.2. Reviews availability of supplies to support the damage assessment process and coordinates with the State Logistics Section Chief to acquire additional supplies, as needed.
- 11.1.3.3. Informs the State Planning Section Chief when the damage assessment process is completed.

11.1.4. Damage Assessors

- 11.1.4.1. Conducts damage assessment surveys.

11.1.5. State Logistics Section Chief

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

REDACTED

nationalgrid

Chapter 12: Load Shedding



REDACTED

12. Load Shedding

Introduction

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

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

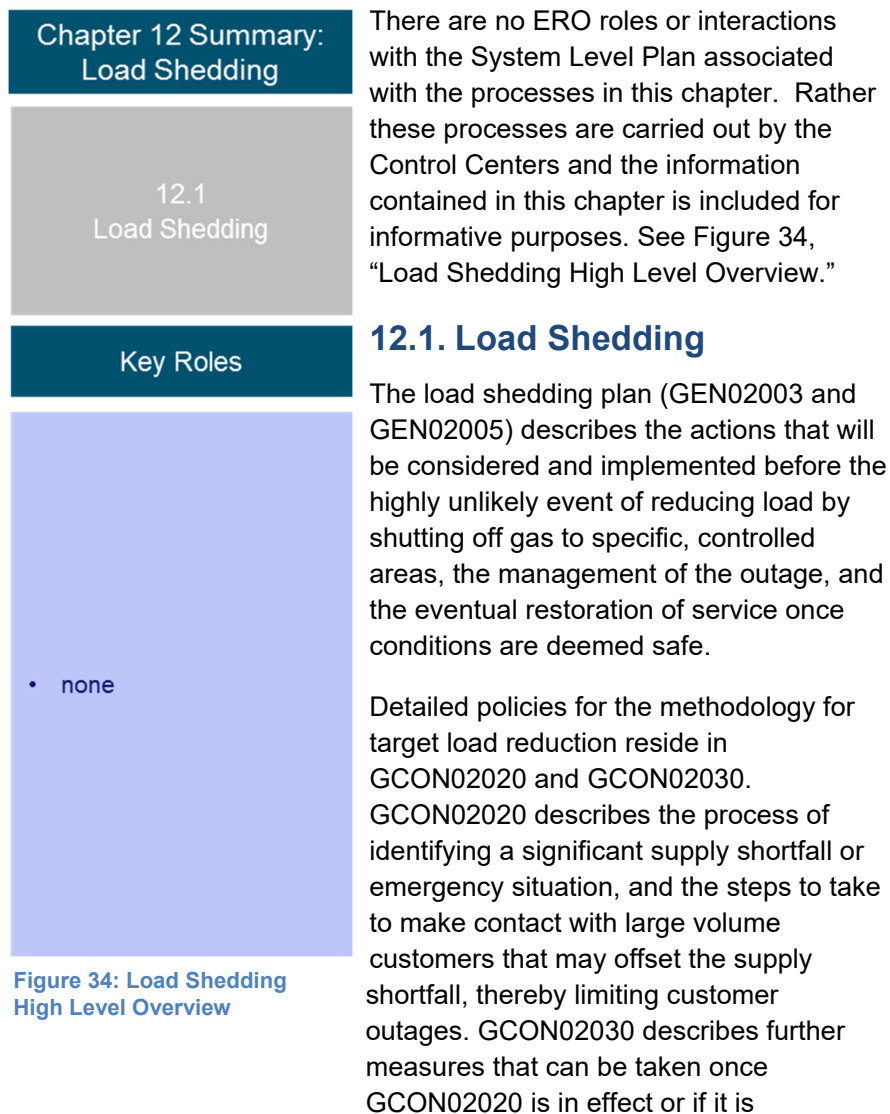


Figure 34: Load Shedding High Level Overview

Processes

12.1 Load Shedding

REDACTED

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

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

Roles and Activities

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

REDACTED

nationalgrid

Chapter 13: Modes of Operation



REDACTED

13. Modes of Operation

Introduction

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

Chapter 13 Summary: Modes of Operation		The processes and activities in this chapter are a consideration in the establishment of the ERO (as covered in Chapter 4 of this ERP) and will direct the acquisition of the appropriate restoration personnel (as covered in Chapter 6 of this ERP).
13.1 Normal Operations	13.2 Modified System Operations	
Key Roles	Key Roles	Roles and activities for centralized operations are included in this chapter and can be seen in Figure 35, “Modes of Operation High Level Overview”. There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter. The occurrence of a severe weather event (as defined or communicated by the National Weather Service and/or contracted weather service providers) may result in operational contingencies that require activation of the ERO. National Grid’s Extreme Weather Plan implements an annual readiness assessment which takes place in the April - May and November – December time frames. This assessment process ensures that each regional Gas Organization has performed a review their respective critical functions via use of checklists to validate pre-heating season readiness. This assessment process is explained in detail in Chapter 4.1 of this ERP.
<ul style="list-style-type: none"> NE Gas Control Center Operator 	<ul style="list-style-type: none"> NE Gas Control Center NY Gas Control Center Technical Specialist 	

Figure 35: Modes of Operation High Level Overview

Processes

13.1 Normal Operations

13.2 Modified System Operations

REDACTED

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

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

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

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

Refer to Figure 36, "Breakdown of Responsibilities (Normal vs Modified Operations)," below, for an outline.

REDACTED

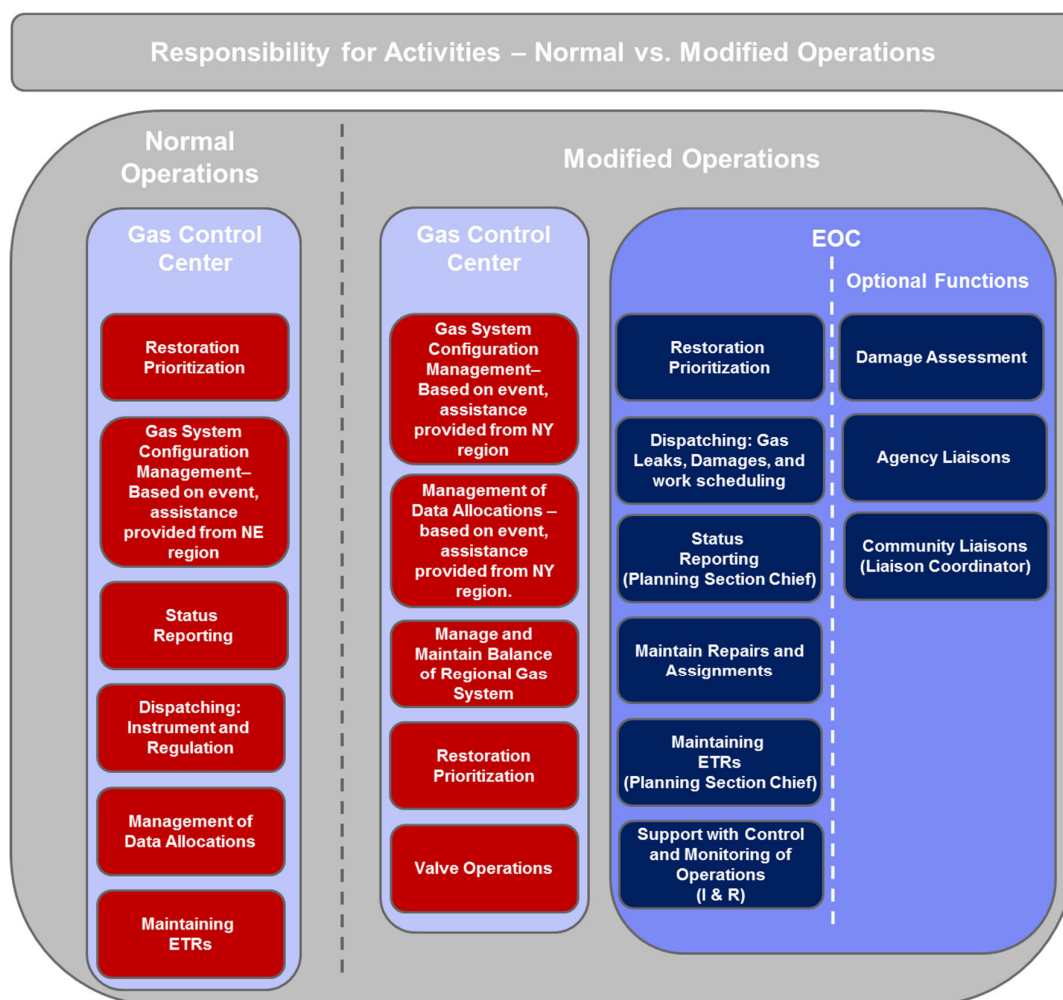


Figure 36: Breakdown of Responsibilities (Normal vs. Modified Operations)

13.1. Normal Operations

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

REDACTED

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

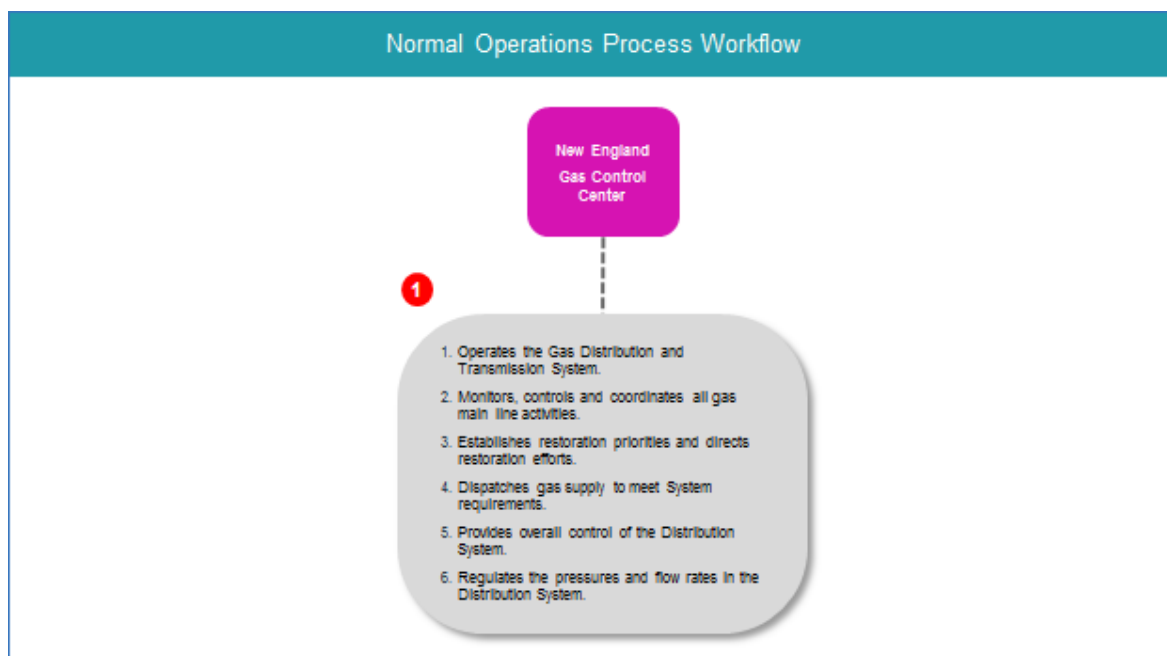


Figure 37: Normal Operations Process Workflow

Roles and Activities

13.1.1. New England Gas Control Center

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

13.2. Modified System Operations

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

REDACTED

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

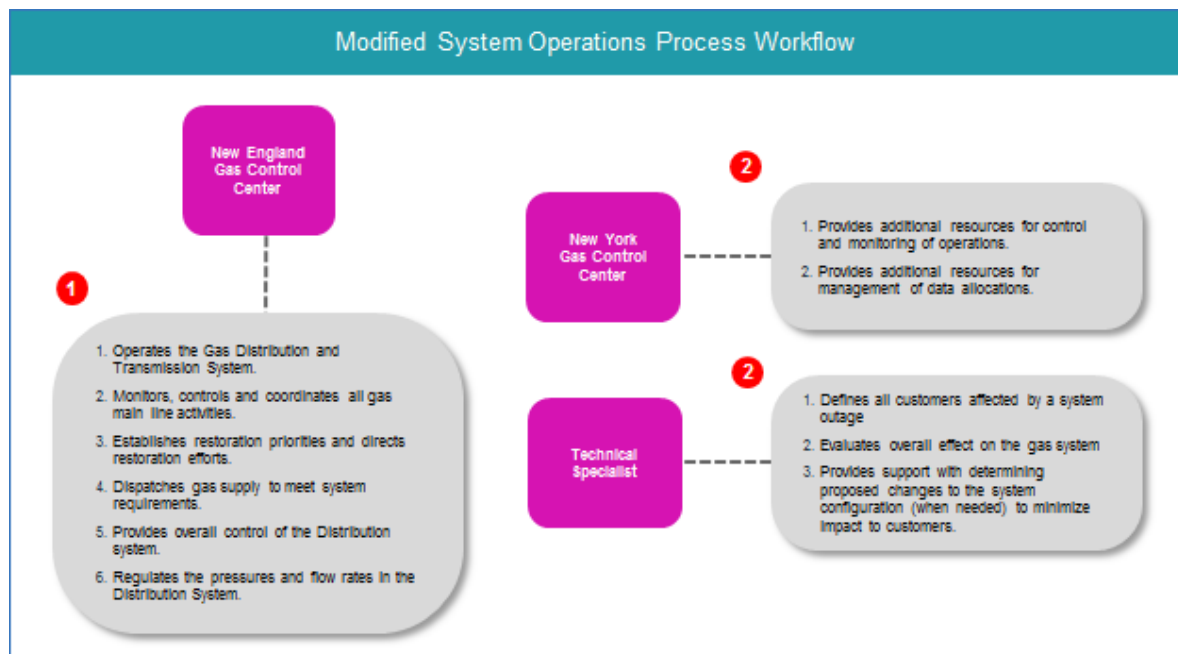


Figure 38: Modified System Operations Process Workflow

Roles and Activities

13.2.1. New England Gas Control Center

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

REDACTED

13.2.2. New York Gas Control Center

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

13.2.2.2. Provides additional resources for management of data allocations.

13.2.3. Technical Specialist

13.2.3.1. Defines all customers affected by a system outage

13.2.3.2. Evaluates overall effect on the gas system

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

REDACTED

nationalgrid

Chapter 14: Coordination of Restoration Activities



REDACTED

14. Coordination of Restoration Activities

Introduction

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

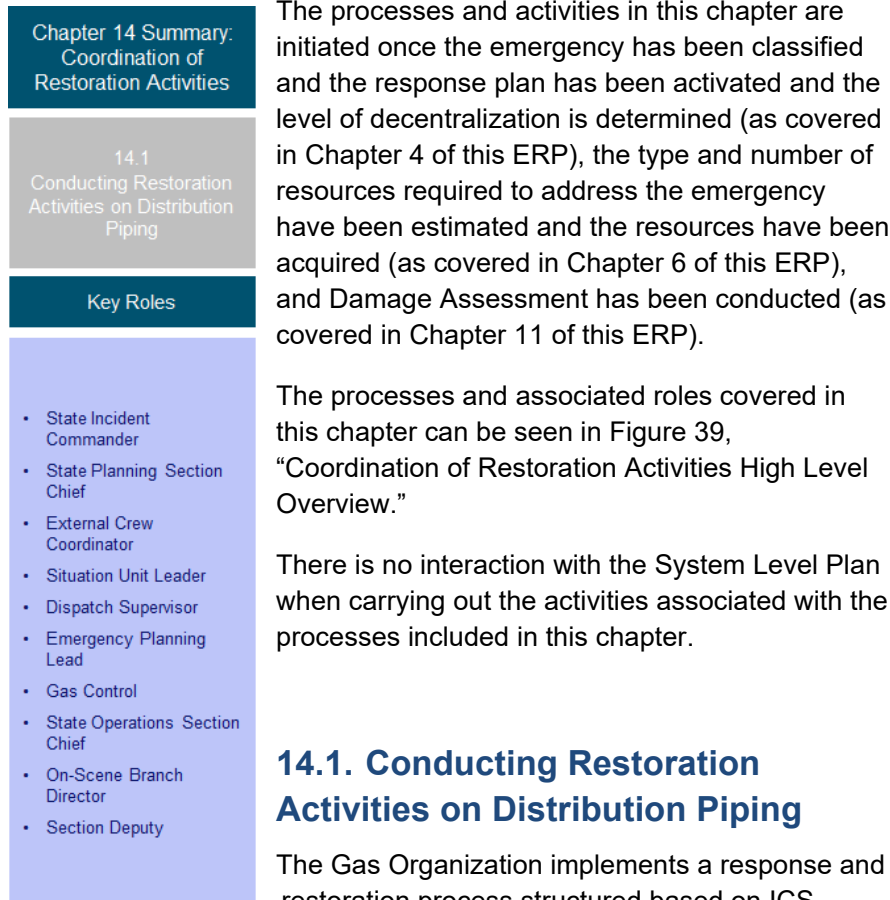


Figure 39:
Coordination of Restoration Activities High Level Overview

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

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

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

14.1. Conducting Restoration Activities on Distribution Piping

The Gas Organization implements a response and restoration process structured based on ICS. Whenever a significant emergency capable of causing interruptions to gas service does or is anticipated to occur, the State Incident Commander, with support from Emergency Planning, will determine the necessary level of the

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

Processes

14.1 Coordinating Restoration Activities on Distribution Piping

REDACTED

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

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

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

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

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

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

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

REDACTED

- Contractors, and
- Mutual assistance from other utilities.

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

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

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

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

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

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

Refer to Figure 40, "Conducting Restoration Activities on Distribution Lines Process Workflow" below.

REDACTED

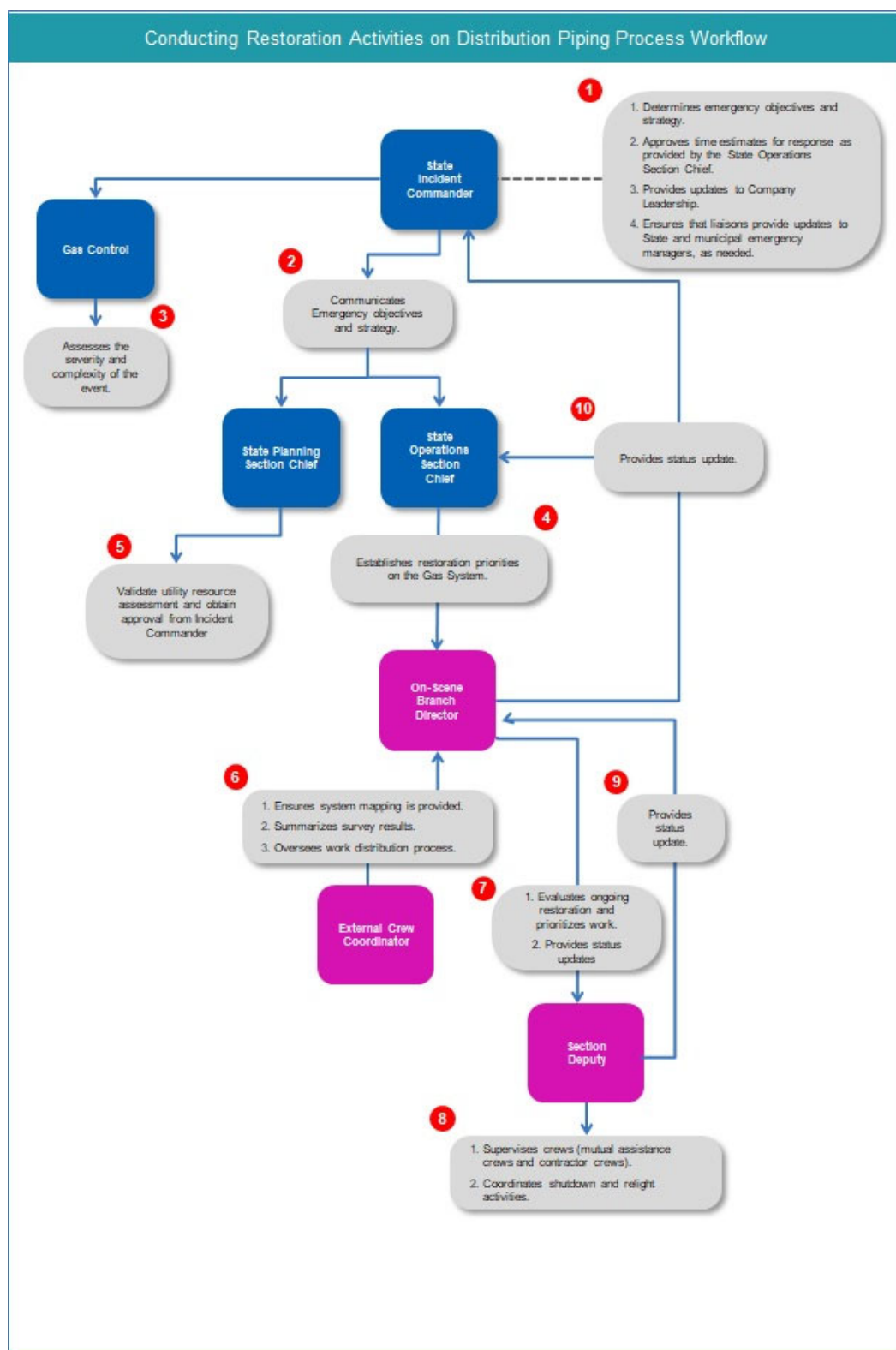


Figure 40: Conducting Restoration Activities on Distribution Piping Process Workflow

REDACTED

Roles and Activities

14.1.1. State Incident Commander

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

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

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

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

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

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

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

14.1.2. State Planning Section Chief

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

REDACTED

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

14.1.3. External Crew Coordinator

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

14.1.4. Situation Unit Leader

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

14.1.5. Dispatch Supervisor

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

14.1.6. Emergency Planning Lead

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

14.1.7. Gas Control

REDACTED

- 14.1.7.1. Assesses the severity and complexity of the event in regards to the impact on the gas system and provides recommendation to the Incident Commander in order to determine the Event Type.

14.1.8. State Operations Section Chief

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

14.1.9. On-Scene Branch Director

- 14.1.9.1. Provides an update to the State Operations Section Chief and/or State Incident Commander and Gas Dispatch.
- 14.1.9.2. Provides reasonable timing recommendations for field activities that will be reported to the EOC.
- 14.1.9.3. Ensures Gas Control approves all system valve operations.
- 14.1.9.4. For multi-day Emergencies, holds a meeting at all shift changes and/or when the On-Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation, Claims, Public Information Officer, and Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of restoration times for various areas affected. The output from these meetings will be used to develop and communicate a restoration progress update for delivery to field personnel.
- 14.1.9.5. Periodically contacts the State Operations Section Chief and:
 - Provides an emergency status update.

REDACTED

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

14.1.9.6. Ensures the implementation of applicable emergency procedures.

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

14.1.10. Section Deputy

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

14.1.10.2. Defines resources and allocates as needed.

14.1.10.3. May consult with other areas as needed.

REDACTED

nationalgrid

Chapter 15: Developing and Reporting ETRs



REDACTED

15. Developing and Reporting ETRs

Introduction

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

Chapter 15 Summary: Developing and Reporting ETRs	The processes and activities in this chapter are initiated once the emergency has been classified, the response plan has been activated, the mode of operation has been established (as covered in Chapter 13 of this ERP), the number of crews available to restore service has been estimated (as covered in Chapter 6 of this ERP), and relies on the understanding of damage to the Gas Transmission and Distribution Systems developed as a result of Damage Assessment (as covered in Chapter 11 of this ERP) and Service Response activities (as covered in Chapter 14 of this ERP).
15.1 Developing and Reporting ETRs	
Key Roles	
<ul style="list-style-type: none"> • State Incident Commander • State Public Information Officer • State Planning Section Chief • State Operations Section Chief 	<p>The processes and associated roles covered in this chapter can be seen in Figure 41, “Developing and Reporting ETRs High Level Overview.”</p> <p>There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter.</p>

Figure 41:
Developing and
Reporting ETRs High
Level Overview

Developing and Reporting ETRs Overview

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

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

- Continuous access to staff assistance;

Processes

15.1 Developing and Reporting ETRs

REDACTED

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

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

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

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

15.1. Developing and Reporting ETRs

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

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

Standardized Report Structure

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

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

REDACTED

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

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

ETRs are reported in the following ways:

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

Refer to Figure 42, "Developing and Reporting ETRs Process Workflow" below.

REDACTED

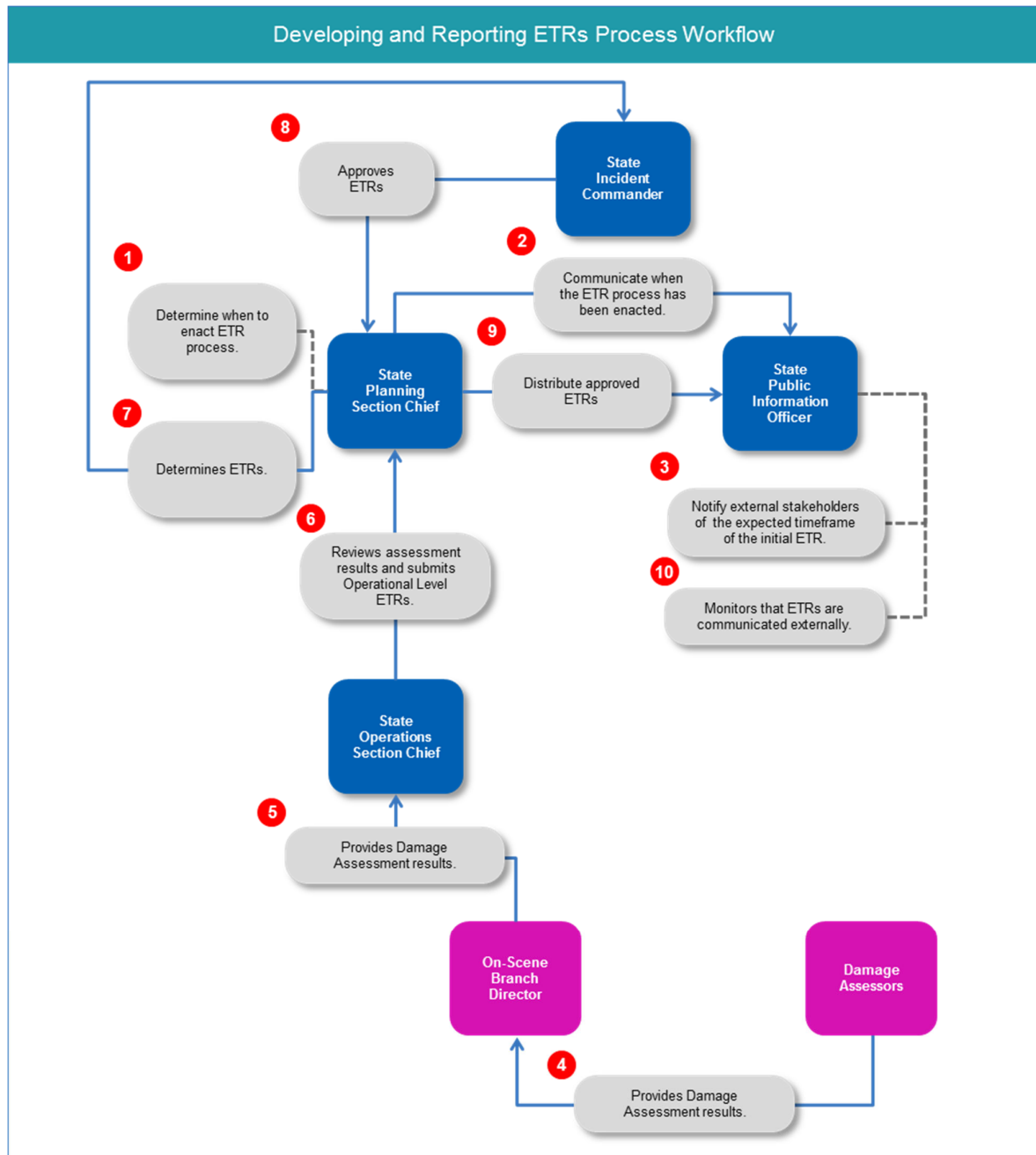


Figure 42: Developing and Reporting ETRs Process Workflow

Roles and Activities

15.1.1. State Incident Commander

- 15.1.1.1. Approves ETRs for public distribution during the emergency.

REDACTED

15.1.2. State Public Information Officer

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

15.1.3. State Planning Section Chief

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

15.1.4. Situation Unit Leader

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

15.1.5. State Operations Section Chief

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

REDACTED

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

15.1.5.3. Considers the following:

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

REDACTED

nationalgrid

Chapter 16: Internal Communications



REDACTED

16. Internal Communications

Introduction

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

Figure 43: Internal Communications High Level Overview

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

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

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

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

Processes

16.1 Conducting State Level Briefings

16.2 Conducting Broader Company Communications

REDACTED

16.1. Conducting State Level Conference Calls and Briefings

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

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

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

REDACTED

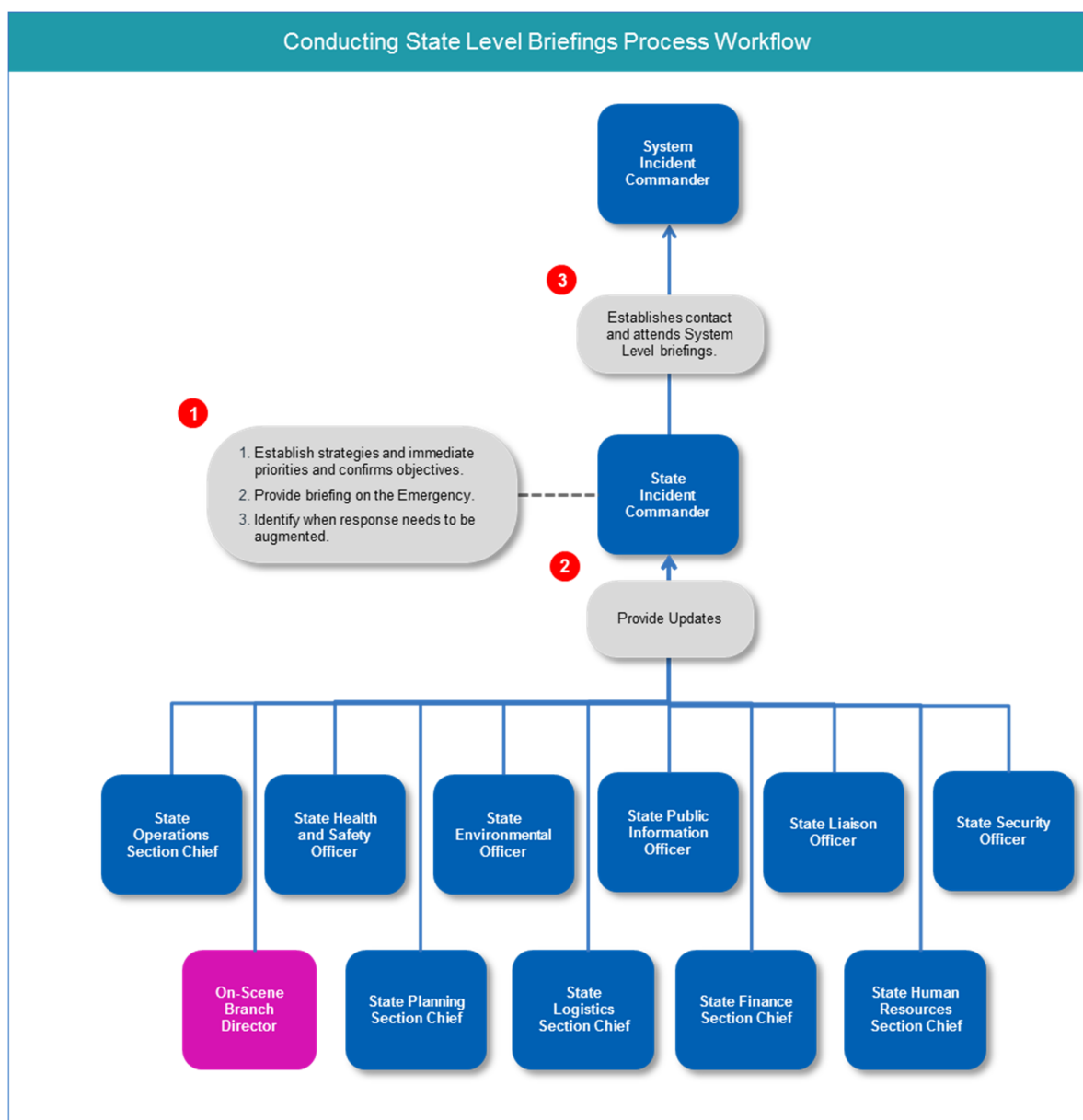


Figure 44: Conducting State Level Conference Calls and Briefings Process Workflow

Roles and Activities

16.1.1. State Incident Commander

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

REDACTED

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

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

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

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

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

16.1.2. State Safety and Health Officer

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

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

16.1.3. State Environmental Officer

REDACTED

- 16.1.3.1. Provides an update on any issues with the Environmental organization's preparation and activities.
- 16.1.3.2. Provides an update on any environmental incidents that occur during an emergency including actions being taken to mitigate the incident, number and severity of injuries, and outside emergency response agencies responding to the incident.

16.1.4. State Public Information Officer

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

16.1.5. State Liaison Officer

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

16.1.6. State Planning Section Chief

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

16.1.7. State Logistics Section Chief

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

16.1.8. State Security Officer

REDACTED

- 16.1.8.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
- 16.1.8.2. Provides an overview of any security incidents, information on any on-going law enforcement investigations, the status of security at the incident site and Company facilities, available security resources, stakeholders' concerns/issues, the status of cooperating agency activities in support of an incident, location of shelters (if utilized), and any evacuation of facilities and assembly areas including results of employee accountability surveys.
- 16.1.9. State Finance Section Chief**
 - 16.1.9.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
 - 16.1.9.2. Provides an overview of the current disposition of matters related to emergency response financial activities during the emergency.
- 16.1.10. State Human Resources Section Chief**
 - 16.1.10.1. When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.
 - 16.1.10.2. Provides an overview of any significant employee or labor issues.
- 16.1.11. State Operations Section Chief**
 - 16.1.11.1. Provides an update on the emergency response including primary and alternate strategies/tactics.
 - 16.1.11.2. Makes requests for State Level assistance with resource, facility and specialty equipment needs (helicopter, heavy lift, etc.).
- 16.1.12. On-Scene Branch Director**
 - 16.1.12.1. Provides an overview of issues encountered in the field with regard to the overall coordinated response to the emergency including: personnel, logistics, technical support, engineering, and operations.
 - 16.1.12.2. Expresses concerns and identifies the activities of Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene.

REDACTED

- 16.1.12.3. Provides a summary of activities performed in the field against those included in the Incident Action Plan.

16.2. Conducting Broader Company Communications

Internal Communications is an important requirement during extended outages. Effective employee communications are a valuable motivational tool as the public may contact field crews and district offices for information on restoration efforts.

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

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

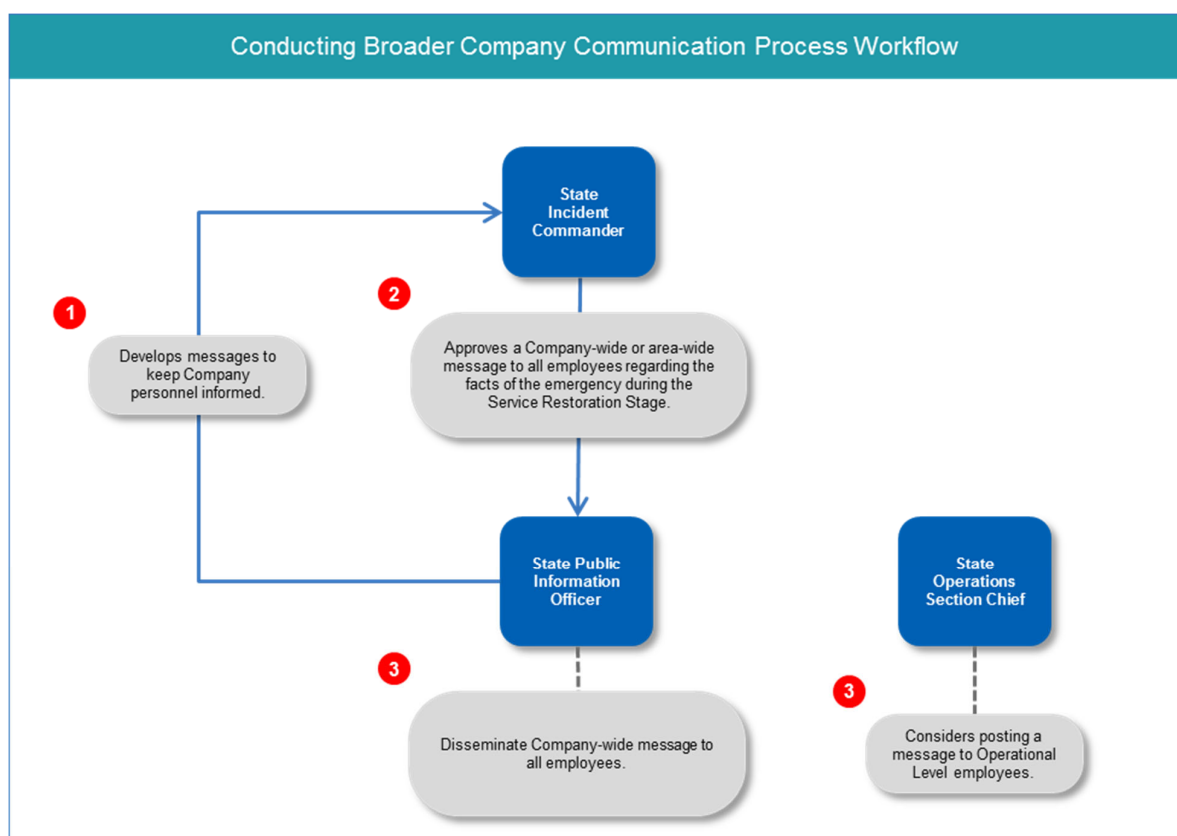


Figure 45: Conducting Broader Company Communications Process Workflow

REDACTED

Roles and Activities

16.2.1. State Incident Commander

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

16.2.2. State Public Information Officer

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

16.2.3. State Operations Section Chief

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

REDACTED

nationalgrid

Chapter 17: Public Information Communications



REDACTED

17. Public Information Communications

Introduction

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

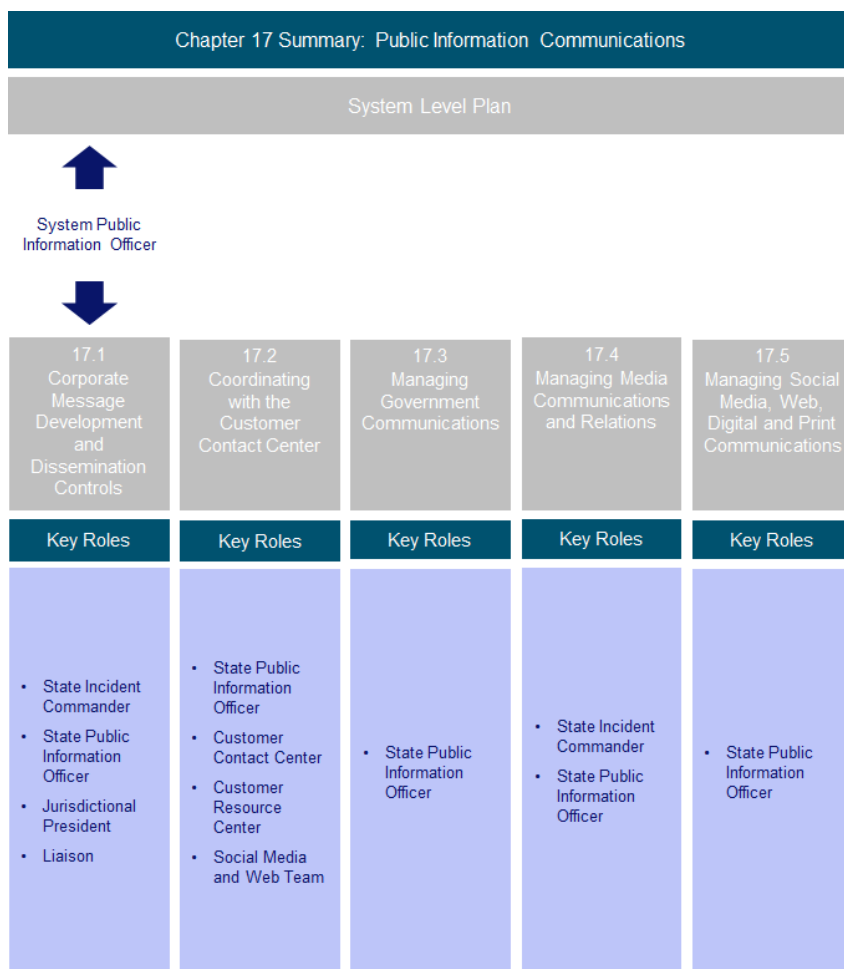


Figure 46: Public Information Communications High Level Overview

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

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

Processes

17.1 Corporate Message Development and Dissemination Controls

17.2 Coordinating with the Customer Contact Center

17.3 Managing Government Communications

17.4 Managing Media Communications and Relations

17.5 Managing Social Media, Web, Digital and Print Communications

REDACTED

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

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

17.1. Corporate Message Development and Dissemination Controls

The need for communicating with our customers, general public, news media and local officials is more important during emergency conditions than any other time. During storms, load-shedding events, and other emergencies it is critical that these audiences have the most relevant information. During an extended gas system outage, for example, customers without gas service can become upset and expect restoration within a few hours after calling the Company. Obviously, this cannot always be accomplished, and often, due to widespread damage to the gas transmission and/or distribution system, large numbers of customers may be without service for many hours or even days before restoration.

It is important, therefore, that timely and accurate information about restoration efforts be announced as widely as possible and consider the input of the Jurisdictional Company Presidents. Often, even the assurance that emergency response activities are underway can be helpful to lessen customer concerns.

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

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

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

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

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

REDACTED

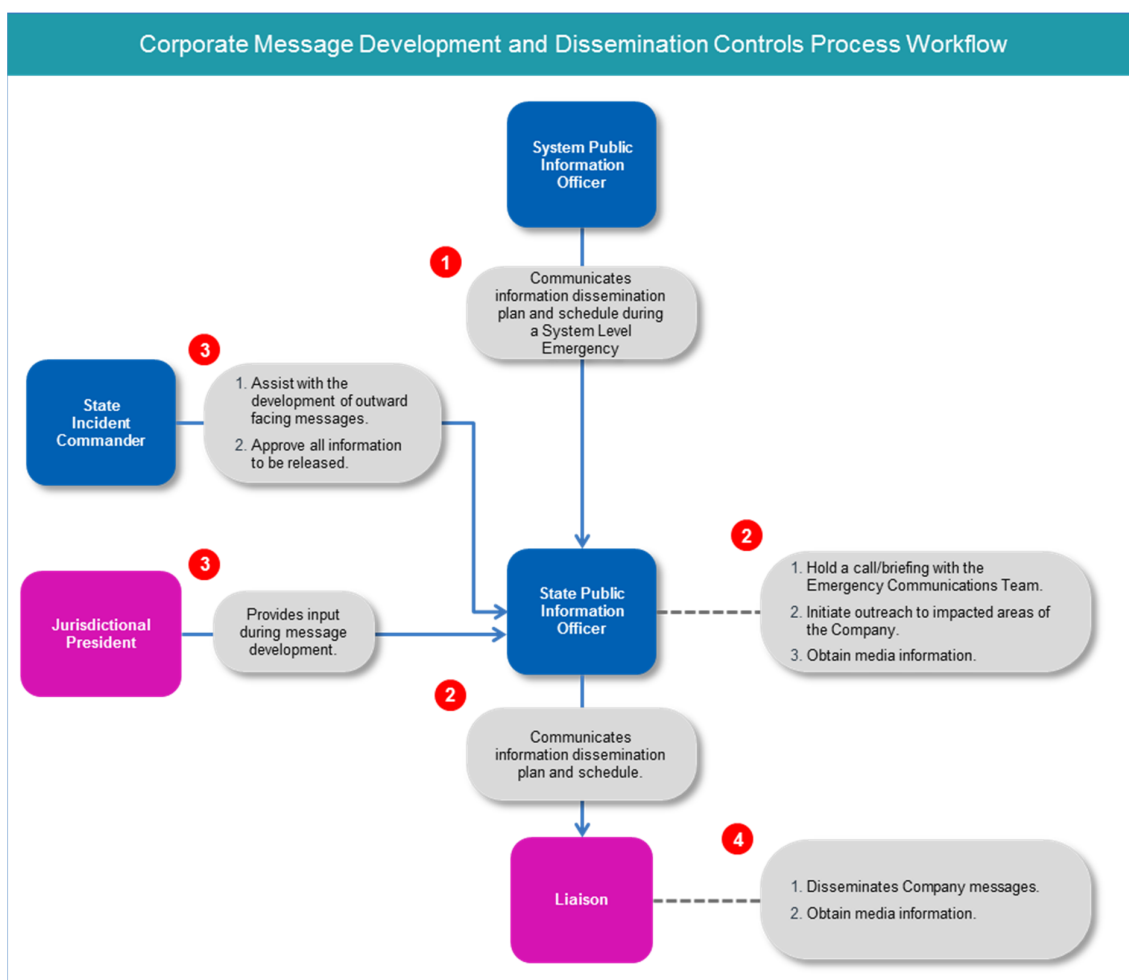


Figure 47: Corporate Message Development and Dissemination Controls Process Workflow

Roles and Activities

17.1.1. System Public Information Officer

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

17.1.2. State Incident Commander

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

17.1.3. State Public Information Officer

- 17.1.3.1. Holds a call/briefing with the Emergency Communications Team prior to the emergency, when the emergency is anticipated, to discuss overall

REDACTED

messaging strategy, Pre-Event messages, Internal Communications, Media Communications, Web and Social Media Strategy, Government and Regulatory Relations, and Community and Customer Messaging.

- 17.1.3.2. Develops messages in conjunction with the State Incident Commander to be disseminated to the media, government and community leaders, and employees.
- 17.1.3.3. Obtains approval from the State Incident Commander on all information to be released.
- 17.1.3.4. Disseminates messages to the media, employees, and to internal stakeholders for dissemination to government and community leaders.
- 17.1.3.5. Obtains media information that may be useful for planning during the Response Stage.
- 17.1.3.6. Establishes contact with the System Planning Officer during a System Level emergency and disseminates messaging to the State Level that was developed and approved at the System Level.

17.1.4. Community/RIEMA Liaisons

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

17.1.5. Jurisdictional President

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

17.2. Coordinating with the Customer Contact Center

The Customer Contact Center located in Northborough, Massachusetts is able to operate beyond normal conditions and can be operational 24 hours a day for the duration of an

REDACTED

emergency or until full service is restored, whichever occurs first, with sufficient staffing to handle all customer calls.¹

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

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

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

Coordinating with the Emergency Response Organization

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

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

Critical Facility Gas Outages

When the Gas Emergency Operations Center is activated, information from customers about high priority gas system outages will be passed to the Community Liaison by the Customer Contact Center. When the EOC is not activated, the customer information will be communicated with Gas Dispatch. Please refer to Chapter 5 regarding Restoration Prioritization.

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

REDACTED

Handling of Customer Emergency Calls after Normal Business Hours

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

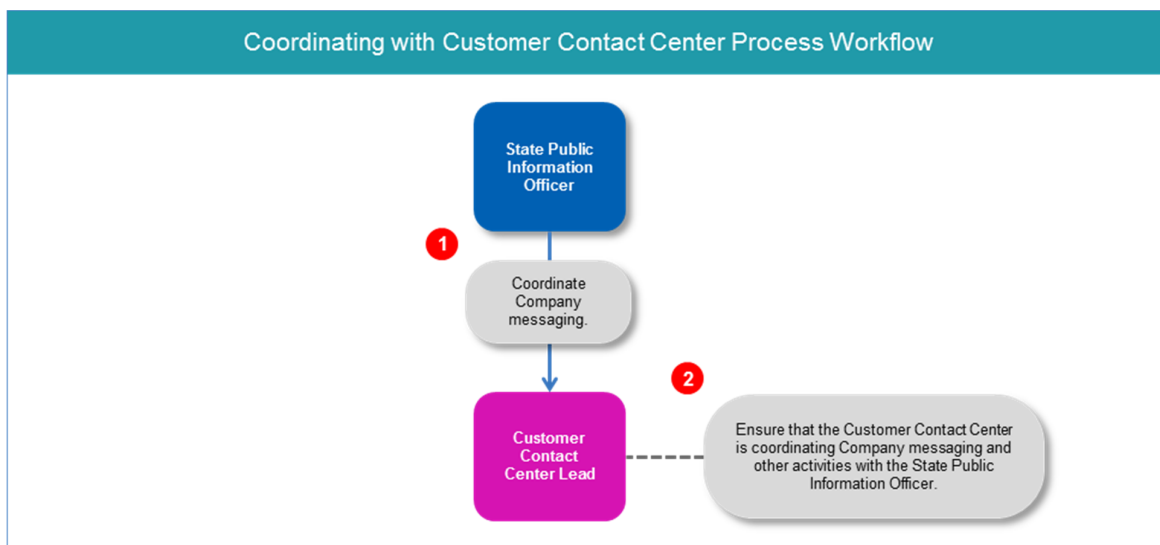


Figure 48: Coordinating with the Customer Contact Center Process Workflow

Roles and Activities

17.2.1. State Public Information Officer

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

17.2.2. Customer Contact Center Lead

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

17.3. Managing Government Communications

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

REDACTED

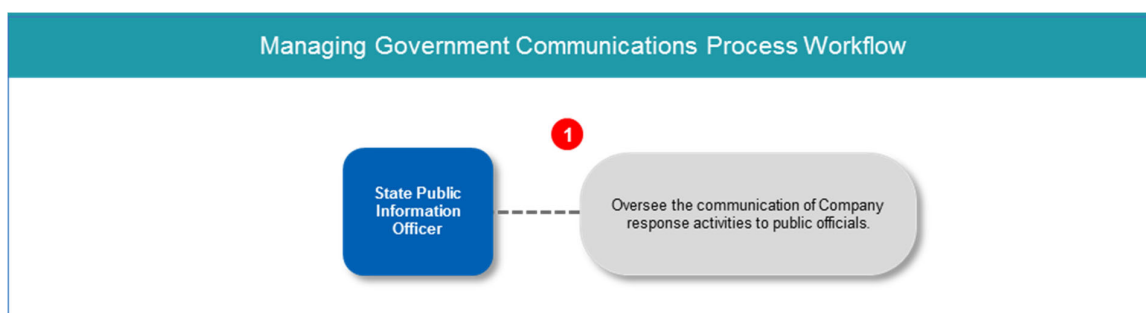


Figure 49: Managing Government Communications Process Workflow

Roles and Activities

17.3.1. State Public Information Officer

- 17.3.1.1. Develops the communication of Company response activities.
- 17.3.1.2. Disseminates message for distribution to wider audience.

17.4. Managing Media Communications and Relations

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

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

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

REDACTED

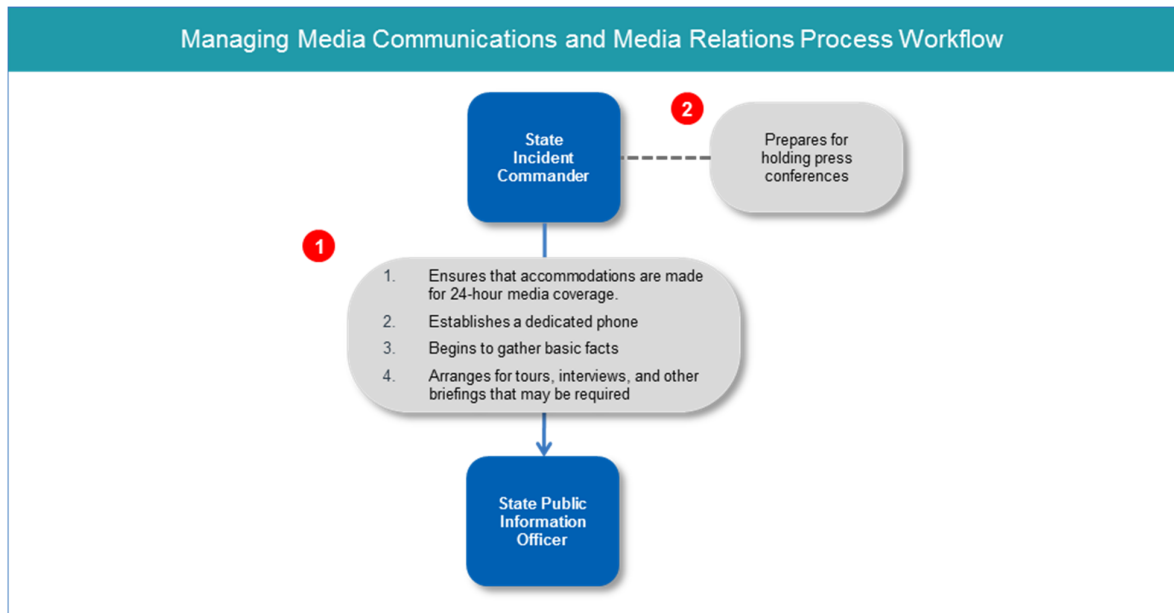


Figure 50: Managing Media Communications and Relations Process Workflow

Roles and Activities

17.4.1. State Incident Commander

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

17.4.2. State Public Information Officer

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

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

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

REDACTED

- Broadcast Text Alerts – The Company will only activate broadcast text message alerts for major emergencies and updates. At the peak of an emergency, the Company will not send more than four messages per day. Messaging should be relevant and actionable.
- Website outage reporting- The website and applications allow customers to view area outage summaries (an example of which is included in Appendix A Ch. 17 Exhibits).
- Facebook – The Company maintains a corporate Facebook page where customers can receive information specific to their region.
- Twitter – The Company utilizes Twitter to keep customers informed.
- Email Notifications – The Company continues to promote the use of email to communicate with customers during emergencies.
- Print and Broadcast Outlets – as conditions warrant, the Company may place advertising with print and/or broadcast outlets to convey safety, response status, projections for response or other emergency information.

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

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

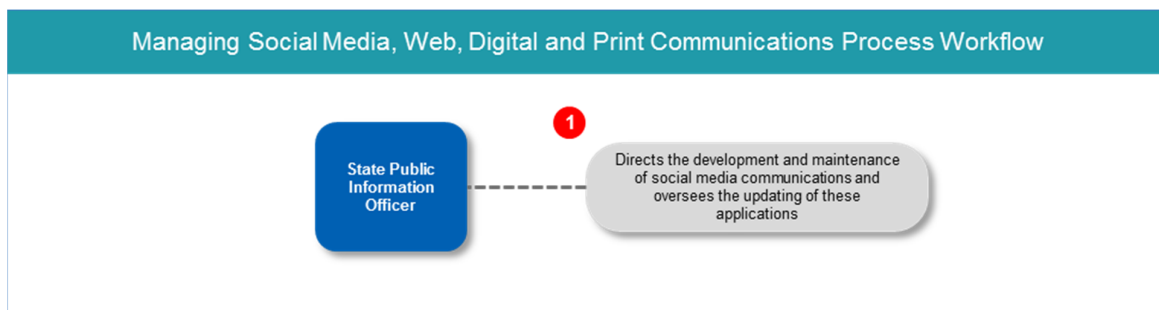


Figure 51: Managing Social Media, Web, Digital and Print Communications Process Workflow

Roles and Activities

17.5.1. State Public Information Officer

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

REDACTED

nationalgrid

Chapter 18: Liaison Interactions



REDACTED

18. Liaison Interactions

Introduction

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

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

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

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

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

Processes

18.1 Managing Municipal Coordination

18.2 Managing State Agency Coordination

18.3 Managing Regulatory and Government Affairs

18.4 Managing Federal Agency Reporting

18.5 Coordinating with Other Responding Agencies

REDACTED

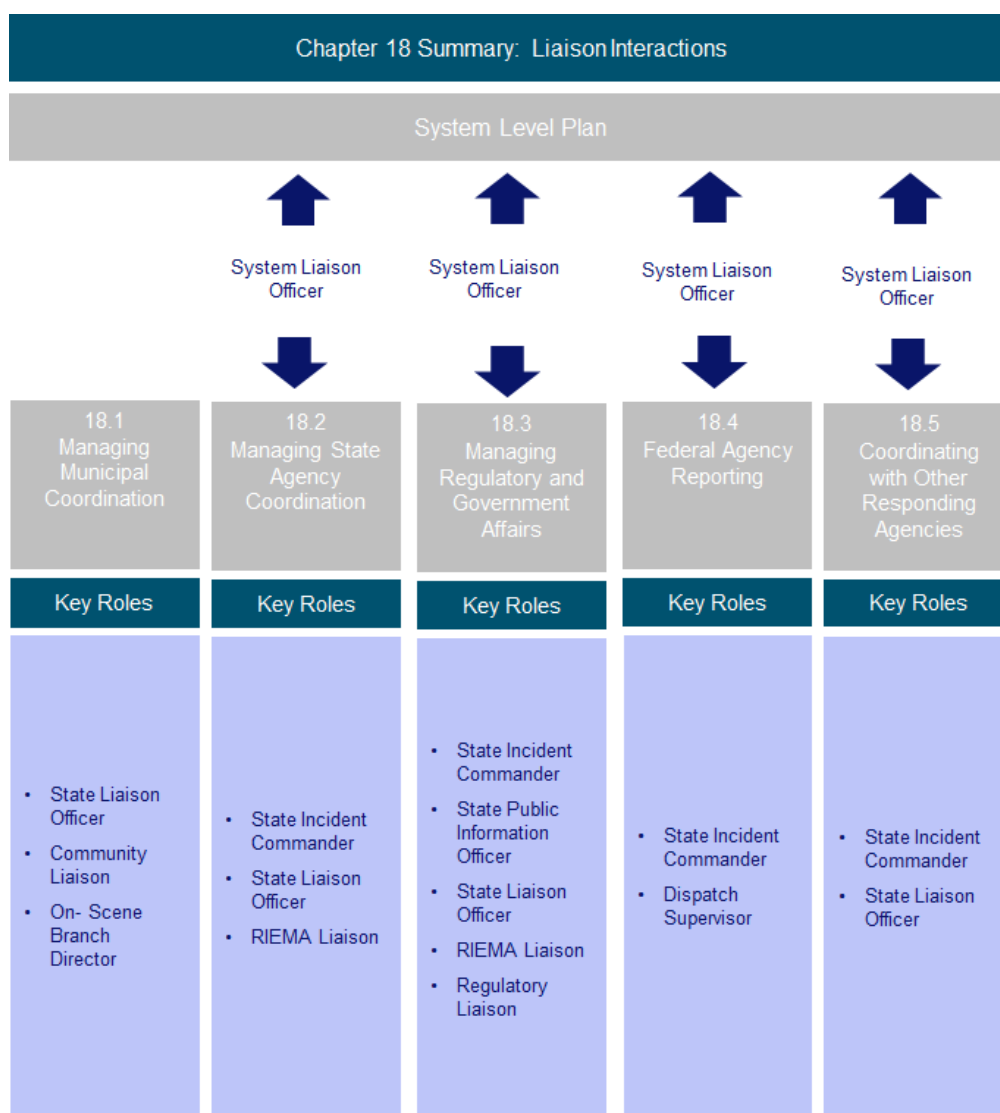


Figure 52: Liaison Interactions High Level Overview

Liaison Interactions Overview

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

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

REDACTED

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

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

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

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

18.1. Managing Municipal Coordination

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

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

During an emergency response, the State Liaison Officer will be responsible for coordinating activities with critical facilities, municipal emergency managers, local public safety officials and emergency responders and/or their designees. The Liaison Coordinator will organize the management of the Community Liaison program, which is described in detail below:

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

REDACTED

Liaison will have all the key contact, facility and other municipal information to facilitate communications.

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

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

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

Refer to Figure 53, "Managing Municipal Coordination Process Workflow" below.

Advanced Planning and Training

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

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

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

REDACTED

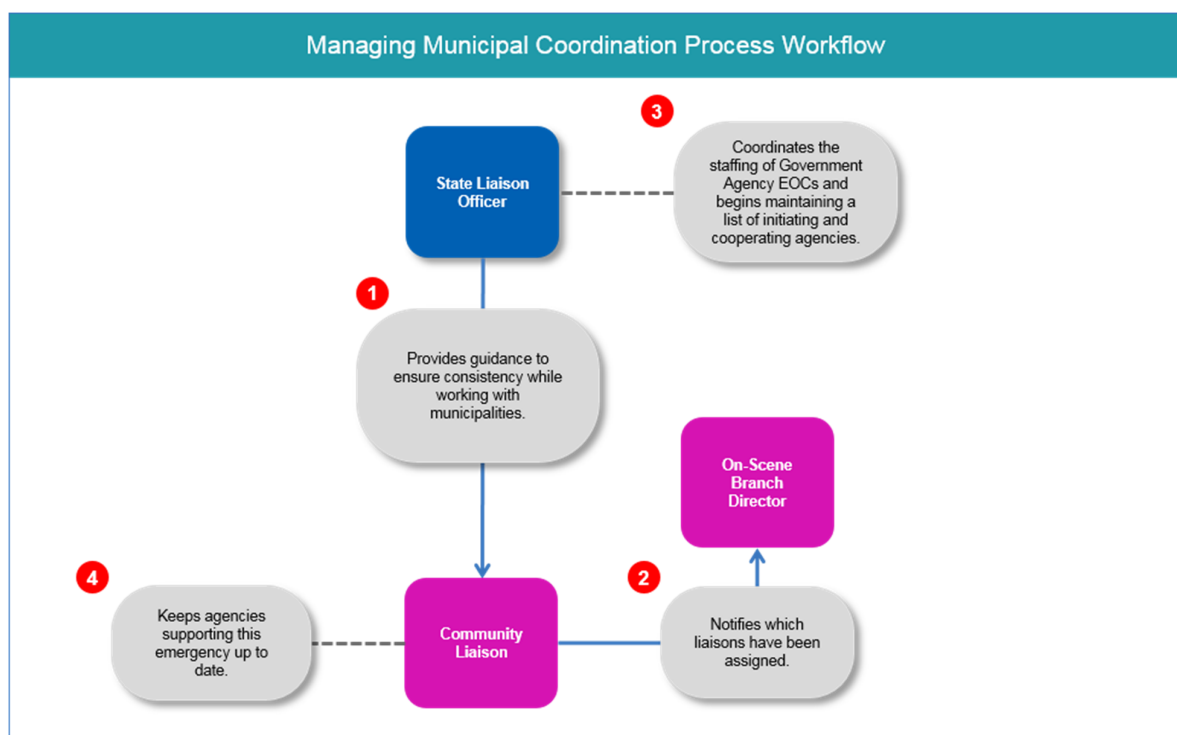


Figure 53: Managing Municipal Coordination Process Workflow

Roles and Activities

18.1.1. State Liaison Officer

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

REDACTED

18.1.2. Area Community Liaison Coordinator/Community Liaison

- 18.1.2.1.** When directed to do so by the State Liaison Officer, reports to the Emergency Management Director and/or local Incident Commander present in the community EOC and provides assistance to maintain public safety, facilitate the restoration of gas service to the assigned community and respond to the needs of the public as requested by local government officials.
- 18.1.2.2.** Maintains regular contact with Government Relations representatives and obtains a list of government officials contacted.
- 18.1.2.3.** Coordinates assignment of Community Liaisons to cities and towns.
- 18.1.2.4.** Maintain list of assisting and cooperating agencies/representatives and confirms contact information of local Emergency Management personnel.

18.1.3. On-Scene Branch Director

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

18.2. Managing State Agency Coordination

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

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

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

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

REDACTED

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

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

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

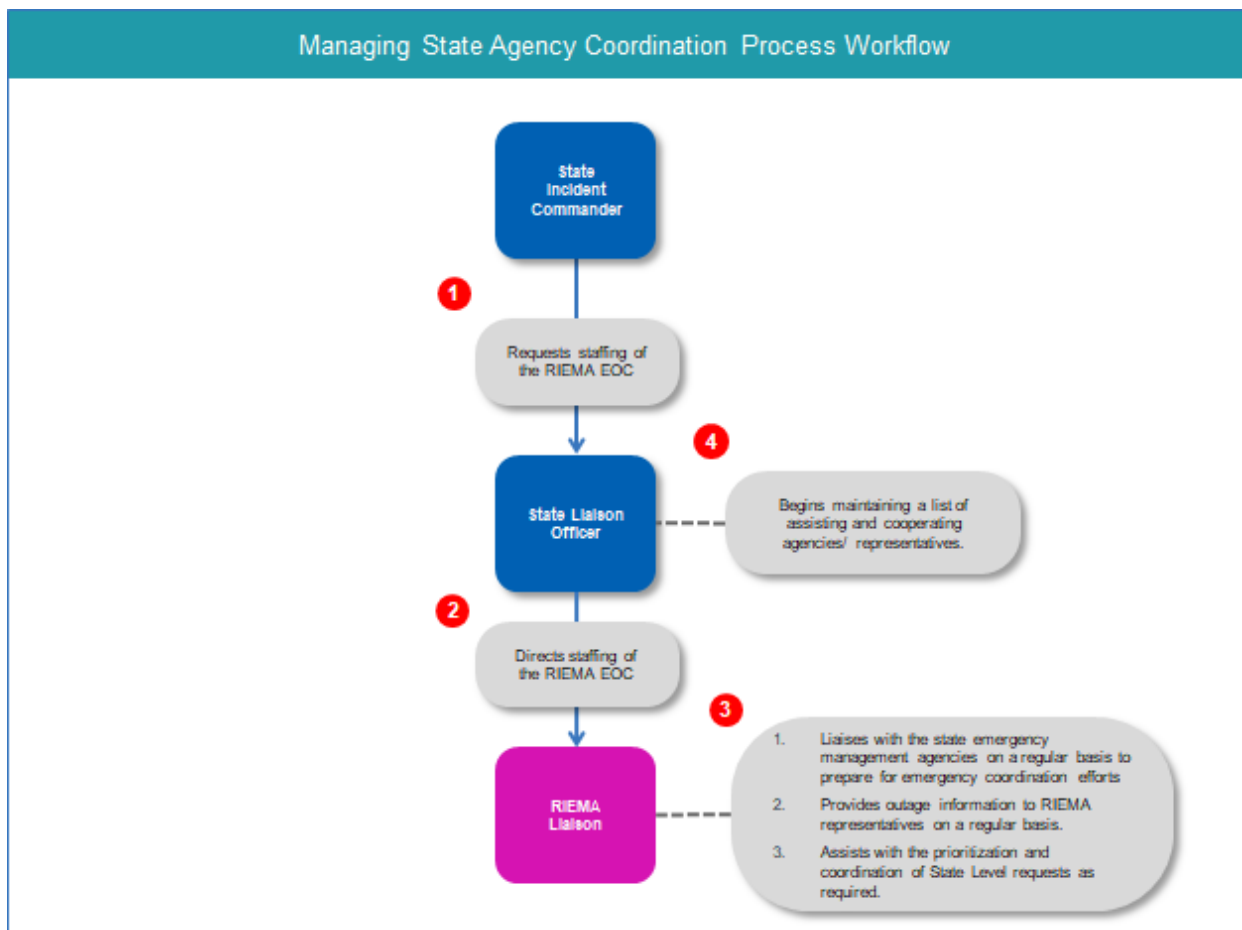


Figure 54: Managing State Government Relations Process Workflow

REDACTED

Roles and Activities

18.2.1. State Incident Commander

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

18.2.2. State Liaison Officer

- 18.2.2.1. Coordinates the staffing of the RIEMA EOC as requested by the State Incident Commander.
- 18.2.2.2. Begins maintaining a list of assisting and cooperating agencies/representatives.
- 18.2.2.3. Establishes contact with the System Planning Officer during a System Level Emergency.

18.2.3. RIEMA Liaison

- 18.2.3.1. Liaises and meets with the state emergency management agencies on a regular basis to prepare for emergency coordination efforts. Prior to meeting with agencies and stakeholders:
 - Review incident objectives,
 - Reviews company requests for assistance from or coordination with other agencies,
 - Determines status of outstanding requests from other agencies, and
 - Determines availability of personnel and equipment available to assist other agencies.
- 18.2.3.2. Provides outage information to RIEMA representatives on a regular basis.
- 18.2.3.3. Assists with the prioritization and coordination of State Level requests as required.

18.3. Managing Regulatory and Government Affairs

The RIDPUC will be kept informed of the Company's emergency response actions and status during an emergency. The Company's Dispatch Organization will provide an initial telephone call to the RIDPUC to report a Type 1 Emergency. Throughout the emergency, the RIDPUC and the Rhode Island Public Utilities Commission (RIPUC) will be kept informed of the Company's restoration status by the Regulatory/Compliance Liaison.

The Company's Emergency Response Liaison present in the RIEMA EOC will also coordinate with the RIDPUC representative. The Company utilizes a Regulatory/Compliance Liaison to coordinate with high ranking regulatory officials during Emergencies. These high-ranking

REDACTED

regulatory officials serve as the primary point of contact for the Massachusetts executive jurisdiction. Both the ERO and Regulatory/Compliance Liaisons will work closely with the State Public Information Officer to oversee the timeliness and unity of message communications.

Refer to Figure 55, “Managing Regulatory Affairs Process Workflow” below.

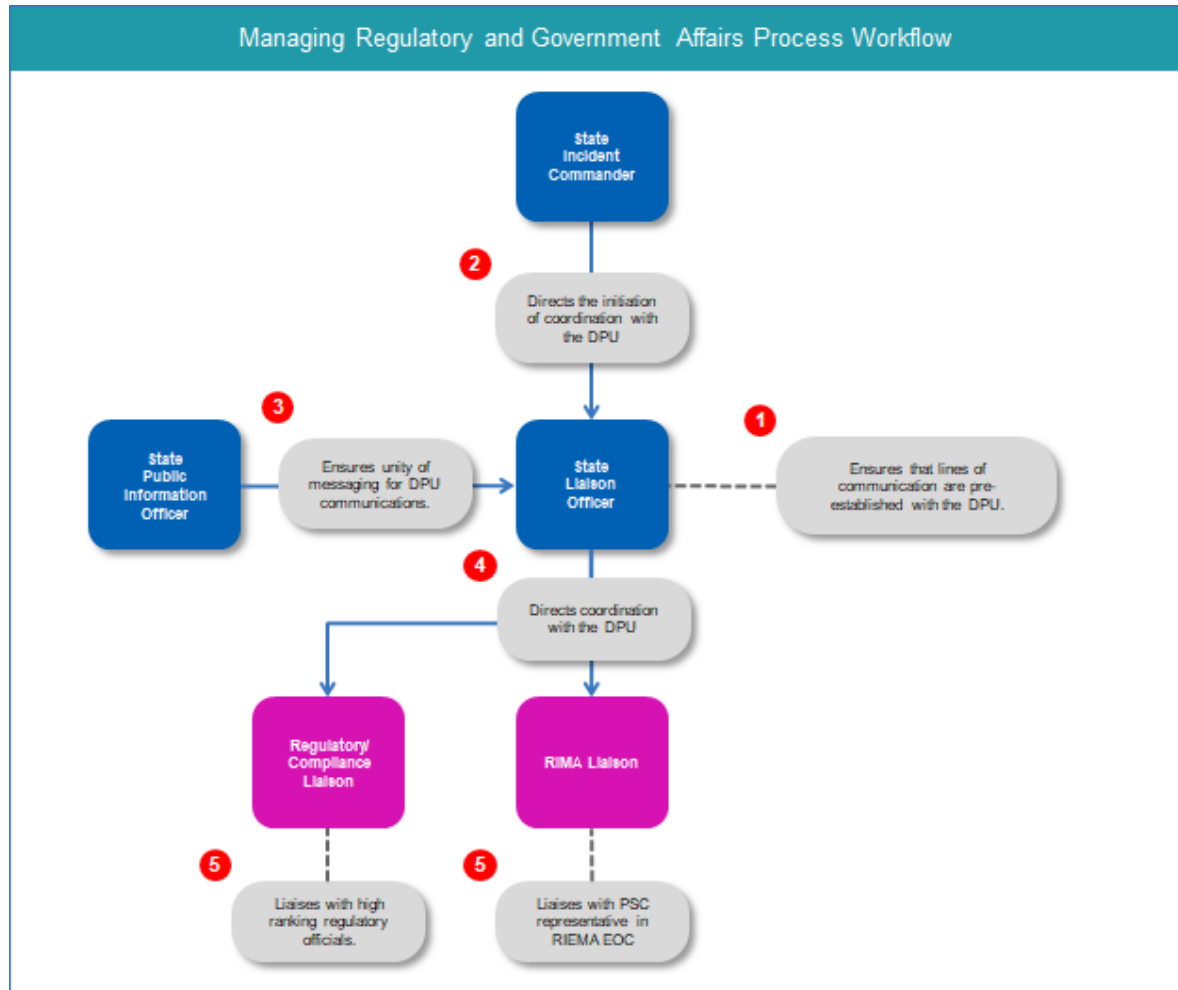


Figure 55: Managing Regulatory Affairs Process Workflow

Roles and Activities

18.3.1. State Incident Commander

- 18.3.1.1. Directs State Liaison Officer to coordinate with RIDPUC.

18.3.2. State Public Information Officer

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

REDACTED

18.3.3. State Liaison Officer

- 18.3.3.1.** Ensures that lines of communication are pre-established with the Company's regulatory agencies prior to an emergency.
- 18.3.3.2.** Manages Liaisons coordinating with the RIDPUC, including the RID PUC representative in the RIEMA EOC and other high-ranking regulatory officials as required.

18.3.4. RIEMA Liaison

- 18.3.4.1.** Liaises with the RIDPUC representative in the RIEMA EOC as required.

18.3.5. Regulatory/Compliance Liaison

- 18.3.5.1.** Liaises with high ranking regulatory officials and RIDPUC as required.

18.4. Federal Agency Reporting

The U.S Pipeline and Hazardous Materials Safety Administration (PHMSA) is notified through the National Response Center (NRC) when there is an event that involves a release of gas from a pipeline, or of liquefied natural gas, liquefied petroleum gas, refrigerant gas, or gas from an LNG facility, and that results in one or more of the following consequences, (i) a death, or personal injury necessitating in-patient hospitalization, (ii) estimated property damage of \$122,000 or more², including loss to the operator and others, or both, but excluding cost of gas lost, or (iii) unintentional estimated gas loss of three million cubic feet or more. Furthermore, notification is required for an event that is significant in the judgment of the operator, even though it does not meet these criteria. Notification to DOT or FERC for LNG events requires the approval of the Senior VP or appropriate VP.

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

² Effective March 12, 2021, PHMSA amended the Federal Pipeline Safety Regulations including raising the threshold for reporting incidents that result in property damage from \$50,000 to \$122,000. Mandatory compliance with the adjusted threshold is effective October 1, 2021. National Grid has adopted this threshold effective May 1, 2021.

REDACTED

within 30 days of detection of the incident, the Company must file the appropriate written report to PHMSA.

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

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

In addition to the above, the Company will provide contact immediately to the PSAP(s) when there is any indication of an emergency condition that may have a potential adverse impact on public safety or the environment. These "indications" include odors, unexplained noises, product releases, explosions, fires, etc. as these reports may not have been linked to a possible pipeline incident by callers calling 911.

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

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

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

REDACTED

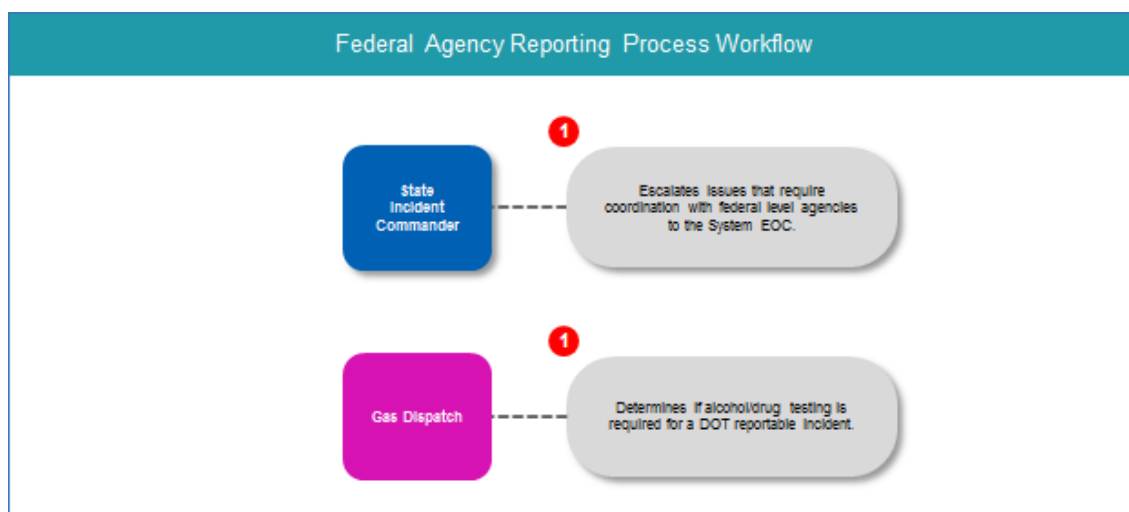


Figure 56: Managing Federal Government Relations Process Workflow

Roles and Activities

18.4.1. State Incident Commander

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

18.4.2. Dispatch Supervisor

- 18.4.2.1. For DOT Reportable Incidents (those classified as A or A1) evaluate the incident conditions and determine / eliminate individuals who may or may not have contributed to the incident. Upon determination, communicate the need for completion of:
 - Alcohol testing within a 2 to 8-hour period of the incident.
 - Drug testing within a 32-hour period of the incident.

18.5. Coordinating with Other Responding Agencies

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

REDACTED

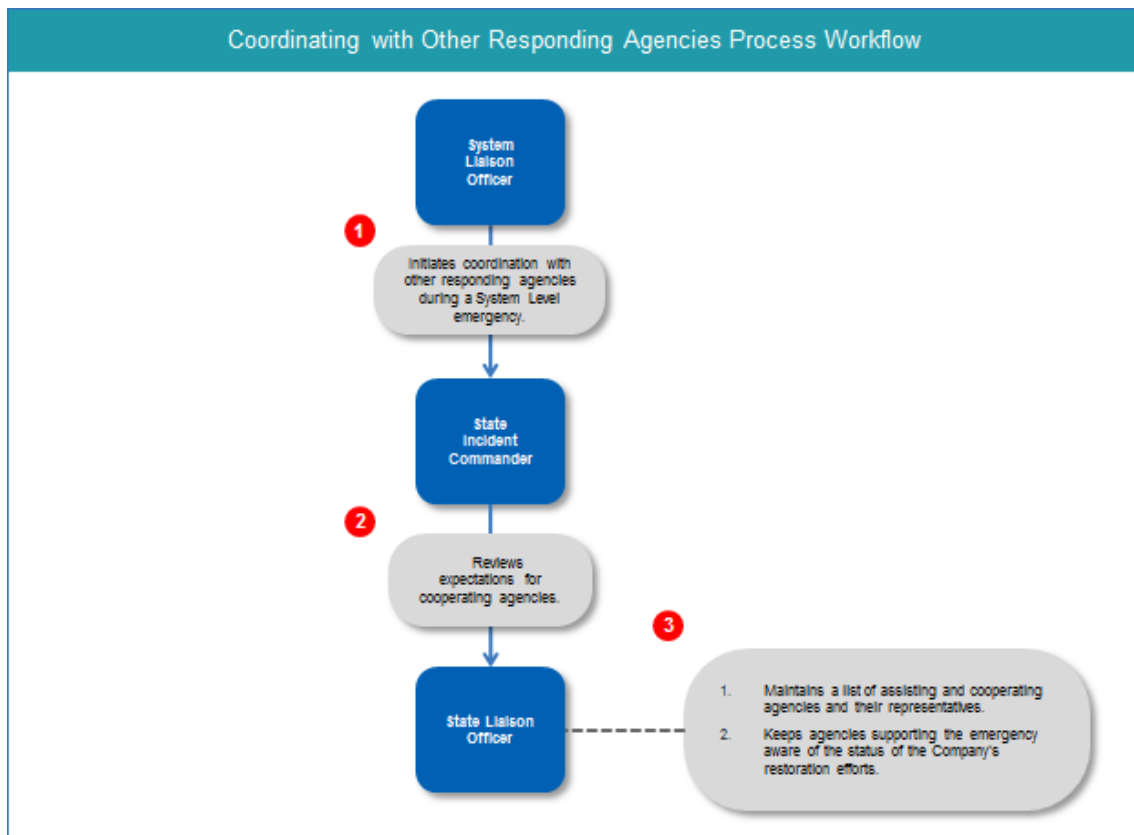


Figure 57: Coordinating with Other Responding Agencies Process Workflow

Roles and Activities

18.5.1. System Liaison Officer

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

18.5.2. State Incident Commander

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

18.5.3. State Liaison Officer

- 18.5.3.1. Maintains a list of assisting and cooperating agencies and their representatives.

REDACTED

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

REDACTED

nationalgrid

Chapter 19: Safety, Health and Environmental Coordination



REDACTED

19. Safety, Health and Environmental Coordination

Introduction



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

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

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

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

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

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

- ▶ Safety and Health Coordination
- ▶ Environmental Impact Coordination

Processes

19.1 Safety and Health Coordination

19.2 Environmental Impact Coordination

Safety, Health and Environmental Coordination Overview

The safety of employees, contractors and members of the public remains the primary focus throughout our response activities. All Company employees are empowered to stop and prevent unsafe acts and correct unsafe or hazardous conditions; this is particularly true of employees supervising outside contractors.

REDACTED

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

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

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

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

19.1. Safety and Health Coordination

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

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

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

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



REDACTED

Roles and Activities

19.1.1. System Safety, Health and Environmental Officer

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

19.1.2. State Incident Commander

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

19.1.3. State Safety and Health Officer

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

REDACTED

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

REDACTED

19.1.4. Safety Coordinator

- 19.1.4.1. Attends EOC meetings where work plans are discussed so that safety coverage can be addressed to assist those activities.
- 19.1.4.2. Provides materials to help the business perform safety communications and/or briefings during the emergency to focus employees and contractors toward working safely.
- 19.1.4.3. In the event foreign crews need to be briefed on Company safety procedures, assists in the communications to these workers
- 19.1.4.4. Works with the ERO and related Company organizations to assess staging areas where people, equipment and/or fuel are located to ensure no additional risks are created.
- 19.1.4.5. Provides field resources to visit with crews and work with the ERO on any significant incidents occurring during the event.
- 19.1.4.6. Tracks safety related incidents occurring as a result of the emergency and uses that to target new communications for following day's activities.
- 19.1.4.7. Identifies and mitigates hazardous situations.
- 19.1.4.8. Initiates preliminary investigation of accidents within the incident area.
- 19.1.4.9. Reviews and approves the Medical Plan.
- 19.1.4.10. Participates in planning meetings.

19.1.5. State Security Officer

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

19.1.6. State Finance Section Chief

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

19.1.7. State Human Resources Section Chief

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

19.1.8. State Operations Section Chief

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

REDACTED

19.2. Environmental Impact Coordination

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

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

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

The documents can be found on the National Grid Grid:home at <https://gridhome.nationalgrid.com/sites/environment-us/SitePageModern/89185/environmental-procedures>.

Refer to Figure 60, "Environmental Impact Coordination Process Workflow" below.

REDACTED

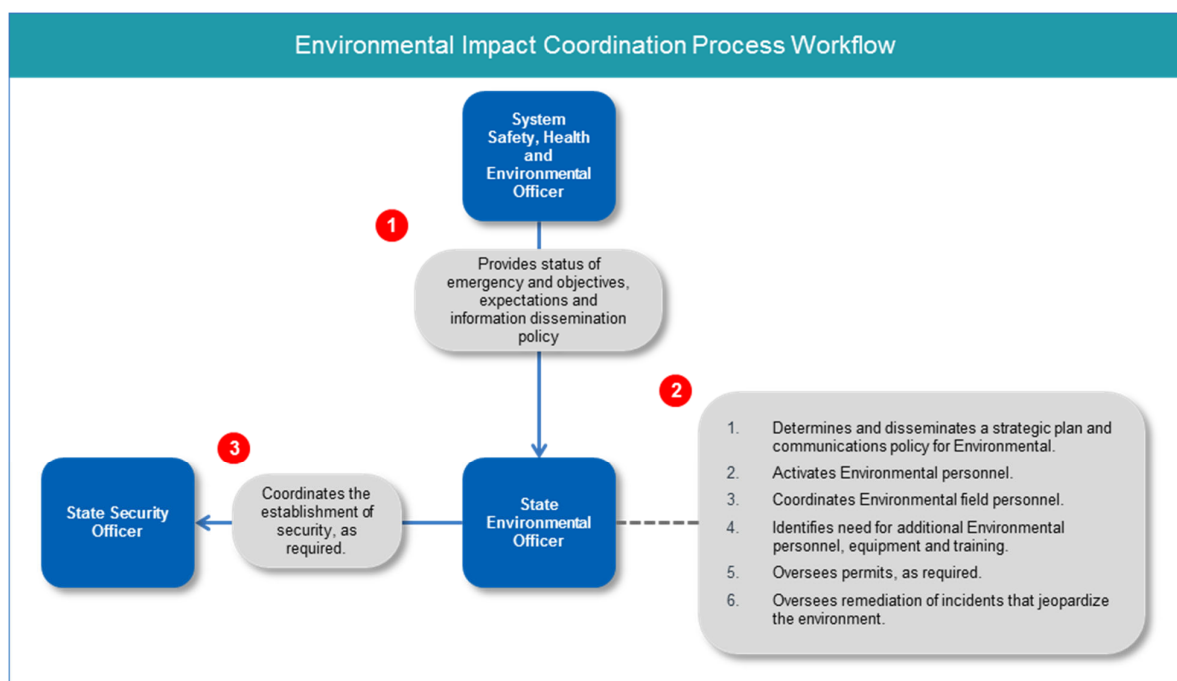


Figure 60: Environmental Impact Coordination Process Workflow

Roles and Activities

19.2.1. System Safety, Health and Environmental Officer

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

19.2.2. State Environmental Officer

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

REDACTED

- 19.2.2.7. Establishes contact with Environmental field personnel and provides:
- The incident status, objectives and expectations,
 - Policy on information dissemination and other pertinent information, and
 - Schedule for telephone conferences between the State Safety, Health and Environmental Officer and Environmental field personnel.
- 19.2.2.8. Assesses the need for outside environmental resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.
- 19.2.2.9. Assesses the need for environmental supplies and makes acquisition arrangements if approved by the State Incident Commander.
- 19.2.2.10. Assesses the need for outside environmental training services to support training and for qualifying additional personnel or outside resources to perform required tasks.
- 19.2.2.11. Identifies the need for and obtains permits, consultations, and other authorizations, including Endangered Species Act (ESA) provisions during the Response Stage.
- 19.2.2.12. Develops shoreline clean-up and assessment plans; identifies the need for and prepares any special advisories or orders.
- 19.2.2.13. Identifies sensitive areas and recommends response priorities.
- 19.2.2.14. Obtains copies of any relevant exposure data such as Safety Data Sheets (SDS) and Environmental procedural guidelines and ensures that field Environmental personnel receive this information.
- 19.2.2.15. Coordinates incident analysis, field audits, training and regulatory inquiries.
- 19.2.2.16. Develops disposal plans as conditions require and provides guidance as necessary.
- 19.2.2.17. Tracks and documents quantity of oil spills that occur throughout the event.
- 19.2.2.18. Acts as a liaison between Supervisors and outside utilities concerning any Environmental-related activities or incidents.
- 19.2.2.19. In case of an environmental incident, communicates with the Environmental field personnel to obtain the following information:
- Status of the situation,

REDACTED

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

19.2.2.20. Monitors the environmental consequences of response actions.

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

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

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

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

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

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

19.2.3. State Security Officer

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

REDACTED

nationalgrid

Chapter 20: Security Coordination



REDACTED

20. Security Coordination

Introduction

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

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



Figure 61: Security Coordination High Level Overview

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

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

20.1. Security Strategy Coordination and Implementation

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

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

Processes

20.1 Security Strategy Coordination and Implementation

REDACTED

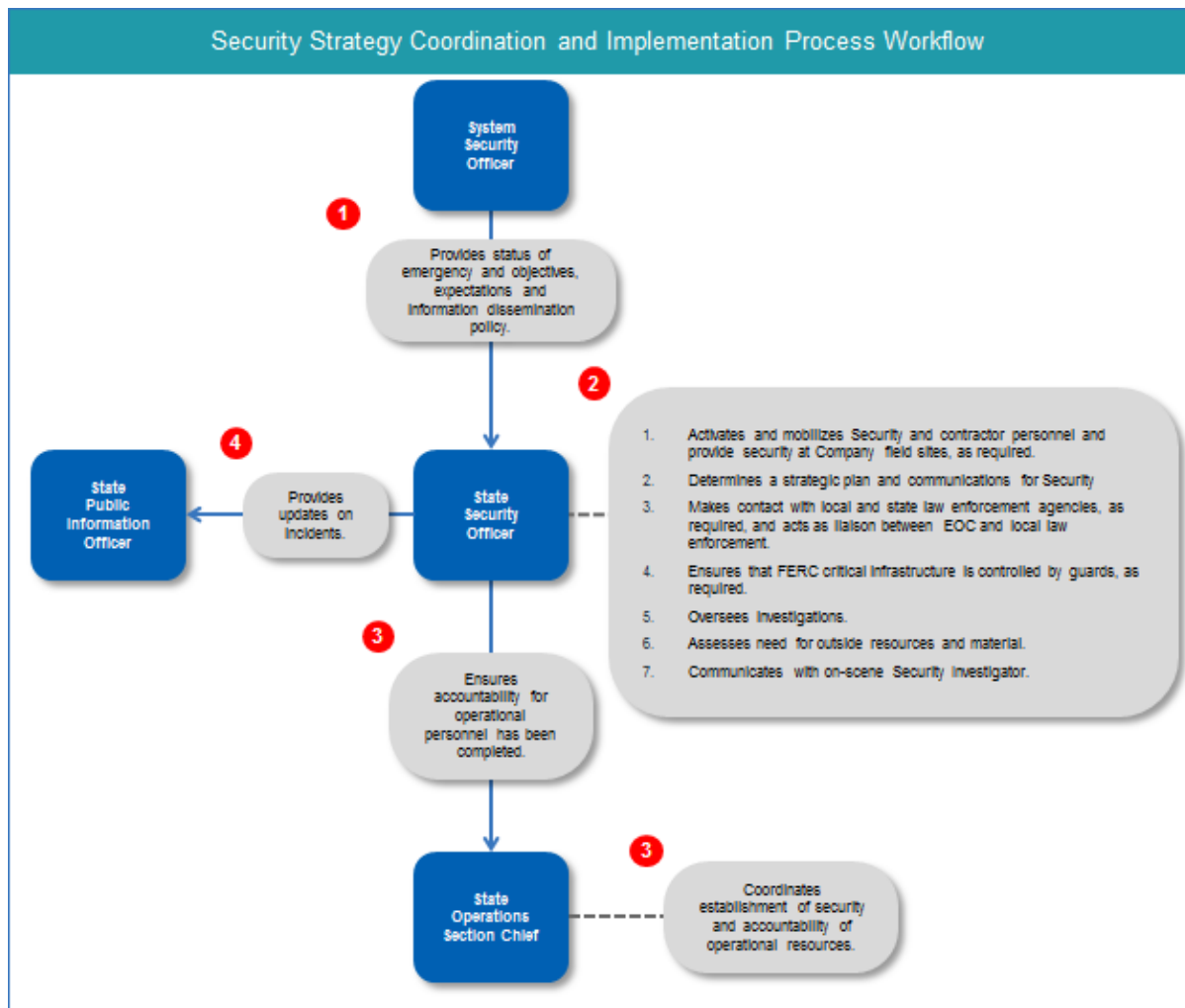


Figure 62: Security Strategy Coordination and Implementation Process Workflow

Roles and Activities

20.1.1. System Security Officer

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

20.1.2. State Public Information Officer

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

20.1.3. State Security Officer

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

REDACTED

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

REDACTED

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

20.1.4. State Operations Section Chief

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

REDACTED

nationalgrid

Chapter 21: Reports and Documentation



REDACTED

21. Reports and Documentation

Introduction

This chapter identifies the reports and documentation generated to facilitate and record the response to an emergency. These are broken out by those required by regulators and those utilized by the Company during an emergency response.

Each of the reports included in this chapter are aligned to the process in the ERP from which they are generated or for which they are used.

Chapter 21 Summary: Reports and Documentation		
21.1 Internal Reports and Documentation	21.2 Regulatory Driven Reports and Documentation	21.3 After Action Review
Key Roles	Key Roles	Key Roles
<ul style="list-style-type: none"> System Security Officer State Safety and Health Officer State Environmental Officer State Planning Section Chief 	<ul style="list-style-type: none"> Emergency Planning Lead State Liaison Officer Emergency Management Liaison Community Liaison State Planning Section Chief State Operations Section Chief On-Scene Branch Director 	<ul style="list-style-type: none"> Emergency Planning Lead

Figure 63: Reports and Documentation High Level Overview

The processes and activities in this chapter are initiated once the emergency has been classified and the ERO has been activated.

The processes and associated roles covered in this chapter can be seen in Figure 63, “Reports and Documentation High Level Overview.”

There is no interaction with the System Level Plan when carrying out the activities associated with the processes included in this chapter. However, the State Security Officer is responsible for developing Safety Incident Reports and communicating a summary of security incidents to the State Incident Commander, as required.

Processes

21.1 Internal Reports and Documentation

21.2 Regulatory Driven Reports and Documentation

21.3 After Action Review

21.1. Internal Reports and Documentation

This section provides an overview of the reports and documents generated by the Company to facilitate its emergency response.

REDACTED

Incident Action Plan

The State EOC provides an Incident Action Plan (IAP) which includes a definition of and the objectives for the Operational Period, organization chart for the active ERO, and restoration status update including damage assessment information. The plan is developed at the beginning of every Operational Period (as part of the EOC activities described in Chapter 4.3 of this ERP) or at other pre-designated intervals to the applicable functional groups responding to the emergency. The development of this plan is overseen by the State Planning Section Chief and conducted for Type 1 Emergencies when the State EOC is activated. The State Planning Section Chief will coordinate with the State Operations Section Chief and State Logistics Section Chief to develop this document. This is an internal report intended to provide a high-level understanding of the emergency response status.

Safety Incident Reports

Safety incidents (as covered in Chapter 19.1 of this ERP) that occur during an emergency are entered into the Company's Incident Management System when they occur and flagged as emergency related. Safety Incident Reports contain the pertinent details of a safety incident and typically include:

- Description of the incident,
- Activity being done at the time,
- Source of the activity,
- Location of the activity,
- Department carrying out the activity,
- Employee involved,
- Backup medical information in the event it results in lost time or restricted duty, and
- Expected return to work date if applicable.

The State Safety and Health Officer will summarize emergency related incidents and communicate these to the State Incident Commander.

Environmental Incident Reports

Environmental incidents (as covered in Chapter 19.1 of this ERP) that occur during an emergency are entered into the Company's Incident Management System when they occur and flagged as emergency related. Environmental Incident Reports record the pertinent details of an environmental incident and typically include the:

- Description of the incident including:
 - The amount and type of chemicals spilled,
 - The category of the incident,
- Any permit breaches or legal notices,
- Activity being done at the time,
- Source of the activity,

REDACTED

- Location of the activity,
- Department carrying out the activity, and
- Employee(s) involved.

The State Environmental Officer will summarize related environmental incidents and communicate these to the State Incident Commander.

Security Incident Report

Security incidents (as covered in Chapter 20.1 of this ERP) that occur during an emergency are entered into the Company's Security Incident Management System when they occur. The pertinent details of a security incident recorded into the system typically include the:

- Nature of the incident and number of any injuries,
- Damage to and/or losses of Company and external equipment or property,
- Identities of authorities, complainants, witnesses, subjects and suspects involved,
- Arrests, and
- Internal or external notifications, as required.

Security Incident Reports are generated by the State Security Officer as required and provided to the State Incident Commander as required.

Roles and Activities

21.1.1. System Security Officer

- 21.1.1.1. Ensures the development of Security Incident Reports, as required.

21.1.2. State Safety and Health Officer

- 21.1.2.1. Ensures the development of Safety Incident Reports, as required.

21.1.3. State Environmental Officer

- 21.1.3.1. Ensures the development of Environmental Incident Reports, as required.

21.1.4. State Planning Section Chief

- 21.1.4.1. Oversees completion of the Incident Action Plan and ensures they are prominently displayed at the State EOC and On-Scene Command Center, if activated.
- 21.1.4.2. Establishes information requirements and resource status information reporting schedules as needed (i.e. Resource Coordination).

REDACTED

- 21.1.4.3. Establishes information requirements, situation reports, and resource status information reporting intervals (schedules) with all ICS Command and General Staff.

21.2. Regulatory Driven Reports and Documentation

Gas Operations Status Update Report

During a Gas System Emergency (Type 1) event that requires a significant Gas Organization response, the State Liaison Officer will provide the RIDPUC, RIPUC, other relevant State agencies, and municipal emergency managers (or their designee) with a periodic written report containing the following information: 1) the communities and numbers of customers affected; and 2) the status of the response efforts including the expected date that service will be restored to all customers, if known. The Company may provide such information more frequently if warranted by the circumstances of the emergency and will continue to provide daily updates until service is restored to all customers. See Figure 64, “Regulatory Driven Reports and Documentation Process Workflow” below.

REDACTED

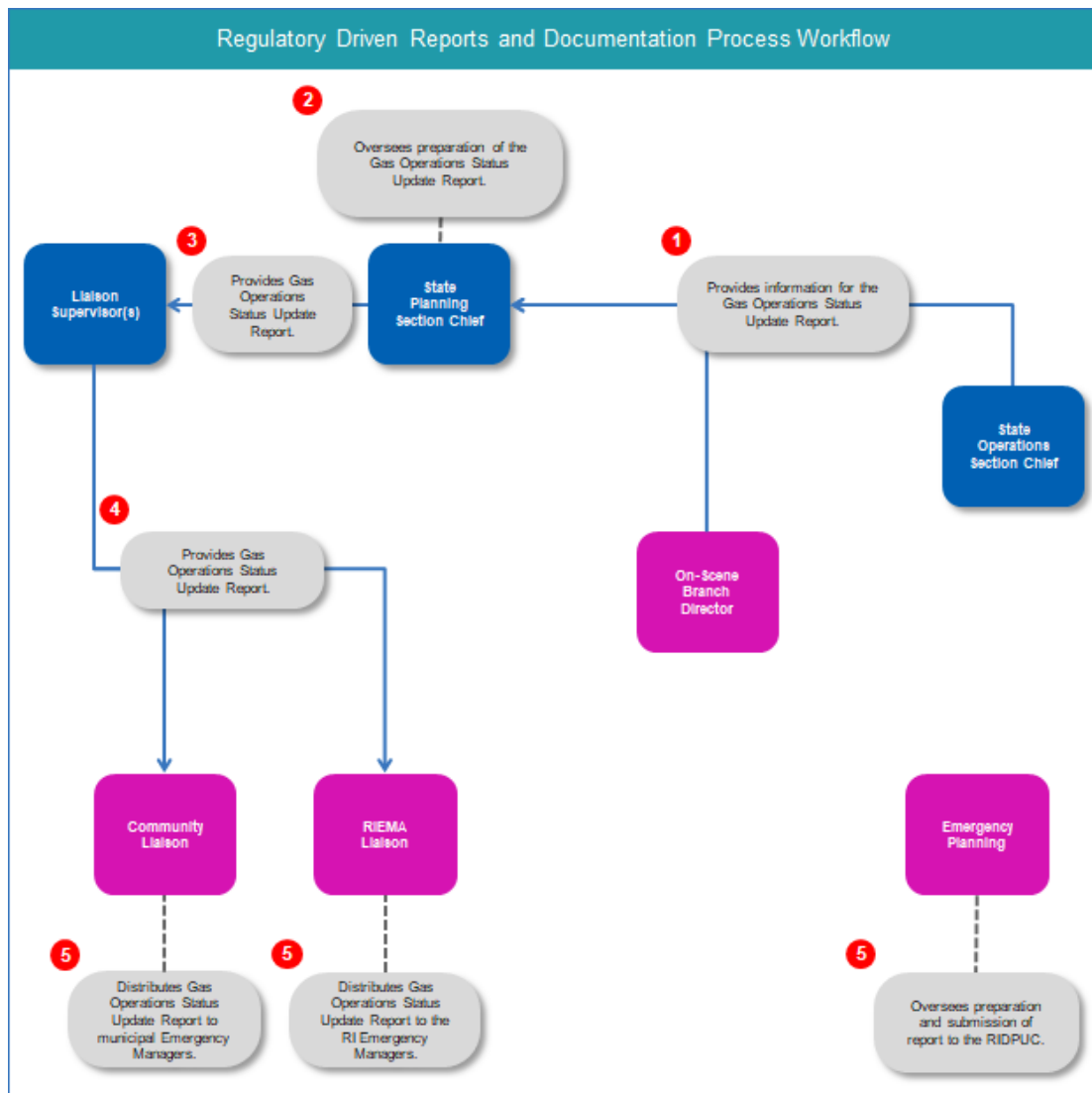


Figure 64: Regulatory Driven Reports and Documentation Process Workflow

Roles and Activities

21.2.1. Emergency Planning Lead

- 21.2.1.1. Oversees preparation and submission of a detailed report with supporting documentation to the RIDPUC on restoration performance including lessons learned.

21.2.2. State Liaison Officer

- 21.2.2.1. Provides the Gas Operations Status Update Report to the Community and RIEMA Liaisons for distribution to external stakeholders.

REDACTED

21.2.3. RIEMA Liaison and/or Regulatory/Compliance Liaison

- 21.2.3.1. Distributes the Gas Operations Status Update Report to RIEMA.

21.2.4. Area Community Liaison Coordinator/Community Liaison

- 21.2.4.1. Distributes the Gas Operations Status Update Report to municipal emergency managers.

21.2.5. State Planning Section Chief

- 21.2.5.1. Oversees preparation of Gas Operations Status Update Report.
- 21.2.5.2. Provides the Gas Operations Status Update Report to the State Liaison Officer for distribution to external stakeholders.

21.2.6. State Operations Section Chief

- 21.2.6.1. Provides information required for the Gas Operations Status Update Report to the State Planning Section Chief for inclusion in the report.

21.2.7. On-Scene Branch Director

- 21.2.7.1. Provides information required for the Gas Operations Status Update Report to the State Operations Section Chief.

21.3. After Action Review

To ensure a cycle of continuous improvement, individuals with responsibilities within the ERO are requested to assess actual performance vs. plan, and to identify functions and operations which may have deviated from the established plan, in addition to assessing the established emergency response process. During the emergency, participants are requested to make note of opportunities to improve the process and/or participants' performance in implementing the process. Participants are encouraged to record observations and recommendations as they occur.

Following the conclusion of the emergency, participants are requested to submit observations via one of the following two methods:

- Questionnaire/Survey
- Word Document

An After-Action Review (AAR) will be held following any Type 1 Emergency that involves a significant Gas Organization response (generally greater than 1,000 customer outages) or at the discretion of the State Incident Commander. Emergency Planning is responsible to schedule, conduct and document the performance of all after action reviews. Emergency Planning shall notify leaders/process leads and participants from each business area who contributed to the emergency or drill and will schedule an After-Action Review meeting after the conclusion of the emergency. See Figure 65, "After Action Review Process Workflow" below.

REDACTED

The AAR meeting attendees collectively will form actionable items based on the observations of emergency participants. These action items will be assigned action owners. Action items and owners will be tracked by Emergency Planning. Emergency Planning shall provide periodic updates on progress to the leadership team.

The Company will also plan to accept and solicit feedback from affected stakeholders through an appropriate channel (e.g., meeting with EMD, phone calls) for all Type 1 Emergencies. This Post-Event feedback, along with emergency-based experiences will be included in the AAR. A template for AAR development purposes is provided for use within Chapter 32, Section 6, under Chapter 21 Exhibits.

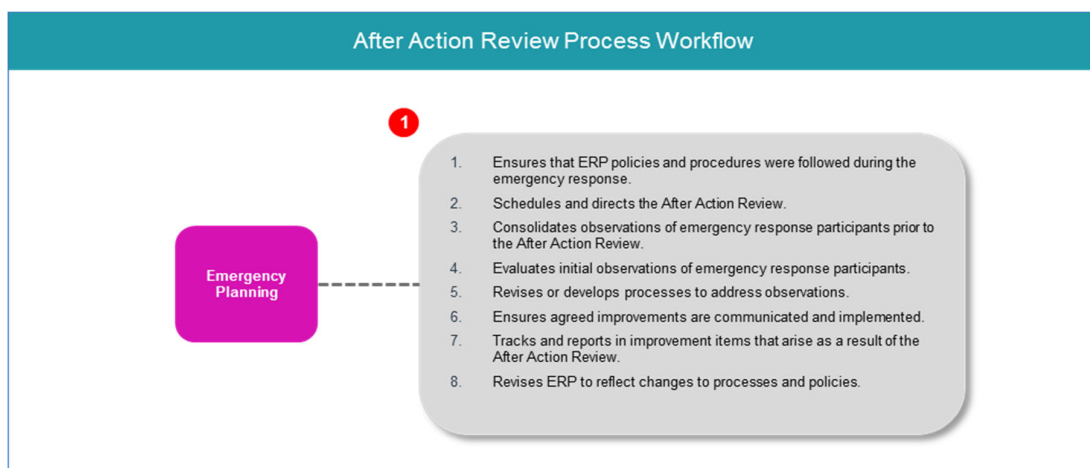


Figure 65: After Action Review Process Workflow

Roles and Activities

21.3.1. Emergency Planning Lead

- 21.3.1.1. Ensures that ERP policies and procedures were followed during the emergency response.
- 21.3.1.2. Schedules and directs the After-Action Review.
- 21.3.1.3. Consolidates observations of emergency response participants in preparation for the After-Action meeting.
- 21.3.1.4. Tracks and reports on improvement items that arise as a result of the After-Action meeting.
- 21.3.1.5. Revises the ERP to reflect necessary changes to policies and procedures (as discussed in Chapter 24.1 Timing of and Procedure for Updating the Plan).
- 21.3.1.6. Evaluates the initial observations and devises an appropriate methodology for correcting the underlying deviation from the plan.

REDACTED

- 21.3.1.7. Evaluates initial observations of emergency response participants.
- 21.3.1.8. Revises or develops processes to address observations discussed during the AAR.
- 21.3.1.9. Ensures agreed improvements are communicated and implemented (as discussed in Chapter 24.1 Timing of and Procedure for Updating the Plan).

REDACTED

nationalgrid

Chapter 22: Demobilization



REDACTED

22. Demobilization

Introduction

The purpose of this chapter is to identify how the Company reviews the need for the activated portions of the ERO throughout the course of the emergency and releases those resources no longer required for the emergency response.



Figure 66:
Demobilization Plan
Development and
Implementation
High Level
Overview

Planning for demobilization is an on-going process in coordination with the situational awareness briefings (as described in Chapter 17 of this ERP) and begins as soon as the emergency response begins.

The processes and associated roles covered in this chapter can be seen in Figure 66, “Demobilization Plan Development and Implementation High Level Overview.”

When carrying out demobilization activities, issues and decisions may be escalated through the System Level ICS during a System Level Emergency.

22.1. Demobilization Plan Development and Implementation

The State Incident Commander is responsible for initiating the Demobilization process during an emergency response. Planning for demobilization is done on an on-going basis starting as soon as the emergency response begins.

The State Planning Section Chief gathers information about the status of restoration activities and recommends to the State Incident Commander the re-allocation or release of resources as warranted. The State Incident Commander will then decide to demobilize partial or entire functions at the Operational and/or State

Levels. When the State Incident Commander decides to reallocate or release resources, the State Operations Section Chief or their delegate

Processes

22.1 Demobilization Plan Development and Implementation

REDACTED

will notify the resources of their transfer or release and provide contact information for their new assignment as applicable.

Tracking resource requirements and releasing those resources that are no longer required to support the response is essential for accountability and managing control. This assists in reducing the misplacement of resources, reduces operating costs and ensures resources are available for other activities and assignments as needed. The ERO may be fully demobilized when:

- All emergency-related jobs are assigned,
- Dispatch is managing the emergency, and
- All non-regional crews are released.

Refer to Figure 67, "Demobilization Process Workflow" below.

REDACTED

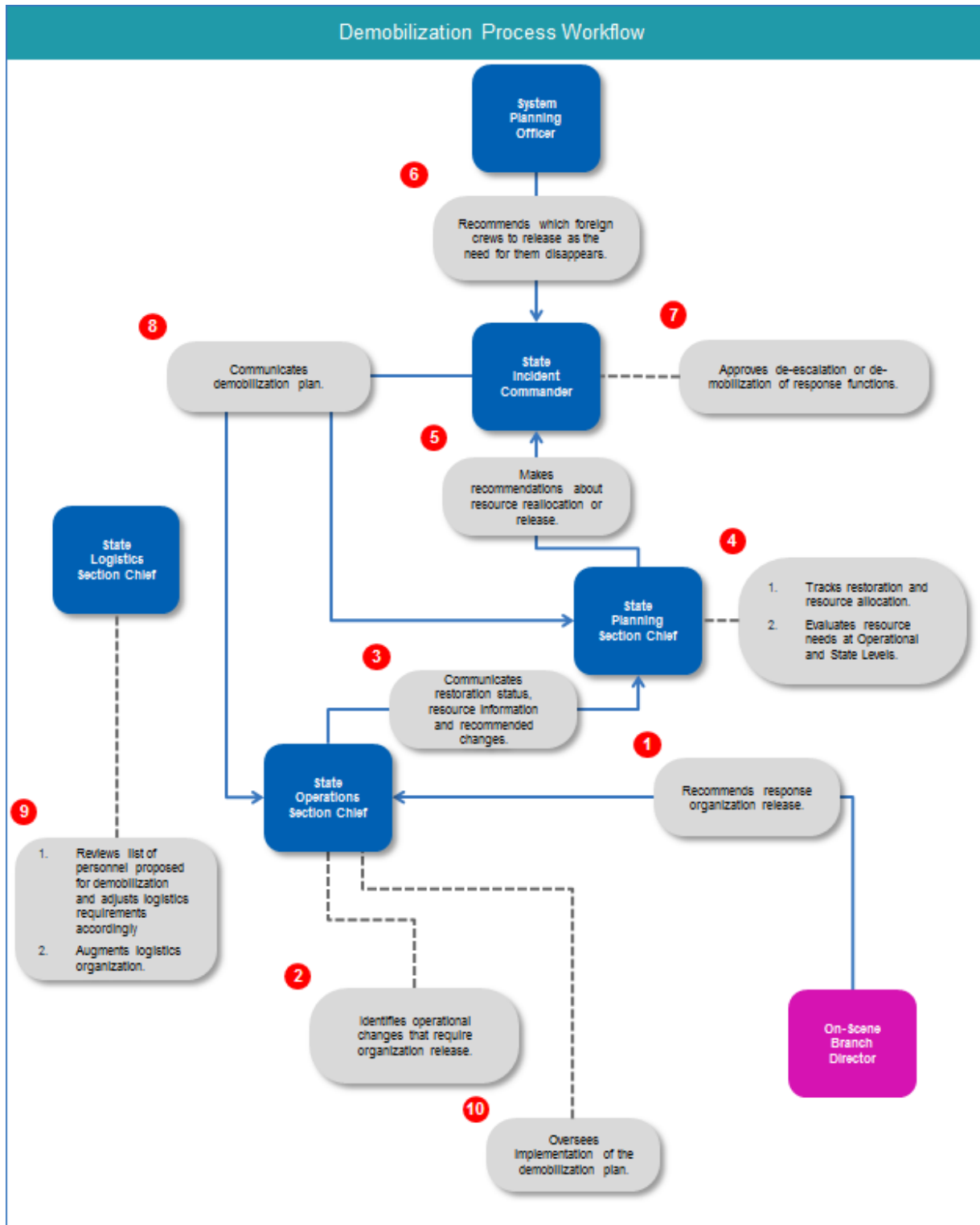


Figure 67: Demobilization Process Workflow

REDACTED

Roles and Activities

22.1.1. System Planning Officer

- 22.1.1.1. Makes recommendations to the State Incident Commander about which foreign crews to release as the need for them dissipates.

22.1.2. State Incident Commander

- 22.1.2.1. Approves the demobilization of response functions based on recommendations from the State Planning Section Chief including, but not limited to, the re-allocation and/or release of foreign crews and Company crews and support staff.

22.1.3. State Planning Section Chief

- 22.1.3.1. Tracks restoration and resource allocation status throughout the emergency.
- 22.1.3.2. Evaluates resource needs at the Operational and State Levels and makes recommendations to the State Incident Commander about re-allocating or releasing resources.
- 22.1.3.3. Oversees the preparation and implementation of the demobilization plan based on the Demobilization decisions of the State Incident Commander.

22.1.4. State Logistics Section Chief

- 22.1.4.1. Reviews the list of personnel proposed for demobilization daily and adjusts material, fleet, staging site, communication, meal and lodging requirements accordingly as resources are re-allocated or released.
- 22.1.4.2. Adjusts logistics organization to reflect changes in logistics requirements.

22.1.5. State Operations Section Chief

- 22.1.5.1. Identifies operational situation changes that require augmenting/demobilizing resources.
- 22.1.5.2. Provides restoration status and resource request information to the State Planning Section Chief.
- 22.1.5.3. When appropriate, oversees the preparation and implementation of the demobilization plan based on the demobilization decisions of the State Incident Commander.
- 22.1.5.4. Notifies resources of their transfer or release and provides contact information for their new assignment as applicable.

REDACTED

22.1.6. On-Scene Branch Director

- 22.1.6.1.** Makes recommendations to the State Operations Section Chief regarding opportunities for augmenting the ERO or demobilizing resources.
- 22.1.6.2.** When appropriate, oversees the preparation and implementation of the demobilization plan.

REDACTED

nationalgrid

Chapter 23: Drills and Training



REDACTED

23. Drills and Training

Introduction

The purpose of this chapter is to identify the means by which Company personnel practice for an emergency response.

Chapter 23 Summary: Drills and Training	
23.1 Annual Training Courses	23.2 Drills and Exercises
Key Roles	Key Roles
<ul style="list-style-type: none"> State Incident Commander State Safety, Health and Environmental Officer State Public Information Officer State Liaison Officer State Planning Section Chief State Logistics Section Chief State Security Officer State Finance Section Chief State Human Resources Section Chief Operations Branch Director 	<ul style="list-style-type: none"> Director of Emergency Planning Emergency Planning

Figure 68: Drills and Training High Level Overview

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

The processes and associated roles covered in this chapter can be seen in Figure 68, “Drills and Training High Level Overview.”

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

23.1. Annual Training Courses

Training is to be scheduled at least annually for all employees with restoration related activities who may be activated during an emergency. The purpose of this training is to ensure that these employees can safely and efficiently perform their assigned responsibilities during such an emergency. All training should be coordinated and tracked through Learning & Development.

Processes

23.1 Annual Training Courses

23.2 Drills and Exercises

REDACTED

Roles and Activities

23.1.1. State Incident Commander

- 23.1.1.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

23.1.2. State Safety and Health Officer

- 23.1.2.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

23.1.3. State Environmental Officer

- 23.1.3.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

23.1.4. State Public Information Officer

- 23.1.4.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

23.1.5. State Liaison Officer

- 23.1.5.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

23.1.6. State Planning Section Chief

- 23.1.6.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

23.1.7. State Logistics Section Chief

- 23.1.7.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

23.1.8. State Security Officer

- 23.1.8.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

23.1.9. State Finance Section Chief

- 23.1.9.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

REDACTED

23.1.10. State Human Resources Section Chief

- 23.1.10.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

23.1.11. State Operations Section Chief

- 23.1.11.1. Participates in Gas Emergency Response Training prior to assuming the role during an emergency.

23.2. Drills and Exercises

Drills are conducted to ensure effectiveness of the ERP and to keep personnel aware of their responsibility should an emergency arise. Emergency Planning will conduct emergency restoration drills annually. Additionally, Emergency Planning will review notification and classification practices for each regional Dispatch organization. This review will verify the ability of Company personnel to perform initial notifications and classify Emergencies.

The exercise is an event that tests the integrated capability of the Company to respond to a significant gas emergency. The exercise comprehensively evaluates the ability of the ERO to implement the ERP and coordinate response activities with other organizations. State regulatory agencies, municipalities and city or local fire departments may be invited to participate and/or observe the exercise. The exercise may involve activation of a Gas EOC and the use of an On-Scene Command Center. The exercise scenario is structured to allow free play for decision making as much as possible, provided that the basic objectives of the exercise are satisfied.

The results of each drill and exercise are documented and an evaluation report is prepared. The report includes recommendations if the effectiveness of the emergency response can be improved. Copies of drill/exercise reports are provided to the applicable management personnel.

Roles and Activities

23.2.1. Emergency Planning Lead

- 23.2.1.1. Determines the format, content and scope of the exercise with input from Customer Meter Services, Maintenance & Construction, and Control Center Operations.
- 23.2.1.2. Ensures that drill/exercise participant requests are communicated to the Company's personnel.
- 23.2.1.3. Ensures that drill/exercise notifications are communicated to any outside agency with restoration responsibilities, local elected and appointed officials, state and local public safety officials if the objectives of the exercise would benefit from their attendance and ensures that these stakeholders receive drill/exercise participation requests.

REDACTED

- 23.2.1.4. Determines appropriate training requirements for each emergency response role included in their process.
- 23.2.1.5. Develops and modifies training courses; establishes course codes, curriculum, and training material.
- 23.2.1.6. Coordinates training sessions, including tracking participation by sending attendance sheets to Learning and Development to be entered into the Company's Learning Management System.
- 23.2.1.7. Seeks feedback on training effectiveness, frequency, etc. to improve training courses and sessions.

23.3. Web-Based Training Program

National Grid has developed a comprehensive interactive set of eLearning training modules that are available to Fire and Police Departments and Municipalities that include free safety materials including workbooks, training presentations, and training guides. These training modules include knowledge checks for each chapter to gauge the user's basic understanding. They provide natural gas case studies and scenarios as well as access to National Grid jurisdictional transmission pipeline system and the PHMSA National Pipeline Mapping System training page and link. In the event external agencies require additional information, there is a link allows submittal of a request for additional First Responder training opportunities. This training program is managed by the Pipeline Safety Management – Stakeholder Engagement Department.

The link to the program is: <http://firstresponder.ngridsafety.com/>

REDACTED

nationalgrid

Chapter 24: Emergency Plan Maintenance



REDACTED

24. Emergency Plan Maintenance

Introduction

The purpose of this chapter is to identify how the Company ensures the ERP contains an accurate overview of the processes they employ when responding to an emergency.

Chapter 24 Summary: Emergency Plan Maintenance

24.1 Timing and Procedure for Updating the ERP

Key Roles

- Emergency Planning

The ERP is maintained over the course of the year and is updated to reflect changes in the Company's response procedures that arise from myriad factors.

The processes and associated roles covered in this chapter can be seen in Figure 69, "Emergency Plan Maintenance High Level Overview."

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

24.1. Timing of and Procedure for Updating the ERP

The RI ERP will be revised and submitted with the RIDPUC on or around June 1st of each year, at a minimum, but can be revised at other times during the year to address changes based on developments in technology or regulations, critical lessons learned, or changes to the Company organization structure, for example.

When a required change to the ERP has been identified, it is the responsibility of the Process

Leads to revise the language, process flow diagram, roles and activities describing any changed process. Emergency Planning will update the RI ERP, and SLP and ERPs of other states, if they are also impacted, to include the changes made to the process by the Process Leads and obtain sign-off from the appropriate Company executives prior to distributing the ERP to the Company. The Process Leads will ensure that any documents external to the ERP or systems relied on to execute the process will be updated in conjunction with updating the ERP. See Figure 70, "Updating the ERP Process Change Diagram" below.

Processes

24.1 Timing of and Procedure for Updating the ERP

REDACTED

Emergency Planning will distribute the revised ERP throughout the Company and ensure the Grid:home is updated to reflect the changes.

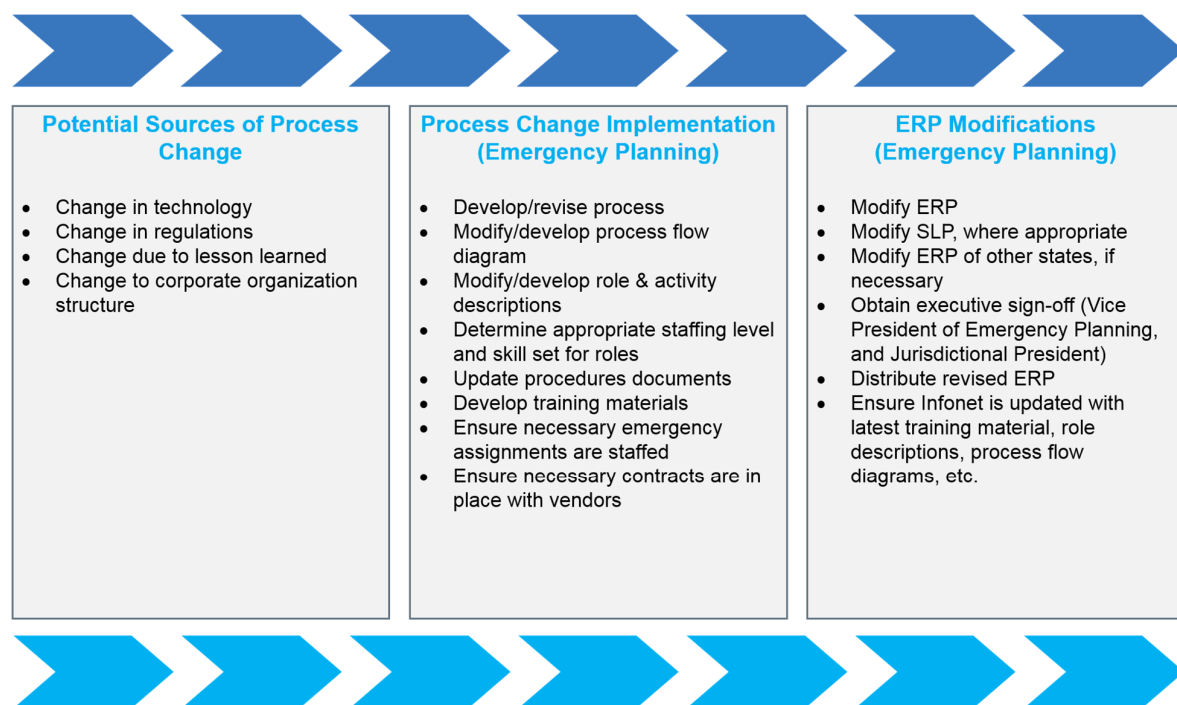


Figure 70: Updating the ERP Process Change Diagram

Roles and Activities

24.1.1. Emergency Planning Lead

- 24.1.1.1. Revises or develops new processes including process flow diagrams, roles and activities, and training materials, as required and communicates them to Company employees.
- 24.1.1.2. Updates Company systems to reflect updated processes.
- 24.1.1.3. Modifies the ERP to reflect changes to emergency response processes.
- 24.1.1.4. Obtains executive sign-off for updated plan.
- 24.1.1.5. Distributes the updated ERP within the Company.
- 24.1.1.6. Ensures the necessary contracts are in place with the required vendors.

REDACTED

nationalgrid

Chapter 25: Regulatory Compliance Translation Table



REDACTED

25. Legislative and Regulatory Compliance Translation Table

Introduction

This chapter contains an overview of the Federal legislative and regulatory requirements that drive certain content within this ERP. Table 4 below identifies the legislative and regulatory requirements and the chapter in the plan that contains the required information.

Rhode Island does not have legislative or regulatory requirements relating to the development and implementation of emergency response plans.

Table 4 Federal, Legislative and Regulatory Compliance Translation Table

CODE, REGULATION	TITLE
49 CFR §192.615	Emergency Plans
49 USC §§ 60101 – 60125 49 CFR Parts §190-§199 and Part §40	Pipeline Safety
Rhode Island Division of Public Utilities and Carriers	Rules and Regulations Prescribing Standards for Gas Utilities, Master Meter Systems and Jurisdictional Propane Systems

REDACTED

nationalgrid

Chapter 26: Service Territory/Facility Overview



REDACTED

26. Service Territory/Facility Overview

Introduction

The Company's Rhode Island gas system supplies gas to approximately 278,538 customers in the state. Figure 71, "Rhode Island Gas System," below, provides an overview of the Rhode Island service territory. The gas is primarily used by the customers for cooking and/or household heating, hot water, and other energy needs. In addition, there are also a significant amount of commercial and industrial customers. Last, gas is also used for electricity production at several generating stations. The Company purchases natural gas in dekatherms from suppliers in the Southern United States, Eastern Canada, Marcellus Basin and a local LNG importer. The heating value ranges from approximately 1,000 to 1,090 BTUs per cubic foot.

The Company's Rhode Island distribution system is supplied by 14 take stations, one LNG importer, a system interconnect and 2 peak shaving facilities. In addition, during the peak winter season the Company stages two temporary LNG injection sites, in Cumberland and Portsmouth. As detailed in the take station summaries, gas is supplied by two pipelines and an LNG importer. The pipelines are Enbridge (Algonquin) pipeline and Kinder Morgan (Tennessee Gas) pipeline. LNG is purchased from and transported from Exelon (Distrigas of Massachusetts LLC). Gas flows on all pipelines pursuant to a number of tariffs.

Once gas passes through the take stations, it enters the National Grid Rhode Island gas system which is composed of more than 3,361 miles of cast iron, polybutylene, polyethylene, bare steel, wrapped steel, wrought iron, ductile iron underground pipelines. The company network contains small sections of transmission piping scattered throughout the territory, however, the interstate pipelines provide the majority of gas transmission across the New England region. Take stations typically reduce transmission line pressures to supply distribution feeder systems. Take stations feed systems with a maximum allowable operating pressure ranging from 350 psig to 5 psig, where pressure is often further reduced for use in the distribution system. A service lateral connects the local distribution system to the customer. The design of each lateral is specific to the customer's needs. A district regulator or a service regulator typically reduces the gas pressure to between five and ten inches of water column prior to the gas entering a home.

REDACTED

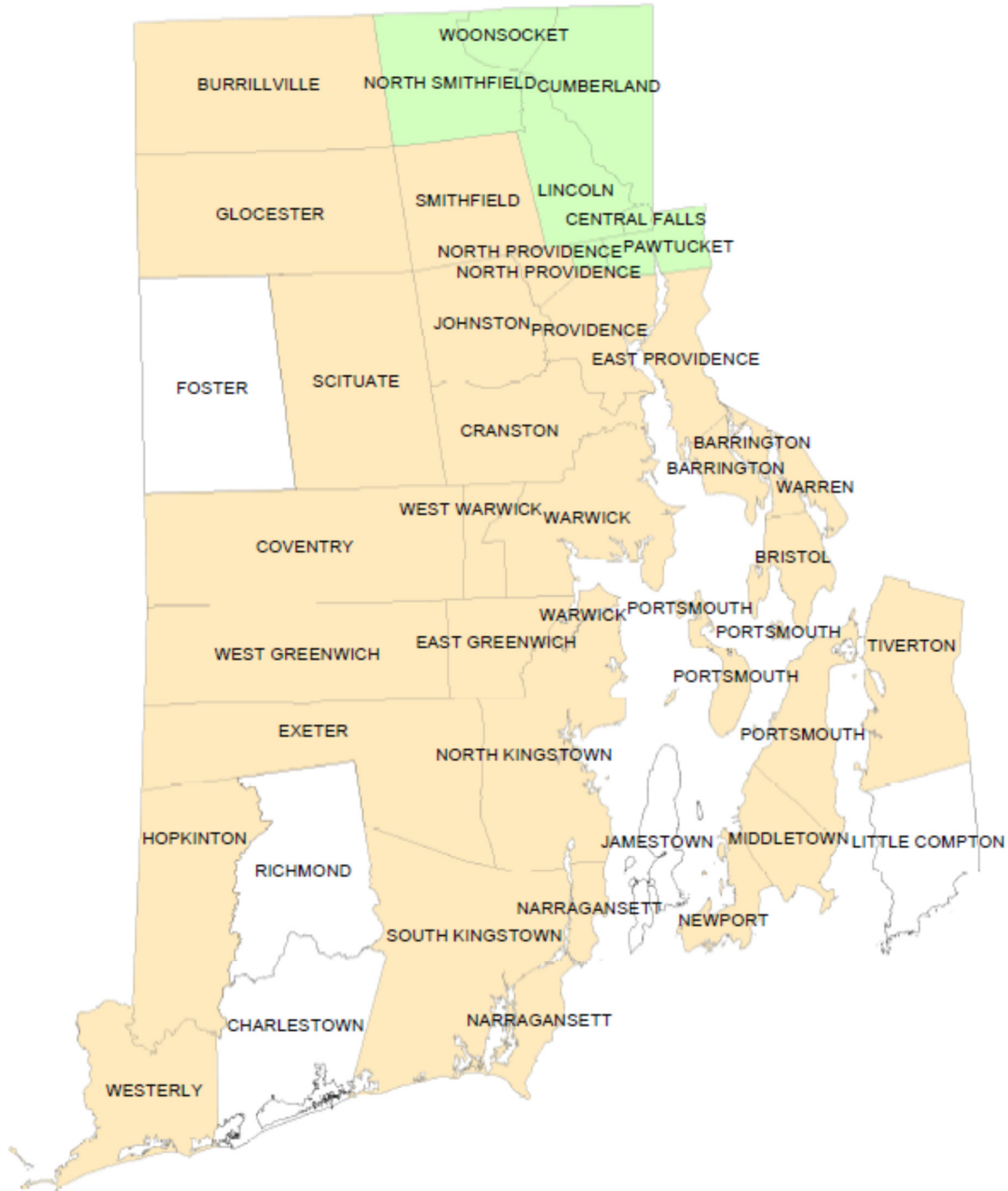


Figure 71: Rhode Island Gas System

26.1 Gas Meter and Regulating Stations

Meter and Regulating (M&R) Stations or Take Stations are locations where gas is metered and/or regulated (e.g., the flow quantity is measured in standard cubic feet, and/or the pressure is reduced to a desired downstream level). All Take Stations consist of at least two regulator runs. All key points at each station are monitored at Gas Control NE and measurement is in

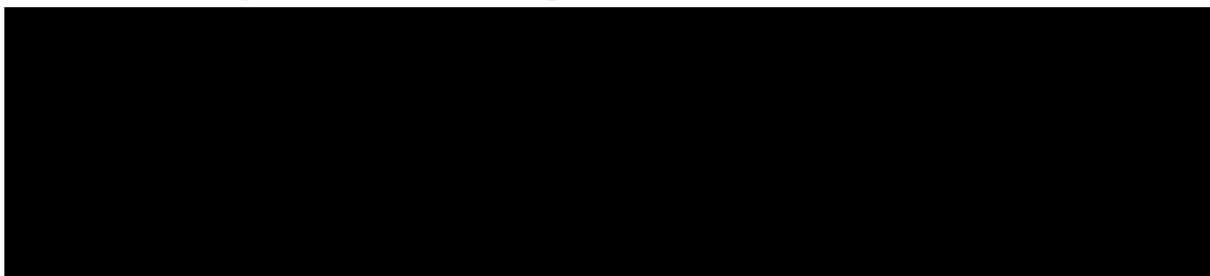
REDACTED

dekatherms. In Table 5, below, are the primary M&R stations on the Company's Rhode Island gas system. All Take Stations, listed below, meter and regulate gas from a transmission pipeline, heat, and odorize the gas received.

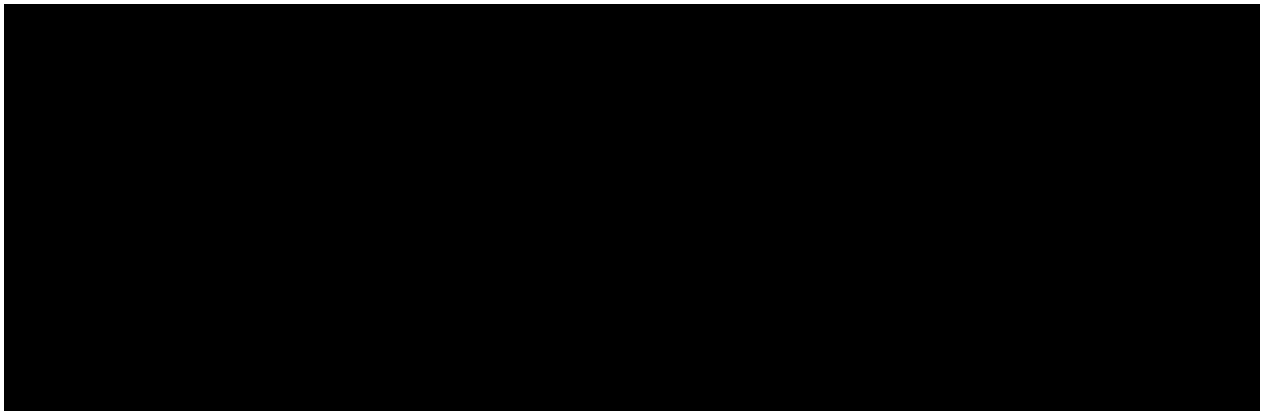
Table 5: Rhode Island Meter and Regulating Stations

LOCATION
Burrillville, RI
Cranston, RI
Cumberland, RI 2 Locations (Diamond Hill & Scott Rd Take Stations)
East Providence, RI 2 Locations (Dey St & Wampanoag Take Stations)
Lincoln, RI
Portsmouth, RI
Providence, RI
Smithfield, RI
Tiverton, RI
Warren, RI 2 Locations (Barrington & Warren Take Stations)
Westerly, RI 2 Locations (M&R station with Enbridge, and Interconnect with Yankee Gas, measure flow only)

26.2 Gas System Peak Shaving Facilities



REDACTED



26.3 Rhode Island: 34 Cities and Towns Served

Table 6: Cities and Towns Served

Barrington	Exeter	North Smithfield	Tiverton
Bristol	Glocester	North Providence	Warren
Burrillville	Hopkinton	Pawtucket	Warwick
Central Falls	Johnston	Portsmouth	West Greenwich
Coventry	Lincoln	Providence	West Warwick
Cranston	Middletown	Richmond	Westerly
Cumberland	Narragansett	Scituate	Woonsocket
East Greenwich	Newport	Smithfield	
E. Providence	North Kingstown	South Kingston	

REDACTED

nationalgrid

Chapter 27: Definitions



REDACTED

27. Definitions

After Action Review: A structured review or de-brief process administered by Emergency Planning for analyzing the response to the event, by the participants and those responsible for the project or emergency.

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

Company: A gas utility comprised of The Narragansett Electric Company.

Critical Facilities: hospitals, nursing homes, assisted living facilities

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

Emergency: An event where widespread outages or service interruptions have occurred in the service area due to storms or other causes beyond the control of National Grid. An emergency is an event classified as a Level 1 Emergency.

Emergency Classification Type: Event severity scale that the Company uses to simplify the communication of the ERO characteristics to internal and external stakeholders. Information aligned to the scale includes the Event Category, including natural disaster, fire/disturbance, gas leak, unplanned supply interruption, carbon monoxide and other.

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

Emergency Response Organization (ERO): The designated group of National Grid personnel responsible for coping with and mitigating the effects of an emergency. It is comprised of a Strategic Level, Tactical Level and Operational Level.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Planning Officer, Logistics Officer, and Finance Officer, and Human Resources Officer.

Group Crisis Management Framework: A construct that sets out National Grid's approach to crisis management; both proactive and reactive, and also contains the details required to activate the Strategic Response Team. It will be supported by training and exercising of Emergency Response Plans to ensure that National Grid can protect the safety of the public, our employees and contractors, and the infrastructure and reputation of National Grid.

REDACTED

Incident Anticipation Phase: (Pre-Event Stage) The period of time between when (1) an impending emergency is first identified, and (2) the emergency first causes damage to the system resulting in service interruptions.

Incident Commander (IC): The individual who has overall responsibility for National Grid's response in an emergency including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command System (ICS): The coordinated and collaborative incident management construct specifically designed and made a part of the National Incident Management System ("NIMS") under the Federal Emergency Management Agency. ICS enables effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

Incident Response Phase: (Response Stage) The period of time between when an emergency first causes damage to the system resulting in service interruptions and the time when service is restored to all customers.

Mutual Assistance Agreement: An agreement among utilities, both inside and outside the state, that details specifics for obtaining or lending resources, including, but not limited to, material, equipment, and trained personnel, when internal resources are not sufficient to ensure the safe and reasonably prompt restoration of service during an emergency.

National Grid Incident Management System: Database used to store and track information about safety or environmental incidents.

National Incident Management System (NIMS): A comprehensive approach to incident management that is applicable at all jurisdictional levels and across functional groups whose principles improve coordination and cooperation between public and private entities and are applicable across a full spectrum of potential emergency scenarios, regardless of size or complexity.

Operating Condition: The set of parameters or circumstances that the ERO must consider during an emergency response.

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

Operational Period: The period of time scheduled for execution of a given set of actions or objectives. Operational Periods can be of various lengths depending on the emergency.

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

REDACTED

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

State Level: Level of response that involves the control and coordination of restoration efforts across the service territory of a single state (i.e. Rhode Island or Massachusetts).

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

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

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

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

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

REDACTED

nationalgrid

Chapter 28: Document Revision History



REDACTED

28. Document Revision History

Revision No.	Date of Revision	Cause for Revision	Revision Highlights
1	November 10, 2014	Initial Version	
2	January 5, 2015	Annual Review	Updates to plan images (where needed) to enhance the clarity of graphical representation. Added Section 23.3 "Web-based Training." Updated procedural reference for Load Shedding (GEN02003 and GEN 02005). Updated Chapter 15, Exhibit A, "Outage Tracking Form."
3	January 6, 2016	Annual Review	Update included a change to Mutual Assistance initial contact information, clarification of ETR reporting for gas incidents, and revision due to artifacts found as a result of the Word to pdf conversion.
4	January 3, 2017	Annual Review	Updated procedural references, updated all process workflow diagrams to remove connotation of "Branch" with respect to FO and CMS Operations Director positions, reviewed and revised Roles/Process Matrices, added paragraph 4.2.1.5 to Incident Commander Roles and Activities, removed reference to the following towns not within Company operating region (Charlestown, Foster, Gloucester, Richmond, Little Compton, Block Island), added Providence LNG to map.
5	May 15, 2018	Annual Review	General update of content based on annual review performance. Added the Size-up/Scale-up guidance information in Chapter 4. Minor changes made to the operational period Event Briefing Agenda, updated Chapter 21 to include reference of AAR template now included within Chapter 32 Exhibits. Added RI Gas Territory Map.
6	May 15, 2019	Annual Review	General update of content based on annual review process. Added Situation Leader Role under the Planning Section. Added examples of SMART objectives for Incident Commander. Added reference to "Branch" positions in case there are dual events located in Chapter 4. Added new position in Operations Section- the Operational Resource Coordinator. Also added job descriptions in Chapter 31
7	June 1, 2020	Annual Review	General update of content based on annual review process to better define coordination of actions throughout the ERO, clarify initiating actions with in the Emergency Event Type table, addition of CNG type events into the Gas Emergency Clarification Matrix, and modification of the size-up, scale-up guide. Added Resource Unit Support Team under the Planning Section and included greater guidance to ICS Checklists within Chapter 31

REDACTED

			based on AARs and lessons learned. Revised Emergency Event Table in Chapter 4 to chart format. Added ERO listing including both gas and support roles. Added Emergency Management Director listing.
8	June 1, 2021	Annual Review	General update of content based on annual review process, AARs and lessons learned. Added SEAL Analyst role under Emergency Planning and Liaison Coordinator role under State Liaison Officer. Update Dispatch matrix in Chapter 4. System Customer Engagement Officer added to System Level ERO.

REDACTED

nationalgrid

Chapter 29: Roles vs. Process/Activity Matrix



REDACTED

29. Roles vs. Process/Activity Matrix

Introduction

The matrices included in this chapter note the processes for which a particular role has an associated activity. The number included in the matrix under a process corresponds to the number of the role included in the Roles and Activities section of that process.

Below is an example of how to read the matrix:

The matrix below shows some of the ERO roles that have activities associated with the three processes that comprise Chapter 4 Emergency Classification and Response Plan Activation. The fact that the State Incident Commander has a number under processes 4.1 Classification of Emergencies and 4.2 Activating the ERO but no number under 4.3 Emergency Operation Center Overview indicates that they have activities associated with 4.1 and 4.2 but no activities associated with 4.3. The State Incident Commander's activities associated with 4.1 Classification of Emergencies can be found under header 4.1.2, as indicated by the number in the matrix, of the Roles and Activities section.

Role	Ch. 4 Emergency Classification and Response Plan Activation		
	4.1 Classification of Emergencies	4.2 Activating the Response Organization	4.3 Emergency Operation Center Overview
System Safety, Health and Environmental Officer			
System Public Information Officer			
System Liaison Officer			
System Planning Officer			
System Security Officer			
State Incident Commander	4.1.2	4.2.1	
Director of Emergency Planning			
Emergency Planning	4.1.1		
Gas Control Center			
NY Gas Control Center			
State Safety, Health and Environmental Officer			
Safety Coordinator			

REDACTED

Role	Ch. 4 Emergency Classification and Response Plan Activation			Ch. 5 Restoration Prioritization	Ch. 6 Resource Acquisition					
	4.1 Classification of Emergencies	4.2 Activating the Emergency Response Organization	4.3 Emergency Operation Center Overview	5.1 Restoration Prioritization	6.1 Acquisition of Internal Restoration Resources	6.2 Acquisition of Utility Mutual Assistance Resources	6.3 Acquisition of External Contractors	6.4 Acquisition of Services from Retirees	6.5 Acquisition of ICS Command and General Staff Resources	6.6 Acquisition of Internal Support Resources
State Incident Commander	4.1.2	4.2.1			6.1.2	6.2.2	6.3.2	6.4.1	6.5.1	6.6.1
Emergency Planning Lead	4.1.1					6.2.5		6.4.2		
Gas Control Center										
NY Gas Control Center										
State Safety and Health Officer										
State Environmental Officer										
Safety Coordinator										
State Public Information Officer										
State Liaison Officer										
RIEMA Liaison										
Area Community Liaison Coordinator										
Community Liaison										
Regulatory/Compliance Liaison										
State Planning Section Chief		4.2.2			6.1.3	6.2.3	6.3.3	6.4.3	6.5.2	6.6.2
Technical Specialist										
Damage Assessment Lead										
Damage Assessors										
Resource Unit Leader					6.1.5	6.2.4	6.3.4			6.6.3
Dispatch Supervisor	4.1.3									
External Crew Coordinator					6.1.4	6.2.7	6.3.6			6.6.4
State Logistics Section Chief										
IT Event Lead										
Fleet Lead										
State Security Officer										
State Finance Section Chief										
State Human Resources Section Chief										
Jurisdictional President										
Customer Contact Center Lead										
State Operations Section Chief		4.2.3			6.1.6	6.2.6	6.3.5		6.5.3	
On-Scene Branch Director		4.2.4			6.1.7					
Section Deputy (Field Ops/CMS)										
Supply Unit Leader										
Situation Unit Leader										

REDACTED

Role	Ch. 7 Coordinate Support Logistics					Ch. 8 Coordinate Personnel Logistics			Ch. 9 Financial Accounting Guidelines	
	7.1 Materials Coordination and Management	7.2 Fleet Coordination and Management	7.3 Staging Site Coordination and Management	7.4 Facilities Coordination and Management	7.5 Communication Device Coordination and Management	8.1 Meals Coordination and Management	8.2 Lodging Coordination and Management	8.3 Information Technology Coordination and Management	9.1 Establishing Emergency Charge Accounts	9.2 Tracking Time and Materials Charging
State Incident Commander		7.2.2	7.3.1							
Emergency Planning Lead										
Gas Control Center										
NY Gas Control Center										
State Safety and Health Officer										
State Environmental Officer										
Safety Coordinator										
State Public Information Officer									9.1.1	
State Liaison Officer				7.4.1						
RIEMA Liaison										
Area Community Liaison Coordinator										
Community Liaison										
Regulatory/Compliance Liaison										
State Planning Section Chief			7.3.2			8.1.1	8.2.1			
Technical Specialist										
Damage Assessment Lead										
Damage Assessors										
Resource Unit Leader						8.1.2	8.2.2			
Dispatch Supervisor										
External Crew Coordinator	7.1.1									
State Logistics Section Chief	7.1.2	7.2.3	7.3.3	7.4.2	7.5.1	8.1.3	8.2.3			
IT Event Lead								8.3.1		
Fleet Lead		7.2.4								
State Security Officer										
State Finance Section Chief	7.1.3	7.2.5	7.3.4			8.1.4	8.2.4		9.1.2	9.2.1
State Human Resources Section Chief										
Jurisdictional President										
Customer Contact Center Lead										
State Operations Section Chief										
On-Scene Branch Director	7.1.4	7.2.6	7.3.5			8.1.5	8.2.5			
Section Deputy (Field Ops/CMS)										
Supply Unit Leader	7.1.5	7.2.7	7.3.6	7.4.3	7.5.2					
Situation Unit Leader										

REDACTED

Role	Ch. 10 Employee Welfare			Ch. 11 Damage Assessment	Ch. 12 Load Shedding	Ch. 13 Modes of Operation		Ch. 14 Coordination of Restoration Activities	Ch. 15 Developing and Reporting ETRs	Ch. 16 Internal Communications	
	10.1 Tracking and Addressing Labor Relations Issues	10.2 Providing Family and Employee Assistance	10.3 Communicating Company Policy And Expectations	11.1 Coordinating and Carrying Out Field Activities	12.1 Load Shedding	13.1 Normal Operations	13.2 Modified System Operations	14.1 Coordinating Restoration Activities on Distribution Piping	15.1 Developing and Reporting ETRs	16.1 Conducting State Level Conference Calls and Briefings	16.2 Conducting Broader Company Communications
State Incident Commander				11.1.1				14.1.1	15.1.1	16.1.1	16.2.1
Emergency Planning Lead								14.1.6			
Gas Control Center						13.1.1	13.2.1	14.1.7			
NY Gas Control Center							13.2.2				
State Safety and Health Officer										16.1.2	
State Environmental Officer										16.1.3	
Safety Coordinator											
State Public Information Officer									15.1.2	16.1.4	16.2.2
State Liaison Officer										16.1.5	
RIEMA Liaison											
Area Community Liaison Coordinator											
Community Liaison											
Regulatory/Compliance Liaison											
State Planning Section Chief				11.1.2				14.1.2	15.1.3	16.1.6	
Technical Specialist							13.2.3				
Damage Assessment Lead				11.1.3							
Damage Assessors				11.1.4							
Resource Unit Leader								14.1.3			
Dispatch Supervisor								14.1.5			
External Crew Coordinator								14.1.3			
State Logistics Section Chief				11.1.5						16.1.7	
IT Event Lead											
Fleet Lead											
State Security Officer										16.1.8	
State Finance Section Chief										16.1.9	
State Human Resources Section Chief										16.1.10	
Jurisdictional President											
Customer Contact Center Lead											
State Operations Sections Chief								14.1.8	15.1.5	16.1.11	16.2.3
On-Scene Branch Director								14.1.8		16.1.12	
Section Deputy (Field Ops/CMS)								14.1.10			
Supply Unit Leader								14.1.4	15.1.4		
Situation Unit Leader											

REDACTED

Role	Ch. 17 Public Information Communications					Ch. 18 Liaison Interactions				
	17.1 Corporate Message Development and Dissemination Controls	17.2 Coordinating with the Customer Contact Center	17.3 Managing Government Communications	17.5 Managing Media Communications and Relations	17.6 Managing Social Media, Web, Digital and Print Communications	18.1 Managing Municipal Coordination	18.2 Managing State Agency Coordination	18.3 Managing Regulatory and Government Affairs	18.4 Federal Agency Reporting	18.5 Coordinating with Other Responding Agencies
State Incident Commander	17.1.2			17.4.1			18.2.1	18.3.1	18.4.1	18.5.2
Emergency Planning Lead										
Gas Control Center										
NY Gas Control Center										
State Safety and Health Officer										
State Environmental Officer										
Safety Coordinator										
State Public Information Officer	17.1.3	17.2.1	17.3.1	17.4.2	17.5.1			18.3.2		
State Liaison Officer						18.1.1	18.2.2	18.3.3		18.5.3
RIEMA Liaison	17.1.4						18.2.3	18.3.4		
Area Community Liaison Coordinator						18.1.2				
Community Liaison	17.1.4					18.1.2				
Regulatory/Compliance Liaison								18.3.5		
State Planning Section Chief										
Technical Specialist										
Damage Assessment Lead										
Damage Assessors										
Resource Unit Leader										
Dispatch Supervisor									18.4.2	
External Crew Coordinator										
State Logistics Section Chief										
IT Event Lead										
Fleet Lead										
State Security Officer										
State Finance Section Chief										
State Human Resources Section Chief										
Jurisdictional President	17.1.5									
Customer Contact Center Lead		17.2.2								
State Operations Section Chief										
On-Scene Branch Director						18.1.3				
Section Deputy (Field Ops/CMS)										
Supply Unit Leader										
Situation Unit Leader										

REDACTED

Role	Ch. 19 Safety, Health and Environmental Coordination		Ch. 20 Security Coordination	Ch. 21 Reports and Documentation			Ch. 22 Demobilization	Ch. 23 Drills and Training		Ch. 24 Emergency Plan Maintenance
	19.1 Safety and Health Coordination	19.2 Environmental Impact Coordination	20.1 Security Strategy Coordination and Implementation	21.1 Internal Reports and Documentation	21.2 Regulatory Driven Reports and Documentation	21.3 After Action Review	22.1 Demobilization Plan Development and Implementation	23.1 Annual Training Courses	23.2 Drills and Exercises	24.1 Timing of and Procedure for Updating the ERP
State Incident Commander	19.1.2						22.1.2	23.1.1		
Emergency Planning Lead					21.2.1	21.3.1			23.2.1	24.1.1
Gas Control Center										
N Gas Control Center										
State Safety and Health Officer	19.1.3			21.1.2				23.1.2		
State Environmental Officer		19.2.2		21.1.3				23.1.3		
Safety Coordinator	19.1.4									
State Public Information Officer			20.1.2					23.1.4		
State Liaison Officer					21.2.2			23.1.5		
RIEMA Liaison					21.2.3					
Area Community Liaison Coordinator					21.2.4					
Community Liaison					21.2.4					
Regulatory/Compliance Liaison					21.2.3					
State Planning Section Chief				21.1.4	21.2.5		22.1.3	23.1.6		
Technical Specialist										
Damage Assessment Lead										
Damage Assessors										
Resource Unit Leader										
Dispatch Supervisor										
External Crew Coordinator										
State Logistics Section Chief							22.1.4	23.1.7		
IT Event Lead										
Fleet Lead										
State Security Officer	19.1.5	19.2.3	20.1.3	21.1.1				23.1.8		
State Finance Section Chief	19.1.6							23.1.9		
State Human Resources Section Chief	19.1.7							23.1.10		
Jurisdictional President										
Customer Contact Center Lead										
State Operations Section Chief	19.1.8		20.1.4		21.2.6		22.1.5	23.1.11		
On-Scene Branch Director					21.2.7		22.1.6			
Section Deputy (Field Ops/CMS)										
Supply Unit Leader										
Situation Unit Leader										

REDACTED

nationalgrid

Chapter 30: ERP & SLP Interaction Matrix



REDACTED

30. ERP & SLP Interaction Matrix

Introduction

The matrices included in this chapter note the processes that potentially require interaction with System Level ICS Officers when the System Level of the ERO has been activated. In the instances where there is potentially interaction with System Level ICS Officers, the SLP will identify the activities carried out by those officers.

ChapterProcess		System Level Officers Potentially Involved with the Process During a System Level Emergency				
		System Planning Officer	System Public Information Officer	System Liaison Officer	System Safety, Health and Environmental Officer	System Security Officer
Ch. 4 Emergency Classification and Response Plan Activation	4.1 Classification of Emergencies					
	4.2 Activating the Emergency Response Organization					
	4.3 Emergency Operation Center Overview					
Ch. 5 Restoration Prioritization	5.1 Restoration Prioritization					
Ch. 6 Resource Acquisition	6.1 Acquisition of Internal Restoration Resources	X				
	6.2 Acquisition of Utility Mutual Assistance Resources	X				
	6.3 Acquisition of External Contractors	X				
	6.4 Acquisition of Services from Retirees					
	6.5 Acquisition of ICS Command and General Staff Resources					
	6.6 Acquisition of Internal Support Resources					
Ch. 7 Coordinate Support Logistics	7.1 Materials Coordination and Management					
	7.2 Fleet Coordination and Management	X				
	7.3 Staging Site Coordination and Management					
	7.4 Facilities Coordination and Management					
	7.5 Communication Gear Coordination and Management					
Ch. 8 Coordinate Personnel Logistics	8.1 Meals Coordination and Management					
	8.2 Lodging Coordination and Management					
	8.3 Information Services Coordination and Management					
Ch. 9 Financial Accounting Guidelines	9.1 Establishing Emergency Charge Accounts					
	9.2 Tracking Time and Materials Charging					
Ch. 10 Employee Welfare	10.1 Tracking and Addressing Labor Relations Issues					
	10.2 Providing Family and Employee Assistance					
	10.3 Communicating Company Policy and Expectations					
Ch. 11 Damage Assessment	11.1 Coordinating and Carrying Out Field Activities					
Ch. 12 Load Shedding	12.1 Load Shedding					
Ch. 13 Modes of Operation	13.1 Normal Operations					
	13.2 Modified System Operations					

REDACTED

Chapter Process		System Level Officers Potentially Involved with the Process During a System Level Emergency				
		System Planning Officer	System Public Information Officer	System Liaison Officer	System Safety, Health and Environmental Officer	System Security Officer
Ch. 14 Coordination of Restoration Activities	14.1 Coordinating Restoration Activities on Distribution Piping					
Ch. 15 Developing and Reporting ETRs	15.1 Developing and Reporting ETRs					
Ch. 16 Internal Communications	16.1 Conducting State Level Conference Calls and Briefings					
	16.2 Conducting Broader Company Communications					
Ch. 17 Public Information Communications	17.1 Corporate Message Development and Dissemination Controls		X			
	17.2 Coordinating with the Customer Contact Center					
	17.3 Managing Government Communications					
	17.4 Managing Media Communications and Relations					
	17.5 Managing Social Media, Web, Digital and Print Communications					
Ch. 18 Liaison Interactions	18.1 Managing Municipal Coordination					
	18.2 Managing State Agency Coordination			X		
	18.3 Managing Regulatory and Government Affairs			X		
	18.4 Federal Agency Reporting			X		
	18.5 Coordinating with Other Responding Agencies			X		
Ch. 19 Safety, Health and Environmental Coordination	19.1 Safety and Health Coordination				X	
	19.2 Environmental Impact Coordination				X	
Ch. 20 Security Coordination	20.1 Security Strategy Coordination and Implementation					X
Ch. 21 Reports and Documentation	21.1 Internal Reports and Documentation					
	21.2 Regulatory Driven Reports and Documentation					
	21.3 After Action Review					
Ch. 22 Demobilization	22.1 Demobilization Plan Development and Implementation	X				
Ch. 23 Drills and Training	23.1 Annual Training Courses					
	23.2 Drills and Exercises					
Ch. 24 Emergency Plan Maintenance	24.1 Timing and Procedure for Updating Plan					

REDACTED

nationalgrid

Chapter 31: ICS Positions Checklist



REDACTED

31. ERP ICS Positions Responsibilities and Checklists

Introduction

31.1. State Level ICS Positions	228
31.1.1. STATE INCIDENT COMMANDER	228
State Incident Commander Emergency Checklist	230
31.1.2. STATE SAFETY AND HEALTH OFFICER	236
State Safety and Health Officer Emergency Checklist	237
31.1.3. STATE ENVIRONMENTAL OFFICER	240
State Environmental Officer Emergency Checklist	241
31.1.4. STATE PUBLIC INFORMATION OFFICER	244
State Public Information Officer Emergency Checklist	245
31.1.5. STATE LIAISON OFFICER	248
State Liaison Officer Emergency Checklist	249
31.1.6. STATE PLANNING SECTION CHIEF	252
State Planning Section Chief Emergency Checklist	253
31.1.7. STATE LOGISTICS SECTION CHIEF	258
State Logistics Section Chief Emergency Checklist	259
31.1.8. STATE SECURITY OFFICER	262
State Security Officer Emergency Checklist	263
31.1.9. STATE FINANCE SECTION CHIEF	266
State Finance Section Chief Emergency Checklist	268
31.1.10. STATE HUMAN RESOURCES SECTION CHIEF	270
State Human Resources Section Chief Emergency Checklist	271
31.1.11. STATE OPERATIONS SECTION CHIEF	273
State Operations Section Chief Emergency Checklist	274
31.2. Operational Level Positions	278
31.2.1. REGULATORY/COMPLIANCE LIAISON	278
Regulatory/Compliance Liaison Emergency Checklist	279
31.2.2. RIEMA LIAISON	280
RIEMA Liaison Emergency Checklist	281
31.2.3. AREA COMMUNITY LIAISON COORDINATOR	282
Area Community Liaison Coordinator Emergency Checklist	283

REDACTED

31.2.4.	COMMUNITY LIAISON	284
	Community Liaison Emergency Checklist	285
31.2.5.	RESOURCE UNIT LEADER	286
	Resource Unit Leader Emergency Checklist	287
31.2.6.	GAS CONTROL	289
	Gas Control Emergency Checklist.....	290
31.2.7.	TECHNICAL SPECIALIST	291
	Technical Specialist Emergency Checklist	292
31.2.8.	GAS DISPATCH.....	293
	Gas Dispatch Emergency Checklist	295
31.2.9.	EXTERNAL CREW COORDINATOR	297
	External Crew Coordinator Emergency Checklist.....	298
31.2.10.	DAMAGE ASSESSMENT LEAD	299
	Damage Assessment Lead Emergency Checklist.....	300
31.2.11.	IT STATE COORDINATOR.....	301
	IT State Coordinator Emergency Checklist.....	302
31.2.12.	IT Support.....	303
	IT Support Emergency Checklist	304
31.2.13.	FLEET LEAD	305
	Fleet Lead Emergency Checklist	306
31.2.14.	SUPPLY UNIT LEADER	307
	Supply Unit Leader Emergency Checklist	308
31.2.15.	ON-SCENE BRANCH DIRECTOR	309
	On-Scene Branch Director Emergency Checklist.....	311
31.2.16.	SECTION DEPUTY (FIELD OPS/CMS).....	313
	Section Deputy (Field Ops/CMS) Emergency Checklist.....	314
31.2.17.	SITUATION UNIT LEADER	315
	Situation Unit Leader Emergency Checklist	316
31.2.18.	PUBLIC INFORMATION OFFICER SUPPORT	317
	Public Information Officer Support Emergency Checklist	318
31.2.19.	JURISDICTIONAL PRESIDENT	319
	Jurisdictional President Emergency Checklist	320
31.2.20.	JURISDICTIONAL TEAM.....	321

REDACTED

Jurisdictional Team Emergency Checklist	322
31.2.21. EMERGENCY PLANNING LEAD	323
Emergency Planning Lead Emergency Checklist.....	324
31.2.22. DOCUMENTATION UNIT LEADER.....	326
Documentation Unit Leader Emergency Checklist	327
31.2.23. TEAM LEADER/WORK COORDINATOR.....	328
Team Leader/Work Coordinator Emergency Checklist	329
31.2.24. GAS RESOURCE UNIT SUPPORT TEAM.....	330
Gas Resource Unit Support Team Emergency Checklist.....	331
31.2.25. GAS METRICS AND REPORTING SUPPORT	332
Metrics and Reporting Support Emergency Checklist	333
31.2.26. CUSTOMER CONTACT CENTER LEAD	334
Customer Contact Center Lead Emergency Checklist	335
31.2.27. SEAL ANALYST	336
SEAL Analyst Emergency Checklist	337
31.2.28. LIAISON COORDINATOR	338
Liaison Coordinator Emergency Checklist.....	339

REDACTED

31.1. State Level ICS Positions

31.1.1. STATE INCIDENT COMMANDER

Position Title	State Incident Commander
Reports To	System Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<p>The State Incident Commander is responsible for all incident activities, including the development of strategies and in some cases tactics, along with the ordering and release of resources. The State Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations</p> <p>Responsible for the overall management of the emergency at the State Level, including:</p> <ul style="list-style-type: none"> Safety and Health; Environmental; Damage Assessment; Gas Control Centers; EOC operations; Logistics; Security; Resource coordination; Restoration; Customer Contact Center; External communications; Employee communications; Media Relations; Regulatory Affairs; Documentation, Time and materials cost tracking; Demobilization; Media Relations; and Reports <ul style="list-style-type: none"> Provides tactical response guidance to the ICS Command and General Staff Provides periodic updates to the System Incident Commander to ensure that the Tactical Level response is aligned with Strategic Level guidance. Additional responsibilities as assigned by the System Incident Commander.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities
Response	

REDACTED

Post-Event	<ul style="list-style-type: none"> Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in annual Exercises as required On-the-Job training when / as required

REDACTED

State Incident Commander Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
4.1.2.1.	Upon activation, reviews the classification assigned by the Dispatch Supervisor and changes accordingly.		
4.2.1.1.	Determines when to activate the State EOC based on the severity of the emergency.		
4.2.1.2. 6.5.1.1.	Determines which State Level ICS positions and support functions are required to respond to an emergency.		
	<div> <div>Position</div> <div>Activated</div> <div>Not Activated</div> </div>		
	State Public Information Officer	—	—
	State Liaison Officer	—	—
	State Safety & Health Officer	—	—
	State Environmental Officer	—	—
	State Security Officer	—	—
	State Planning Section Chief	—	—
	State Logistics Section Chief	—	—
	State Finance Section Chief	—	—
	State Human Resources Section Chief	—	—
	State Operations Section Chief	—	—
4.2.1.3.	Oversees operation of the State EOC or appoints a designee to do so in their absence.		

REDACTED

4.2.1.4.	Ensures that Emergency Planning develops and maintains an organization chart for the ERO activated at any point during an emergency.		
4.2.1.5.	When appropriate, initiates regularly scheduled meetings with Incident Command Team and any additional attendees beyond typical ICS support roles to review response progress and define objectives. Refer to chapter 32, Ch. 4 Exhibit D for the agenda template.		
6.1.2.1.	Coordinates the use of personnel from unaffected parts of Rhode Island and Massachusetts		
6.1.2.2.	Elevates requests for additional resources to the System Officer if there are not enough Company restoration resources available in Rhode Island or Massachusetts.		
	On the State Level, evaluates known Company and contractor resources with the Operations Section Chief.		
	Coordinates with the Planning Section Chief to determine need for mutual assistance.		
	If Mutual Assistance outside of Company capabilities is required, communicates with Emergency Planning to initiate a request for assistance via NGA.		
	When Mutual Assistance is required, obtains approval from the Chief Operating Officer of Gas or the US Chief Gas Engineer (as appropriate)		
	Provides/Obtains and communicates approval to obtain mutual assistance via NGA from other gas utilities.		
6.1.2.3.	Allocates resources from out of state to affected territories.		
6.2.2.1.	Works with System Officer to develop restoration strategy and associated resource requirements during a System Level Emergency.		
6.2.2.2.	Elevates requests for resources to System Officer who will then work to procure mutual assistance resources as needed.		
6.2.2.3.	Allocates mutual assistance resources to affected damage locations.		
6.3.2.1.	Works with System Officer to develop restoration strategy and associated resource requirements.		
6.3.2.2.	Elevates requests for resources to System Officer who will then work to procure contractors as needed.		

REDACTED

6.3.2.3.	Allocates contractors to affected locations.		
6.4.1.1.	Determines need for company retirees' assistance.		
6.4.1.2.	Notifies Emergency Planning that retirees are being engaged.		
6.5.1.1.	Determines which State level ICS positions are required to respond to an emergency.		
6.6.1.1.	Identifies additional support resources in New York to fill emergency assignments not filled with available Company resources in Rhode Island and Massachusetts, as required.		
6.6.1.2.	Coordinates with the appropriate parties to fill any remaining emergency assignments, as required.		
7.2.2.1.	Elevates specialty equipment needs during a System Level Emergency.		
7.3.1.1.	Initiates activation of staging sites.		
11.1.1.2.	Informs the Damage Assessment Leads to initiate the damage assessment process.		
14.1.1.1.	<p>Periodically contacts the On-Scene Branch Director</p> <ul style="list-style-type: none"> ➤ Obtains an emergency status update, ➤ Determines what emergency response actions are being taken by other response organizations, ➤ Determines emergency objectives and strategies to be followed, ➤ Inquires about plotter availability at the on-scene location. If plotters are unavailable, instructs actions to be taken to use "runners" from a company facility to the on-scene location for delivery of updated maps. 		
14.1.1.2.	<p>Approves estimates regarding the following (within the On-Scene Branch Director checklist, guidance is provided involving the development and delivery of a consistent message that must be provided to the State Incident Commander):</p> <ul style="list-style-type: none"> ➤ Time required for repair, ➤ Time required to shut down all meters ➤ Time required for gas-in and purging of all mains, ➤ Time required to break-down impacted areas into zones, establish the field organization, and begin the shutdown/re-light process, and ➤ Time required for re-lights. 		

REDACTED

14.1.1.3.	Periodically contacts the appropriate Leadership representatives and provides an update of emergency events.		
14.1.1.4.	<p>During a Gas System Emergency that requires a significant Gas Organization response, ensures that liaisons provide State and Municipal Emergency Managers (or their designee) with a daily written report containing the following information:</p> <ul style="list-style-type: none"> ➤ The communities and numbers of customers affected, and ➤ The status of the response efforts including the expected date that service will be restored to all customers, if known. The Company may provide such information more frequently if warranted by the circumstances of the incident and will continue to provide daily updates until service is restored to all customers. 		
	During cold weather restorations, if space heaters are being provided to customers, communicates with the electric service provider in the affected region to ensure the electric system is not overloaded.		
	Discusses nighttime IT staffing at Staging Site locations or to support MEOC with Emergency Planning Lead.		
15.1.1.1.	Approves ETRs for public distribution during the emergency.		
16.1.1.1.	Establishes strategies and immediate priorities and confirms objectives for the current operational period which will be included in the Incident Action Plan (which is discussed in detail in chapter 21.1) and defines objectives for the next operational period once restoration has commenced.		
16.1.1.2.	<p>Sets up and conducts regular briefings with ICS Command and General Staff beginning three days in advance of an anticipated emergency and through the duration of an emergency to maintain situational awareness during the Response Stage. Refer to Chapter 32.2 Appendices A and B to obtain a job aid and meeting agenda for facilitation of briefings. These calls cover, among other things:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, 		

REDACTED

	<ul style="list-style-type: none"> ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.1.3.	Identifies operational situation changes that require augmentation / demobilization of resources and revises the level of response activation and communicates it to State Level ICS Command and General staff during an emergency.		
16.1.1.4.	Establishes contact with the System Incident Commander (System Level) when applicable.		
16.1.1.5.	Attends System Level briefings/conference calls and provides status updates on State Level activities and make requests for any required System Level support.		
16.2.1.1.	Approves a Company-wide or area-wide message to all employees regarding the facts of the emergency during the Response Stage and works with the State Public Information Officer to develop and disseminate this message; provides periodic updates.		
17.1.2.1.	Works with the State Public Information Officer to develop messages and provide approval for all information to be released by the Company.		
17.4.1.1.	Prepares for holding press conferences by working with the State Public Information Officer to compile the necessary briefing materials.		
18.2.1.1.	Directs the State Liaison Officer to coordinate manning of the RIEMA EOC.		
18.3.1.1.	Directs State Liaison Officer to coordinate with Rhode Island DPUC.		
18.4.1.1.	Escalates issues that require coordination with federal level agencies to the System EOC.		
18.5.2.1.	Reviews expectations for cooperating agencies with State Liaison Officer prior to State Liaison Officer meeting with them.		
19.1.2.1.	Oversees safety and health incident response and receives incident reports from the State Safety and Health Officer.		
	During gassing in phase- discuss with State Planning Section Chief demobilization process, and timeline for releasing foreign crews, contractors and internal resources from other states.		
22.1.2.1.	Approves the demobilization of response functions based on recommendations from the State Planning Section Chief including, but not		

REDACTED

	limited to, the re-allocation and/or release of foreign crews and Company crews and support staff.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.1.2. STATE SAFETY AND HEALTH OFFICER

Position Title	State Safety and Health Officer
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Develops and manages Safety and Health objectives for the Emergency at the State Level. Oversees that the Safety and Health response is aligned with Strategic Level guidance. Provides operational safety response guidance for employees and restoration workers. Exercises discretion on whether to stop any job or task deemed to be immediately dangerous to life or property. Serves as a resource on Safety-related matters for the State Incident Commander.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required.

REDACTED

State Safety and Health Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
6.5.	Reports to the designated State Incident Commander and check in as required. If the situation calls for a transfer of command: assesses the situation and/or obtain a briefing from the outgoing State Health and Safety Officer.		
16.1.1.2.	Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander. Receive update on: <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.2.1.	Provides an update on any issues with the Safety and Health organization's preparation and activities.		
16.1.2.2.	Provides an update on any safety incidents that occur during an emergency including actions being taken to mitigate the incident, number and severity of injuries, and outside emergencies response agencies responding to the incident.		

REDACTED

19.1.3.2.	Ensures that hazardous situations are identified, inspections of staging areas, emergency work practices, and equipment are conducted, and on-boarding materials are available.		
19.1.3.3.	Ensures that daily safety calls and a daily sampling of safety brief effectiveness are conducted with contractor safety personnel.		
19.1.3.4.	Ensures that safety performance is tracked.		
19.1.3.6.	Relays key facts about a safety or environmental incident to the System Safety, Health and Environmental Officer during a System Level Emergency.		
19.1.3.7.	Determines a strategic plan for safety.		
19.1.3.8.	Assigns, coordinates and schedules qualified and competent safety & health professionals to the restoration area based on the classification and location of the emergency situation and obtains and distributes contact information.		
19.1.3.9.	Assesses the need for outside safety and industrial hygiene resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.		
19.1.3.10.	Ensures medical services are available, as needed.		
19.1.3.11.	Coordinates incident analysis, field audits, training and regulatory inquiries.		
19.1.3.12.	Assesses the need for outside Safety training services to support training and for qualifying additional personnel or outside resources to perform required tasks.		
19.1.3.13.	Acts as a liaison between Supervisors and outside utilities concerning any safety & health-related activities or incidents.		
19.1.3.14.	<p>In case of a safety incident, communicates with Field Safety Support to obtain the following information:</p> <ul style="list-style-type: none"> ➤ 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, 		

REDACTED

	<ul style="list-style-type: none"> ➤ Any other information necessary for the State Incident Commander to be fully informed of Safety impacts and concerns during the incident management, ➤ Outside emergency agencies responding to the incident and any additional resources required or requested, ➤ Support needed from internal organizations to protect the safety of employees, the public, or Company facilities, ➤ Instructions or additional information that may need to be communicated with employees or the public relating to safety, and ➤ Coordinate with the State Security Officer to establish security for any hazardous areas following the incident and to protect the integrity of any evidence. 		
19.1.3.15.	Ensures all investigations are managed to closure.		
19.1.3.16.	Ensures that safety and health personnel have been accounted for prior to their release from affected locations.		
19.1.3.17.	Reviews for approval any Operational or State Level safety-related communications to employees or the public to ensure that the communications conform to the strategic safety plan.		
19.1.3.18.	Ensures that Safety Incident Reports (as described in Chapter 21.1 of this ERP) are filed with the State Incident Commander.		
Post-Event Stage			
19.1.3.19.	Ensures that all permits are closed out.		
	Returns completed checklist to the Emergency Planning mailbox at end of the System Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.1.3. STATE ENVIRONMENTAL OFFICER

Position Title		State Environmental Officer
Reports To		State Incident Commander
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Oversees environmental matters associated with the response, including strategic assessment, modelling, surveillance, and environmental monitoring and permitting.▪ Oversees that the Environmental response is aligned with Strategic Level guidance.▪ Serves as a resource on Environmental-related matters▪ Serves as the primary point-of-contact for other responding agencies in the event of an environmental incident.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Checklist for notable responsibilities▪ Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
	Response	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety Glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR064- ERO National Incident Management System & Incident Command▪ EMR065- ERO Emergency Response Plan & Crisis Management Team▪ EMR066- ERO Overview & Activation▪ EMR067- ERO Gas Specific Module▪ EMR025- National Grid Incident Command System▪ Participation in the regional Gas Exercises as required

REDACTED

State Environmental Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
6.5.	Reports to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: assesses the situation and/or obtain a briefing from the outgoing State Environmental Officer.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Receive update on:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.3.1.	Provides an update on any issues with the Environmental organization's preparation and activities.		
16.1.3.2.	Provides an update on any environmental incidents that occur during an emergency including actions being taken to mitigate the incident		
.19.2.2.2.	Relays key facts about an environmental incident to the System Safety, Health and Environmental Officer during a System Level Emergency.		

REDACTED

19.2.2.5.	Assigns, coordinates and schedules qualified and competent environmental professionals to the restoration area based on the classification and location of the emergency situation and obtains and distributes contact information.		
19.2.2.6.			
19.2.2.7.	Establishes contact with Environmental field personnel and provides: <ul style="list-style-type: none"> ➤ The incident status, objectives and expectations, ➤ Policy on information dissemination and other pertinent information, and ➤ Schedule for telephone conferences between the State Environmental Officer and Environmental field personnel. 		
19.2.2.10.	Assesses the need for outside environmental resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.		
19.2.2.11.	Identifies the need for and obtains permits, consultations, and other authorizations, including Endangered Species Act (ESA) provisions during the Response Stage.		
19.2.2.12.	Develops shoreline clean-up and assessment plans; identifies the need for and prepares any special advisories or orders.		
19.2.2.13.	Identifies sensitive areas and recommends response priorities.		
19.2.2.14.	Obtains copies of any relevant exposure data such as MSDS sheets and Environmental procedural guidelines and ensures that field Environmental personnel get this information.		
19.2.2.15.	Coordinates incident analysis, field audits, training and regulatory inquiries.		
19.2.2.16.	Develops disposal plans as conditions require and provides guidance as necessary.		
19.2.2.17.	Tracks and documents quantity of oil spills that occur throughout the event.		
19.2.2.18.	Acts as a liaison between Supervisors and outside utilities concerning any Environmental-related activities or incidents.		
19.2.2.19.	In case of an environmental incident, communicates with the Environmental field personnel to obtain the following information: <ul style="list-style-type: none"> ➤ Status of the situation, ➤ Actions taken or being taken to mitigate the incident, 		

REDACTED

	<ul style="list-style-type: none"> ➤ 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. 		
19.2.2.20.	Monitors the environmental consequences of response actions.		
19.2.2.21.	Coordinate with the State Security Officer to establish security for any hazardous areas following the incident and to protect the integrity of any evidence.		
19.2.2.22.	Verifies that monitoring and sampling plans have been developed and provides guidance as necessary.		
19.2.2.23.	Supports construction activity during restoration in or near protected resources, impacting endangered species, etc.		
19.2.2.24.	Ensures that accountability for personnel has been completed prior to the release of personnel from affected locations.		
19.2.2.25.	Reviews for approval any State-Level Environmental-related communications to employees or the public to assure that the communications conform to the strategic Environmental plan.		
19.2.2.26.	Ensures that Environmental Incident Reports (as described in Chapter 21.1 of this ERP) are filed following an environmental incident.		
19.2.2.27.	Completes all environmental based documentation and inputs significant environmental actions into the IMS system.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for for Type 1, 2 or 3 event.		

REDACTED

31.1.4. STATE PUBLIC INFORMATION OFFICER

Position Title	State Public Information Officer
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Develops and/or approves all internal and external communications messages based on guidance from the State Incident Commander. Coordinates the release of all Emergency-related communications within the state. Oversees additional responsibilities as assigned by the State Incident Commander
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

State Public Information Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
6.5.	Reports to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: assesses the situation and/or obtain a briefing from the outgoing State Public Information Officer.		
15.1.2.1.	Notifies appropriate media outlets of the expected timeframe for the initial ETR.		
15.1.2.2.	Monitors that ETRs are communicated via telephone, website and at least 1 other form of appropriate media outreach.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determines:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.3.2.	Provides an overview of the level of public interest in the emergency, the public information strategy, speaker preparation, information sources including news releases, fact sheets, videos, photos, and news clips, and		

REDACTED

	information dissemination schedules for interviews, news briefings, and town meeting schedules.		
16.2.2.1.	Disseminates Company-wide or area-wide messages approved by the State Incident Commander to all employees regarding the facts of the emergency.		
17.1.3.1.	Holds a call/briefing with the Emergency Communications Team during the emergency, to discuss overall messaging strategy, Event messages, Internal Communications, Media Communications, Web and Social Media Strategy, Government and Regulatory Relations, and Community and Customer Messaging.		
17.1.3.2.	Develops messages in conjunction with the State Incident Commander to be disseminated to the media, government and community leaders, and employees.		
17.1.3.3.	Obtains approval from the State Incident Commander on all information to be released.		
17.1.3.4.	Disseminates messages to the media, employees, and to internal stakeholders for dissemination to government and community leaders.		
17.1.3.5.	Obtains media information that may be useful for planning during the Response Stage.		
17.1.3.6.	Establishes contact with the System Planning Officer during a System Level emergency and disseminates messaging to the State Level that was developed and approved at the System Level.		
17.2.1.1.	Coordinates messaging and other activities with the Customer Contact Center.		
17.3.1.1.	Develops the communication of Company response activities.		
17.3.1.2.	Disseminates message for distribution to wider audience.		
17.4.2.1.	Ensures that accommodations are made for 24-hour media coverage.		
17.4.2.2.	Begins to gather basic facts about the crisis - who, what, where, and when and use this info to answer inquiries.		
17.4.2.3.	Arranges for media tours, interviews, and other briefings that may be required.		
17.5.1.1.	Directs the development and maintenance of social media, web, digital and print communications and oversees the updating of these applications, where needed, during major emergencies.		

REDACTED

18.3.2.1.	Coordinates with the State Liaison Officer to ensure the unity of communications with the Company's regulatory agencies during an emergency.		
20.1.2.1.	Gathers security status updates from State Security Officer when there is a security incident.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.1.5. STATE LIAISON OFFICER

Position Title	State Liaison Officer
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Direct the assignment of Company personnel to the RIEMA EOC as requested. Serve as the primary point of contact for Company liaison reporting to the RIEMA EOC. Coordinate restoration activities and support with Rhode Island government response agencies. Provide periodic updates to the State Incident Commander as appropriate. Coordinate staffing to meet needs of event Oversee additional responsibilities as assigned by the State Incident Commander
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

State Liaison Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
	During cold weather restorations where space heaters are provided to customers, communicates with electric service provider in the affected region to ensure the electric system will not be overloaded.		
6.5.	Reports to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command, obtains a briefing from the outgoing State Liaison Officer		
7.4.1.1.	Contacts the appropriate officials to obtain a public facility/open space as an On-Scene Command Center.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.4.2.	Provides an overview of agencies and stakeholders impacted by or responding to the emergency, updates on the Strategic Level government		

REDACTED

	response, available resources, status of cooperating agency activities in support of the emergency, and stakeholders' issues and concerns.		
18.1.1.1.	Coordinates the staffing of government agencies' EOCs when directed to do so by the State Incident Commander including establishing a rotation of personnel when these EOCs are anticipated to be opened for more than 12 hours.		
18.1.1.2.	<p>Keeps agencies supporting the emergency aware of the emergency status, including:</p> <ul style="list-style-type: none"> ➤ Identification of a contact person/supervisor for each agency/stakeholder, ➤ Discussion of the emergency and plans for restoration, ➤ Information on various resources and support services available to the agencies/stakeholders, and ➤ When service to all customers has been restored. 		
18.2.2.1.	Coordinates the manning of the RIEMA EOC as requested by the State Incident Commander.		
18.2.2.2. 18.5.3.1.	Begins maintaining a list of assisting and cooperating agencies/representatives.		
18.2.2.3. 18.5.3.3.	Establishes contact with the System Liaison Officer during a System Level emergency.		
18.3.3.2.	Manages Liaisons coordinating with the RIDPUC, including the RIDPUC representative in the RIEMA EOC and other high-ranking regulatory officials as required.		
18.5.3.2.	<p>Keeps agencies supporting the emergency aware of the status of the Company's restoration efforts. Prior to meeting with Agency Representatives and Stakeholders:</p> <ul style="list-style-type: none"> ➤ Review incident objectives, ➤ Review company requests for assistance from or coordination with other agencies, ➤ Determine status of outstanding requests from other agencies, and ➤ Determine availability of personnel and equipment available to assist other agencies. 		

REDACTED

21.2.2.1.	Provides the Gas Operations Status Update Report to the Community and RIEMA Liaisons for distribution to external stakeholders.		
Post Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.1.6. STATE PLANNING SECTION CHIEF

Position Title	State Planning Section Chief
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Collect and manage all incident-relevant operational data, Supervise preparation of the Incident Action Plan, Coordinate Traffic, Medical, and Communications Plans and other supporting information into the Incident Action Plan, Compile, display, and assemble reporting of incident status information, Establish information requirements and reporting schedules for units (e.g., Resources, Situation Units), and Ensure implementation of the Operator Qualification Plan
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

State Planning Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: Assesses the situation and/or obtain a briefing from the Outgoing State Planning Section Chief.		
4.2.2.1.	Activates the State EOC if directed to do so by State Incident Commander.		
6.1.3.1. 6.2.3.1. 6.3.3.1.	Reviews all State Operations Section Chief resource requests and performs an assessment of available resources within the region and makes recommendations to the State Incident Commander regarding appropriate resource levels and allocation to field locations.		
6.1.3.2. 6.2.3.2.	Contacts Resource Unit Leader and determines resources on-scene and requested (location/status) and then considers the need for resources in addition to those on-scene or requested.		
	Considers support staff shifts to overlap to ensure more effective turnover of critical information. (For example, support staff can work 10am-10pm instead of same shifts as field personnel.)		
6.1.3.8.	If the System Level Plan is not activated, the State Planning Section Chief will complete the task outlined in item 6.1.1.1. 6.1.1.1 Reviews requests for additional resources from the State Incident Commander to coordinate the movement of Company restoration resources between unaffected parts of Rhode Island, Massachusetts and New York to respond to emergencies.		
6.1.3.3.	Maintains a Personnel Resource Status Sheet and provides personnel resource updates to the State Incident Commander on a regular basis.		

REDACTED

6.1.3.4.	Ensures implementation of the National Grid Operator Qualification (OQ) Plan and requests assistance with defining personnel qualification requirements for Company restoration personnel.		
6.1.3.5. 6.2.3.4 6.3.3.2. 6.4.3.3. 6.5.2.1. 6.6.2.2.	Completes the Contact Information Form (an example of which is included as Appendix A- Chapter 6 Exhibit B) by entering information for all personnel involved with the Emergency Organization including cell phone, if applicable.		
6.1.3.6.	Collects and manages all incident relevant operational data.		
6.1.3.7.	Based on the number of service technicians needed to complete shut off process, activates the Resource Unit Support Team to initiate and manage the Outage Data Management Process.		
6.2.3.8.	If the System Level Plan is not activated, the State Planning Section Chief will complete the tasks outlined in Section 6.2.1. 6.2.1.1. Coordinates with State Incident Commander to review the status of request for additional CMS or Construct and Maintain resources as needed in order to support restoration efforts during a State Level Emergency. 6.2.1.2. Oversees procurement of utility mutual assistance.		
6.2.3.2.	Escalates information called for in Exhibit F, Chapter 32.2 "Information Supplied to US Utilities by Party Seeking Assistance" to System Officer so the Emergency Planning Lead can provide it to the utility providing mutual assistance.		
6.3.3.5.	If the System Level Plan is not activated, the State Planning Section Chief will complete the tasks outlined in Section 6.3.1. 6.3.1. Oversees procurement of external contractors. 6.3.1.2. Reports back to the State Incident Commander and/or State Operations Section Chief with contractor company response and provides the appropriate crew rosters upon notification.		
6.2.3.2. 6.3.3.3.	Activates use of the Foreign Crew Tracking Excel file as utility mutual assistance resources are acquired.		

REDACTED

6.2.3.6. 6.3.3.4.	Obtains all information necessary to demonstrate applicable National Grid Operator Qualifications prior to any foreign crew beginning work for National Grid.		
6.6.2.3.	Activates the Resource Unit Support Team to process Outage Management Cards based on the number of service technicians needed to complete shut off process.		
6.4.3.1.	Works with Field Operations Director(s) to identify retiree resources to be assigned during an emergency.		
6.4.3.2.	Passes along list of desired retirees to Emergency Planning.		
6.6.2.1.	Identifies additional support resources based on secondary and tertiary emergency response assignments in Massachusetts and Rhode Island to fill emergency assignments, as required.		
6.6.2.3.	Activates the Resource Unit Support Team to process Outage Management Cards based on the number of service technicians needed to complete shut off process.		
7.3.2.1. 8.1.1.1. 8.2.1.1.	Contacts the State Logistics Section Chief and provides the number of foreign crews acquired for the emergency response and their work location to ensure bus transportation to and from staging sites, meals and lodging are provide as necessary.		
11.1.2.2.	Reassigns damage assessment personnel following the completion of damage assessment surveys.		
14.1.2.1.	Takes appropriate actions to activate the Gas Emergency Operations Center.		
14.1.2.2.	Validates Resource Unit Leader's decisions for external utility resource needs assessment and obtains approval from the State Incident Commander to acquire resources.		

REDACTED

15.1.3.1.	<p>Determines when it is necessary to enact custom ETR rules and notifies the State Public Information Officer of the following during the Pre-Event Stage, when practical:</p> <ul style="list-style-type: none"> ➤ The time that Damage Assessment begins or is expected to begin. ➤ The time that the first ETR update is expected to be due. (The first ETRs must be developed upon the completion of damage assessment or after the first 24 hours of damage assessment, whichever occurs first.) ➤ The reporting period for subsequent reports (minimum 3 xs per day). ➤ Time returned to normal operations or Emergency Event ETR Rules will be turned off. 		
15.1.3.2.	<p>Determines an event ETR based on feedback from the field, obtains ETR approval from the State Incident Commander, and distributes approved ETRs to the State Public Information Officer. Refines the specificity of ETRs to define current customer outages, total restorations and updates from previous reporting, equipment replacement information, and when necessary, low pressure safety inspections as communicated by the State Operations Section Chief.</p>		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.5.1.	<p>Provides feedback on the current ERO, response activities, and objectives; provides updates on resource status, weather and other pertinent facts of</p>		

REDACTED

	the emergency; and recommends changes to the ERO layout and personnel of the ERO.		
16.1.5.2.	Makes recommendations on additional actions or alternative strategies needed to reach the strategic objectives and provides periodic predictions (based on changes in weather, manpower, and resource availability) on incident potential.		
	Coordinates the establishment of the sectionalizing zone practice with Gas Control.		
21.1.3.1.	Oversees completion of the Incident Action Plan and ensures they are prominently displayed at the State EOC and On-Scene Command Center, if activated.		
21.1.3.2.	Establishes information requirements and resource status information reporting schedules as needed (e.g., Resource Coordination, Damage Assessors).		
21.1.3.3.	Establishes information requirements, situation reports, and resource status information reporting intervals (schedules) with all ICS Command and General Staff.		
21.2.5.1.	Oversees preparation of Gas Operations Status Update Report.		
21.2.5.2.	Provides the Gas Operations Status Update Report to the State Liaison Officer for distribution to external stakeholders.		
	During gassing in phase- discuss with State Incident Commander demobilization process, and timeline for releasing foreign crews, contractors and internal resources from other states.		
22.1.3.1.	Tracks restoration and resource allocation status throughout the emergency.		
22.1.3.2.	Evaluates resource needs at the Operational and State Levels and makes recommendations to the State Incident Commander about re-allocating or releasing resources.		
22.1.3.3.	Oversees the preparation and implementation of the demobilization plan based on the Demobilization decisions of the State Incident Commander.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.1.7. STATE LOGISTICS SECTION CHIEF

Position Title		State Logistics Section Chief
Reports To		State Incident Commander
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ As determined by the System Incident Commander
Job Description		<ul style="list-style-type: none">▪ Manages the Logistics team (materials, staging sites, fleet services, facility, communications/IT, meals and lodging and procurement support) in support of restoration.▪ Provides materials, fleet and communications needs, establishment of staging sites, prepares facilities and utilizes the mobile on scene command center.▪ Oversees additional responsibilities as assigned by the State Incident Commander.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Checklist for notable responsibilities▪ Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
	Response	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves
Special Equipment		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR064- ERO National Incident Management System & Incident Command▪ EMR065- ERO Emergency Response Plan & Crisis Management Team▪ EMR066- ERO Overview & Activation▪ EMR067- ERO Gas Specific Module▪ EMR025- National Grid Incident Command System▪ Participation in the regional Gas Exercises as required

REDACTED

State Logistics Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the Outgoing State Logistics Officer.		
	Refer to Logistics Plan for guidance on staging site layout implementation during large scale events, staging site signage and communications of facility locations.		
7.1.2.	Activates Materials Support to check the availability of materials in the field and arranges for delivery of materials and/or items at deficient levels when the System Level is not activated.		
7.1.2.	Establishes contact with the Resources Unit Leader and Supply Unit Leader to serve as the single point of contact for material and supply requirements during an emergency.		
7.2.	Establish need for additional rental equipment in support of Fleet. Facilitate through team acquisition of supplemental equipment.		
7.2.3.	Establishes contact with the Supply Unit Leader to serve as the single point of contact for the Fleet Unit and rental vehicles.		
7.3.3.	As necessary, requests Staging Site Unit contact base camp vendors and discuss the pre-positioning of resources depending on the anticipated impact of the emergency.		
	Confirm the need and staging location for emergency generators, if necessary.		
7.4.2.	Regarding Facilities Coordination:		

REDACTED

	<p>Oversee the contacting of the owner of private facilities to obtain approval for use of their facility as an On-Scene Command Center.</p> <p>Arranges for the procurement of communication equipment for the ERO at the State and Operational Levels if the Company's stock is depleted during an emergency.</p>																										
7.4.2.	Arranges to have additional communication devices, computers and other equipment delivered to and installed at On-Scene Command Centers not located at a Company facility.																										
7.5.1.1.	<p>Activates the Supply Unit Leader, Fleet Lead, Materials Lead, Meals and Lodging</p> <p>Lead and Staging Site Lead roles, as required.</p> <table><thead><tr><th><u>Position</u></th><th><u>Activated</u></th><th><u>Not Activated</u></th></tr></thead><tbody><tr><td>Supply Unit Leader</td><td>_____</td><td>_____</td></tr><tr><td>Fleet Lead</td><td>_____</td><td>_____</td></tr><tr><td>Materials</td><td>_____</td><td>_____</td></tr><tr><td>Meals and Lodging Lead</td><td>_____</td><td>_____</td></tr><tr><td>Staging Site Lead</td><td>_____</td><td>_____</td></tr><tr><td>Procurement Support</td><td>_____</td><td>_____</td></tr><tr><td>Communications/IT Lead</td><td>_____</td><td>_____</td></tr></tbody></table>	<u>Position</u>	<u>Activated</u>	<u>Not Activated</u>	Supply Unit Leader	_____	_____	Fleet Lead	_____	_____	Materials	_____	_____	Meals and Lodging Lead	_____	_____	Staging Site Lead	_____	_____	Procurement Support	_____	_____	Communications/IT Lead	_____	_____		
<u>Position</u>	<u>Activated</u>	<u>Not Activated</u>																									
Supply Unit Leader	_____	_____																									
Fleet Lead	_____	_____																									
Materials	_____	_____																									
Meals and Lodging Lead	_____	_____																									
Staging Site Lead	_____	_____																									
Procurement Support	_____	_____																									
Communications/IT Lead	_____	_____																									
	<p>Consider establishing a mailbox for this event when Resources on Demand is activated to enable focused management of hotel resource requests.</p> <p>Communicates Size and Complexity (expansion and contraction) of the emergency to all logistics teams</p> <p>Each team should do their due diligence in understanding the scope of the event and anticipate needs and availability of resources as it pertains to their areas. Team Leads should report to Logistics Chief on their ability to provide support to the event and escalate exceptions.</p>																										
	Refer to Company Resource Tracking Tool to manage meals and lodging for in-house crews from other regions as well as mutual aid support.																										

REDACTED

8.1.3.	Contacts Meals and Lodging Lead and ensures their group can accommodate the anticipated volume of meals required for the ERO personnel.		
8.2.3.	Contact the Meals and Lodging Lead and ensures their unit can accommodate the anticipated lodging requirements for external response resources.		
11.1.5.1.	Provides logistics support to Damage Assessment Leads, as required.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ 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. 		
16.1.6.1.	Provides an overview of the current disposition of logistics support for the Company during the emergency.		
22.1.4.1.	Reviews the list of personnel proposed for demobilization daily and adjusts material, fleet, staging site, communication, meal and lodging requirements accordingly as resources are re-allocated or released.		
22.1.4.2.	Adjusts logistics organization to reflect changes in logistics requirements.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.1.8. STATE SECURITY OFFICER

Position Title	State Security Officer
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Manages and supervises the Security organization's actions and response objectives for restoration at the State Level. Establishes appropriate utilization of Security services. Serves as a resource on Security-related matters.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

State Security Officer Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the outgoing State Security Officer currently in command of the situation.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.7.2.	Provides an overview of any security incidents, information on any on-going law enforcement investigations, the status of security at the incident site and Company facilities, available security resources, stakeholders' concerns/issues, the status of cooperating agency activities in support of an incident, location of shelters (if utilized), and any evacuation of facilities and assembly areas including results of employee accountability surveys.		
19.1.5.1.	Establishes security for any hazardous areas following the incident and to protect the integrity of any evidence.		

REDACTED

19.2.3.1.	Establishes security for any hazardous areas following the incident and to protect the integrity of any evidence.		
20.1.3.1.	Relays key facts about security to the System Security Officer during a System Level Emergency.		
20.1.3.2.	Directs the activation of the Operational and State Level security response organization and activates and mobilizes the appropriate security and contractor personnel in accordance with the directives specified in the Security Emergency Response Guide.		
20.1.3.3.	Establishes contact with local and state law enforcement agencies and ascertains their needs and/or concerns, as necessary.		
20.1.3.4.	Assesses the need for outside security resources and makes appropriate arrangements after obtaining approval from the State Incident Commander.		
20.1.3.5.	Assesses the need for security supplies and makes arrangements to acquire needed supplies if so approved by the State Incident Commander.		
20.1.3.6.	Assesses the need for outside security training services to qualify additional personnel or outside resources to perform required tasks.		
20.1.3.7.	Ensures that admittance to Federal Energy Regulatory Commission (FERC) critical infrastructure is controlled by a guard force and limited to personnel with proper identification, as required.		
20.1.3.8.	<p>In case of a security incident, communicates with the on-scene security personnel to obtain the following information:</p> <ul style="list-style-type: none"> ➤ Status of the situation, ➤ Actions taken or being taken to mitigate the incident, ➤ Number and severity of injuries (personnel and public), if any, ➤ Extent of any additional personnel or public exposure or impact as a result of the incident, ➤ Outside emergency response agencies responding to the incident and any additional resources required or requested, ➤ Support needed from internal organizations to protect the security of employees, the public, or our facilities, and ➤ Instructions or additional information that may need to be communicated with employees or the public relating to security. 		
20.1.3.9.	Obtains and distributes security personnel contact information.		

REDACTED

20.1.3.10.	Arranges to provide Company-dedicated security at field sites, motels and other staging sites, as necessary.		
20.1.3.11.	Oversees that investigations are conducted, as necessary.		
20.1.3.12.	Oversees that on-scene security photographic services are provided, as necessary, to secure evidence.		
20.1.3.13.	Assists and supports other Company resources during the emergency with the gathering of visual and documented data for post-emergency claims and asset recovery purposes.		
20.1.3.14.	During a System Level Emergency, establishes contact with the System Security Officer, if activated, and obtains strategic plan for Security, security expectations, policy on information dissemination as well as any other pertinent information, and ensures that critical locations have appropriate security coverage and that guards are on duty at all times.		
20.1.3.15.	Schedules telephone conferences between appropriate security personnel.		
20.1.3.16.	Provides periodic updates to the State Public Information Officer when a Security event occurs including: <ul style="list-style-type: none"> ➤ Security status at the scene, ➤ Any planned augmentation of security at other sites, and ➤ Status of Security and external agency investigations 		
20.1.3.18.	Reviews for approval any Operational or State Level security-related communications to employees or the public to ensure that the communications conform to the strategic Security Plan for the event.		
Post-Event Stage			
20.1.3.19.	Ensures that Security Incident Reports (as described in Chapter 21.1 of this ERP) are compiled Post-Event.		
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.1.9. STATE FINANCE SECTION CHIEF

Position Title	State Finance Section Chief
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Tracking of incident costs and reimbursement accounting, Providing advice on financial implications based on planned course(s) of action, Provides assistance with obtaining contracting/purchasing approvals, Attending planning meetings (as required), Management of all financial aspects of an incident, Providing financial and cost analysis information (as requested), Gathering pertinent information (defined during update conferences with responsible National Grid organizations), Meeting with National Grid support organizations, Maintaining continuous contact with the Incident Commander or designee on financial matters, Providing financial input to planning of the incident demobilization, and Briefing appropriate National Grid personnel on incident-related financial issues as well as issues that will require follow-up actions.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module

REDACTED

	<ul style="list-style-type: none">▪ EMR025- National Grid Incident Command System▪ Participation in the regional Gas Exercises as required
--	---

REDACTED

State Finance Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the Outgoing State Finance Section Chief.		
	Develop an estimate of anticipated and known incurred event costs including, and not limited to: time, materials, lodging, meals, external labor, and mutual aid. Review with Incident Commander on a regular basis. Maintain estimate throughout and after conclusion of event. Review with and apprise finance leadership of on-going financial impact.		
7.1.3.1. 7.2.5.1. 7.3.4.1. 8.1.4.2. 8.2.4.1.	Administers all financial matters pertaining to vendor contracts, leases, and fiscal agreements for logistics.		
9.1.2.1.	Oversees the establishment of emergency accounting and distribution to the State Public Information Officer for distribution.		
9.1.2.2.	Serves as point of contact for incident personnel to discuss and resolve all financial issues and requirements.		
9.1.2.2.	Establishes and maintains a mechanism to account for personnel time recording.		
9.2.1.2.	Provides guidance on the accurate completion of all personnel and equipment time records.		

REDACTED

9.2.1.3.	Serves as a point of contact for incident personnel to discuss and resolve all financial issues and requirements.		
16.1.8.2.	Provides an overview of the current disposition of matters related to emergency response financial activities during the emergency.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ 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. 		
19.1.6.1.	Manages all administrative matters pertaining to compensation for injury and claims-related activities for an incident.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.1.10. STATE HUMAN RESOURCES SECTION CHIEF

Position Title	State Human Resources Section Chief
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Serves as the primary point of contact for all human resource requirements within the affected State
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

State Human Resources Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Incident Activation Stage			
6.5.	Report to the designated State Incident Commander and check in as required.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.9.2.	Provides an overview of any significant employee or labor issues.		
Response Stage			
6.5.	Report to the designated State Incident Commander and check in as required.		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the outgoing State Human Resources Officer.		
16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p>		

REDACTED

	<ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.9.2.	Provides an overview of any significant employee or labor issues.		
19.1.7.1.	Ensures that death and injury notifications have been given to the families of victims in the event of a serious injury or death.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.1.11. STATE OPERATIONS SECTION CHIEF

Position Title	State Operations Section Chief
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Serves as the primary point of contact for all tactical restoration requirements within the affected State. Provides operational guidance to On-Scene Branch Director
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

State Operations Section Chief Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
	When working with underground facilities, or if flooding is an issue, work with electric service provider in the region affected to ensure a coordinated response to gas and electric emergencies.		
4.2.3.1. 6.5.3.1.	Determines which Operational Level ICS positions are required to oversee the functions desired by the State Incident Commander.		
4.2.3.2.	Determines the need for and oversees operation of the On-Scene Command Center or appoints a designee to do so in their absence.		
4.2.3.3.	An On-Scene Command Center can be established at or near the emergency location and can be in the form of a Company facility, emergency command trailer or response vehicle. When appropriate, coordination with external agencies may provide the option to establish an On-Scene Command Center at a nearby fire house.		
6.1.5.1. 6.2.6.1. 6.3.5.1.	Gathers preliminary information from the on-scene responder and Gas Dispatch and determines the resources required (i.e., Instrumentation & Regulation (I&R), Maintain & Construct, Field Operations (FO), Customer Meter Services (CMS), Service Personnel, etc.)		
6.1.5.2. 6.2.6.2. 6.3.5.2.	Requests additional resources from the State Incident Commander when resource needs cannot be met by resources allocated to the territory.		
6.1.5.3.	Directs all Gas Organization emergency response personnel check in with the Resources Unit Leader.		
6.5.	Ensures that all response personnel are aware that you are now the State Operations Section Chief		
6.5.	If the situation calls for a transfer of command: Assess the situation and/or obtain a briefing from the outgoing State Operations Section Chief.		

REDACTED

	Determines the appropriate procedures for deployment of company and mutual aid crews to work assignment areas.		
14.1.7.1.	<p>Periodically contact the Incident Commander and:</p> <ul style="list-style-type: none"> ➤ Provides an emergency status update, ➤ Indicates what emergency response actions are being taken by the Company and other response organizations, ➤ For multi-day Emergencies, holds a meeting at all shift changes and /or when the On-Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation, Claims, Public Information Officer, Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of restoration times for various areas affected, and ➤ When determined necessary, ensures the prompt deployment of CNG trailers to restore critical facilities affected by the gas outage. 		
15.1.4.1.	Approves Operational Level ETRs prior to submission to the State Planning Section Chief during the Response Stage.		
15.1.4.2.	Provides estimates regarding the various restoration activities (repairs, customer shut-offs, purging, etc.) and when service will be restored. Refines the ETRs to reflect current customer outages, total restorations and updates from previous reporting, equipment replacement information, and when necessary, low pressure safety inspections and communicates this to the State Planning Section Chief.		
15.1.4.3.	<p>Considers the following:</p> <ul style="list-style-type: none"> ➤ Time required for repair, ➤ Time required to shut down all meters (with the anticipation of high “Can’t Get In” (CGI) rate), ➤ Time required for gas-in and purging of all mains, ➤ Time required to break-down impacted areas into zones, establish the field organization, and begin the shutdown/re-light process, ➤ Time required for re-lights – expect high CGI rates. 		

REDACTED

16.1.1.2.	<p>Attends State Level briefings/conference calls or receive a briefing from the State Incident Commander.</p> <p>Determine:</p> <ul style="list-style-type: none"> ➤ Size and complexity of the emergency, ➤ Emergency objectives, ➤ Agencies/organizations/stakeholders involved, ➤ Political ramifications, ➤ Employee or public injuries and safety concerns, ➤ Environmental concerns, ➤ Emergency activities and current situation, and ➤ Special concerns. 		
16.1.10.1.	Provides an update on the emergency response including primary and alternate strategies/tactics.		
16.1.10.2.	Makes requests for State Level assistance with resource, facility and specialty equipment needs (helicopter, heavy lift, etc.).		
16.2.3.1.	Considers posting a message to all Operational Level employees regarding the facts and objectives of the incident and provides periodic updates.		
19.1.8.1.	Ensures personnel safety issues are addressed while coordinating this work with field personnel.		
20.1.4.1.	Works with the State Security Officer to oversee the establishment of security to assist with handling customers entering the On-Scene Command Center.		
20.1.4.2.	Works with the State Security Officer to account for operational resources.		
21.2.6.1.	Provides information required for the Gas Operations Status Update Report to the State Planning Section Chief for inclusion in the report.		
22.1.5.1.	Identifies operational situation changes that require augmenting/demobilizing resources.		
22.1.5.2.	Provides restoration status and resource request information to the State Planning Section Chief.		
22.1.5.3.	When appropriate, oversees the preparation and implementation of the demobilization plan based on the Demobilization decisions of the State Incident Commander.		
22.1.5.4.	Notifies resources of their transfer or release and provides contact information for their new assignment as applicable.		

REDACTED

Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2. Operational Level Positions

31.2.1. REGULATORY/COMPLIANCE LIAISON

Position Title	Regulatory/Compliance Liaison
Reports To	State Liaison Officer
Location	<ul style="list-style-type: none"> As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Liaises with regulatory officials as required. Ensures technical compliance with Company policies and regulatory code requirements.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Regulatory/Compliance Liaison Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
18.3.5.1.	Liaises with high ranking regulatory officials and RIDPUC as required.		
21.2.3.	Distributes the Gas Operations Status Update Report to RIEMA.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the System Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.2. RIEMA LIAISON

Position Title	Emergency Management Liaison
Reports To	State Liaison Officer
Location	<ul style="list-style-type: none"> State Emergency Operations Center
Job Description	<ul style="list-style-type: none"> Liaises with RIEMA officials to keep them advised of gas related Emergencies.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

RIEMA Liaison Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
18.2.3.1.	<p>Liaises with the state emergency management agencies on a regular basis to prepare for emergency coordination efforts. Prior to meeting with agencies and stakeholders:</p> <ul style="list-style-type: none"> ➤ Reviews incident objectives, ➤ Reviews company requests for assistance from or coordination with other agencies, ➤ Determines status of outstanding requests from other agencies, and ➤ Determines availability of personnel and equipment available to assist other agencies. 		
18.2.3.2.	Provides outage information to RIEMA representatives on a regular basis.		
18.2.3.3.	Assists with the prioritization and coordination of State Level requests as required.		
18.3.4.1.	Liaises with the RIPUC representative in the RIEMA EOC as required.		
21.2.3.1.	Distributes the Gas Operations Status Update Report to RIEMA.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.3. AREA COMMUNITY LIAISON COORDINATOR

Position Title	Area Community Liaison Coordinator
Reports To	Liaison Coordinator
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or On Scene Command Trailer/MEOC /Field Location As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Oversees and coordinates the efforts of Community Liaisons within their assigned area Ensures that Community Liaisons have the information they need to provide timely and accurate information.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Area Community Liaison Coordinator Emergency Checklist

Activity	Action	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any cyberbs abd/or issues associated with the Company's preparation.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response exercises.		
	Confirm contact information of local Police, Fire and Emergency Management Director if Community Liaisons are activated.		
Response Stage			
18.1.2.1.	When directed to do so by the State Liaison Officer, reports to the Emergency Management Director and/or local Incident Commander present in the community EOC and provides assistance to maintain public safety, facilitate the restoration of gas service to the assigned community and respond to the needs of the public as requested by local government officials.		
18.1.2.2.	Maintains regular contact with Government Relations representatives and obtains a list of government officials contacted.		
18.1.2.3.	Coordinates assignment of Community Liaisons to towns when directed to do so by the Gas Liaison Coordinator.		
	Notify Community Liaisons of potential activation.		
	Ensure Community Liaisons make initial contact with Emergency Management Director for their municipality.		
18.1.2.4.	Maintain list of assisting and cooperating agencies/representatives and confirms contact information of local Emergency Management personnel.		
	Notify Community Liaison roles that the EOC is open.		
	Ensure Community Liaisons have current restoration information and other data as needed to support their roles.		
	Host morning and evening briefing calls with Community Liaisons to ensure Community Liaisons have current restoration information and other data as needed to support their roles.		
	Interact with the Operations Liaison to coordinate restoration priorities.		
21.2.4.1.	Distributes the Gas Operations Status Update Report to municipal emergency managers.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for for Type 1, 2 or 3 event.		

REDACTED

31.2.4. COMMUNITY LIAISON

Position Title	Community Liaison
Reports To	Area Community Liaison Coordinator
Location	<ul style="list-style-type: none"> Field location/Command Trailer/MEOC
Job Description	<ul style="list-style-type: none"> Responding to concerns and requests by non-Company personnel, Informing Company of significant actions being planned by non-Company personnel, and Providing information through approved channels within the National Grid organization.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Community Liaison Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
17.1.4.1.	Communicates with the State Public Information Officer to get the information dissemination plan and schedule prior to an emergency, when practical, and maintains contact as needed throughout the emergency.		
17.1.4.2.	Disseminates messages developed by the State Public Information Officer to the media, government and community leaders, and employees in coordination with the State Operations Section Chief		
17.1.4.3.	Obtains media information that may be useful for planning.		
17.1.4.4.	Periodically meets with the State Liaison Officer to align messaging and obtains the names and numbers of additional agencies, organizations and stakeholders to be added to the dissemination list.		
18.1.2.1.	When directed to do so by the State Liaison Officer, reports to the Emergency Management Director and/or local Incident Commander present in the community EOC and provides assistance to maintain public safety, facilitate the restoration of gas service to the assigned community and respond to the needs of the public as requested by local government officials.		
18.1.2.2.	Maintains regular contact with Government Relations representatives and obtains a list of government officials contacted.		
18.1.2.4.	Maintains regular contact with Government Relations representatives and obtains list of government officials contacted.		
21.2.4.1.	Distributes the Gas Operations Status Update Report to municipal emergency managers.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.5. RESOURCE UNIT LEADER

Position Title	Resource Unit Leader
Reports To	State Planning Section Chief
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or On-Scene Command Trailer/MEOC /Field Location As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> If Contractor Crews are being utilized, keep detailed records of their work assignments and schedules If Foreign Utility Crews are being utilized: request at least one supervisor for every ten (10) responder and keep detailed records of their activities and work locations. Their National Grid escorts should have cellular phones and should call in periodically for messages Note what hotel they are staying at so that they may be contacted if necessary
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Resource Unit Leader Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
6.6.3.1.	Identifies and activates Company resources to fill the emergency support assignments within the ERO activated by the State Incident Commander.		
	Works with State Planning Section Chief to identify additional resources in other Company territories to fill support roles not filled after consulting personnel already assigned.		
8.1.2.1. 8.2.2.1.	Records arrival time of additional restoration resources procured for the emergency response.		
Response Stage			
6.1.4.2.	Identifies the individual(s) at the scene, to whom Company personnel should report.		
6.1.4.3. 6.2.4.1. 6.3.4.1.	Documents the arrival of all personnel who have been assigned to work at the on-scene location, or as field personnel; may use the National Grid Gas Organization On-Scene Emergency Responder Sign-In Sheet (an example of which is included as Exhibit C to this chapter, which is included in Appendix A of this ERP) to do this.		
6.6.3.1.	Identifies and activates Company resources to fill the emergency support assignments within the ERO activated by the State Incident Commander.		
	Implements regularly-scheduled communication with Dispatch to ensure the balance of workforce management for shift coverage as well as maintaining emergency support throughout the unaffected jurisdictional areas.		
6.6.	Note: The extent of the customer outage determines amount of support personnel needed for Outage Management Card processing. Suggested resource amount: 2 support personnel per 10 service technicians for each 12-hour shift. Ultimate decision of staffing resources is at the discretion of Incident Commander.		
6.6.3.2.	Works with the State Planning Section Chief to identify additional resources in Massachusetts or Rhode Island to fill support roles not filled after consulting personnel already assigned.		
6.6.3.3.	Works with the State Incident Commander to identify resources in New York to fill support roles not filled after consulting personnel already assigned and the State Planning Section Chief.		
	Refer to Company Resource Tracking Tool to track attendance of in-house crews from other regions as well as mutual aid support.		
6.6.3.4.	Provides State Planning Section Chief updates on requirements for additional support resources		
	Oversees Outage Management Card data input process and supervises Resource Unit Support Team Personnel.		
7.1.1.1.	Communicates materials needs (i.e. materials) of utility mutual assistance crews to the State Logistics Section Chief.		

REDACTED

8.1.2.1.	Records arrival time of additional restoration resources procured for the emergency response.		
8.2.2.1.			
	Report Outage Management Card data entered and pending to State Operations Section Chief and State Planning Section Chief.		
14.1.3.1.	Summarizes Damage Assessment results.		
14.1.3.2.	Maintains oversight of work distribution process.		
14.1.3.3.	Evaluates the need for potential external resources and internal support from other regions.		
14.1.3.4.	Performs an assessment of Mutual Assistance needs beyond northeast region.		
14.1.3.5.	Communicates needs assessment with State Planning Section Chief.		
14.1.3.6.	Ensures system mapping is provided.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.6. GAS CONTROL

Position Title	Gas Control
Reports To	Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or Gas Control
Job Description	<ul style="list-style-type: none"> Monitors, controls and coordinates all gas main line activities that effect the transportation of natural gas from the system interconnects with interstate pipelines to our customers, this includes both planned and unplanned gas system outages and emergencies. Maintains the responsibility to evaluate, approve and confirm the appropriateness of any planned system configuration changes, maintain documented interim configuration information and coordinate the review and documentation of final system configuration updates as needed to ensure the safety and reliability of the gas system.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Gas Control Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
13.2.1.1.	Operates the Gas Distribution and transmission system.		
13.2.1.2.	Monitors, controls and coordinates all gas main line activities.		
13.2.1.3.	Establishes restoration priorities and directs restoration efforts.		
13.2.1.4.	Dispatches gas supplies to meet system requirements.		
13.2.1.5.	Provides overall control of the distribution system.		
13.2.1.6.	Regulates the pressures and flow rates in the distribution system.		
14.1.7.	Assesses the severity and complexity of the event in regards to the impact on the gas system and provides recommendation to the Incident Commander in order to determine the Event Type.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.7. TECHNICAL SPECIALIST

Position Title	Technical Specialist
Reports To	State Planning Section Chief
Location	<ul style="list-style-type: none"> State Emergency Operations Center, On Scene Command Trailer/MEOC/Field Location, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Defines all customers affected by a system outage. Evaluates overall effect on the gas system. Provides support with determining proposed changes to the system configuration (when needed) to minimize impact to customers.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Technical Specialist Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	N/A		
Response Stage			
13.2.3.1.	Defines all customers affected by a system outage.		
13.2.3.2.	Evaluates overall effect on the gas system.		
13.2.3.3.	Provides support with determining proposed changes to the system configuration (when needed) to minimize impact to customers.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.8. GAS DISPATCH

Position Title	Gas Dispatch
Reports To	State Planning Section Chief
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Analyzes the severity and complexity of the emergency based on call information and feedback from Company field responders and establishes the classification type. Communicates the Emergency Classification Type to the State Level ICS positions that are activated in response to the emergency using the Notification Chart as a guide, or, if they are preoccupied with the incident and need additional assistance, requests Gas Dispatch from another region to perform all or a portion of the notifications. Classifies the emergency incident and makes appropriate notifications. Develops and distributes regulatory updates. Distributes event notifications as needed based on Gas Emergency Notification Chart in Table 2. For DOT Reportable Incidents (those classified as A or A1) evaluate the incident conditions and determine / eliminate individuals who may or may not have contributed to the incident.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation

REDACTED

	<ul style="list-style-type: none">▪ EMR067- ERO Gas Specific Module▪ EMR025- National Grid Incident Command System▪ Participation in the regional Gas Exercises as required
--	---

REDACTED

Gas Dispatch Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
4.1.3.1.	Analyzes the severity and complexity of the emergency based on call information and feedback from Company field responders and establishes the classification type.		
14.1.4.1.	Classifies the emergency incident and makes appropriate notifications.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
4.1.3.1.	Analyzes the severity and complexity of the emergency based on call information and feedback from Company field responders and establishes the classification type.		
4.1.3.2.	Communicates the Emergency Classification Type to the State Level ICS positions that are activated in response to the emergency using the Notification Chart as a guide, or, if they are preoccupied with the incident and need additional assistance, requests Gas Dispatch from another region to perform all or a portion of the notifications.		
14.1.4.1.	Classifies the emergency incident.		
14.1.4.2.	Develops and distributes regulatory updates.		
14.1.4.3.	Distributes event notifications as needed based on Gas Emergency Notification Chart in Table 2.		
18.4.2.1.	For DOT Reportable Incidents (those classified as A or A1) evaluate the incident conditions and determine / eliminate individuals who may or may not have contributed to the incident. Upon determination, communicate the need for completion of: <ul style="list-style-type: none"> ➤ Alcohol testing within a 2 to 8-hour period of the incident. ➤ Drug testing within a 32-hour period of the incident. 		

REDACTED

Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.9. EXTERNAL CREW COORDINATOR

Position Title	External Crew Coordinator
Reports To	State Operations Section Chief
Location	<ul style="list-style-type: none"> On-Scene Command Trailer/MEOC /Field Location
Job Description	<ul style="list-style-type: none"> Communicate with Emergency Planning regularly for updated information on mutual assistance utilities providing resources Identify with Operations Section Chief when resources are needed As mutual assistance resources arrive ensure staging site is ready and what onboarding information is required. Deliver critical safety and operations information to internal and external mutual aid crews.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

External Crew Coordinator Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
6.6.4.1.	Identifies any additional resources that are needed in order to meet objectives and informs the State Operations Section Chief of the need to obtain the services of these individuals.		
	If additional support is required based on the number of crews activated, additional Crew Supervisors are available in the SEAL database under the "Gas Team Leader" assignment. Coordinates access to SEAL database with Emergency Planning Lead.		
	Communicates with Emergency Planning regularly for updated information on mutual assistance utilities providing resources		
	Procures utility mutual assistance resources as directed by the System Planning Officer.		
	Discusses with Operations Section Chief when external resources are needed		
	Identifies any additional resources that are needed in order to meet objectives and informs the State Operations Section Chief of the need to obtain the services of these individuals.		
	As mutual assistance resources arrive ensure staging site is ready and what onboarding information is required.		
	Delivers critical safety and operations information to internal and external mutual aid crews.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.10. DAMAGE ASSESSMENT LEAD

Position Title	Damage Assessment Lead
Reports To	State Planning Section Chief
Location	<ul style="list-style-type: none"> Field location/ Command Trailer/MEOC
Job Description	<ul style="list-style-type: none"> Responding to concerns and requests by non-Company personnel, Informing Company of significant actions being planned by non-Company personnel, and Providing information through approved channels within the National Grid organization.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Damage Assessment Lead Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
11.1.3.1.	Activates Damage Assessors and support personnel.		
11.1.3.2.	Reviews availability of supplies to support the damage assessment process and coordinates with the State Logistics Section Chief to acquire additional supplies, as needed.		
11.1.3.3.	Informs the State Planning Section Chief when the damage assessment process is completed.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.11. IT STATE COORDINATOR

Position Title	IT State Coordinator
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Responsible for all IT resources and activities during an emergency event.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

IT State Coordinator Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
8.3.1.1.	Postpones planned maintenance on critical IT systems in anticipation of an emergency.		
8.3.1.2.	Directs IT support resources to address any issues with Company hardware and software that are critical to a successful emergency response.		
	Ensures proper IT coverage on both day and night shift for EOC, as well as field support at staging sites.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.12. IT Support

Position Title	IT Support
Reports To	IT State Coordinator
Location	<ul style="list-style-type: none"> State Emergency Operations Center, MEOC/Staging Site, or As determined by the State Incident Commander
Job Description	<ul style="list-style-type: none"> Responds to and troubleshoots event-specific IT systems issues by managing equipment and monitoring systems.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process / Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety Glasses Class 3 High-viz garment ASTM24 or ANSI Z41 EH-rated compression toe work boots
Special Equipment	<ul style="list-style-type: none"> Cell phone Computer/internet access
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

IT Support Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
Response Stage			
7.5.2.	Manages communication needs and advises the State Logistics Section Chief if the Company stock is depleted during an emergency.		
	Provides support at staging site or MEOC as requested.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at the end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.13. FLEET LEAD

Position Title	Fleet Lead
Reports To	State Logistics Section Chief
Location	<ul style="list-style-type: none"> Staging Site or field location
Job Description	<ul style="list-style-type: none"> Responsible for all Fleet activities during an emergency event.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Fleet Lead Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
7.2.4.1.	Acquires supplemental equipment based on the following order: 1) availability within the Company's New England fleet; 2) availability from the Company's Long Island and New York fleets; and 3) obtaining equipment from other sources. Note that obtaining supplemental equipment from the Company's Long Island and New York fleets and from other sources is overseen at the System Level.		
7.2.4.2.	Furnishes appropriate fuel cards when required.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.14. SUPPLY UNIT LEADER

Position Title	Supply Unit Leader
Reports To	State Operations Section Chief
Location	<ul style="list-style-type: none"> On-Scene Command Trailer/MEOC /Field Location
Job Description	<ul style="list-style-type: none"> Coordinates, organizes and consolidates the Logistics needs of the affected location to support operations. Communicates the logistics needs and requirement to the State Logistics Section Chief. Keeps the State Logistics Section Chief informed about the crew movements.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Supply Unit Leader Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
7.1.5.1. 7.2.7.1. 7.3.6.1. 8.1.6.1. 8.2.6.1.	Meets with the On-Scene Branch Director periodically to understand their current and forecasted material requirements and communicate these to the Material, Fleet Lead.		
7.1.5.2. 7.2.7.4. 7.3.6.2. 8.1.6.4. 8.2.6.4.	Communicates status of logistics to the On-Scene Branch Director		
7.1.5.3. 7.2.7.2. 7.3.6.3. 7.5.2.1. 8.1.6.2. 8.2.6.2.	Communicates logistics needs to the State Logistics Section Chief.		
7.1.5.4.	Places generators in strategic locations, if necessary.		
7.1.5.5. 7.2.7.3. 7.3.6.4. 8.1.6.3. 8.2.6.3.	Serves as the single point of contact for communicating logistics needs.		
7.4.3.1.	Directs facility employees to maintain safe working conditions at Company facilities.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.15. ON-SCENE BRANCH DIRECTOR

Position Title	On-Scene Branch Director
Reports To	State Operations Section Chief
Location	<ul style="list-style-type: none"> Field location/Command Trailer/MEOC
Job Description	<ul style="list-style-type: none"> Site responsibility for the mechanical repair of and recovery from the emergency condition, Directing the Company's overall coordinated response to the emergency to include: personnel, logistics, technical support, engineering, and operations, Primary interface between Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene, Coordinating actions of Shared Services (e.g., Media Services, Customer Relations, etc.) at the incident scene, Providing updates to State Incident Commander on the status of the situation, Develop the operations portion of the Incident Action Plan, Supervise execution of operations portions of the Incident Action Plan, and Make or approve expedient changes to the Incident Action Plan.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module

REDACTED

	<ul style="list-style-type: none">▪ EMR025- National Grid Incident Command System▪ Participation in the regional Gas Exercises as required
--	---

REDACTED

On-Scene Branch Director Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
4.2.4.1.	Activates the On-Scene Command Center, which could be the Company's mobile command center or established at a Company or third-party location,		
4.2.4.2.	Ensures Customer and Community activities are segregated from operations to allow for access by the public as necessary.		
6.1.6.1.	Identifies and re-assess the resource requirements based on the situation and communicates with the external agency Incident Commander and coordinates any immediate necessary activities, when appropriate.		
6.1.6.2.	Assigns an individual to complete the Operational Planning Worksheet (an example of which is included in Appendix A- Chapter 6 Exhibit B) with the resources required and the resources on hand and provides the information to the State Operations Section Chief so the remaining required resources are requested as soon as possible.		
6.1.6.3.	Ensures the Resources Unit Leader coordinates with the State Planning Section Chief to interact with the Damage Assessment Lead to implement performance of the damage assessment program.		
6.2.7.1.	Performs a situational assessment and makes resource recommendations to the State Operations Section Chief.		
6.3.6.1.			
6.6.4.1.			
7.1.4.1.	Meets with the Supply Unit Leader periodically to coordinate their current and forecasted logistics (materials, fleet, staging site, meals and lodging) requirements.		
7.2.6.1.			
7.3.5.2.			
8.1.5.1.			
8.2.5.1.			
7.3.5.1.	Determines the location of staging sites based on the request to establish them by the State Incident Commander.		
14.1.8.1.	Provides an update to the State Operations Section Chief and/or State Incident Commander and Gas Dispatch.		
14.1.8.2.	Provides reasonable timing recommendations for field activities that will be reported to the EOC.		
14.1.8.3.	Ensures Gas Control approves all system valve operations.		

REDACTED

14.1.8.4.	For multi-day Emergencies, holds a meeting at all shift changes and/or when the On- Scene Branch Director is relieved. Attendees at this meeting may include key personnel from Field Operations, Instrumentation and Regulation, Claims, Public Information Officer, and Customer and Community. Issues to be addressed at this meeting may include the restoration work plan for the day and an estimate of restoration times for various areas affected. The output from these meetings will be used to develop and communicate a restoration progress update for delivery to field personnel.		
14.1.8.5.	Periodically contacts the State Operations Section Chief and: <ul style="list-style-type: none"> ➤ Provides an emergency status update. ➤ Indicates what emergency response actions are being taken by National Grid and other response organizations. 		
14.1.8.6.	Ensures the implementation of applicable emergency procedures.		
14.1.8.7.	Provides On-Scene Operation Support based on established ICS Structure (as needed depending on quantity of customer outages and additional event considerations (including Planning, Logistics, and Finance Section Chief Positions).		
16.1.11.1.	Provides an overview of issues encountered in the field regarding the overall coordinated response to the emergency including: personnel, logistics, technical support, engineering, and operations.		
16.1.11.2.	Expresses concerns and identifies the activities of Fire/Police/Office of Emergency Management (OEM) Incident Commanders and other civil authorities at the scene.		
16.1.11.3.	Provides a summary of activities performed in the field against those included in the Incident Action Plan.		
18.1.3.1.	Considers health and safety related prioritization requests from the Community Liaisons and incorporates into the restoration plan in order to align the restoration priorities with the health and safety needs of the community.		
21.2.7.1.	Provides information required for the Gas Operations Status Update Report to the State Operations Section Chief.		
22.1.6.1.	Makes recommendations to the State Operations Section Chief regarding opportunities for augmenting the ERO or demobilizing resources.		
22.1.6.2.	When appropriate, oversees the preparation and implementation of the demobilization plan.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.16. SECTION DEPUTY (FIELD OPS/CMS)

Position Title	Section Deputy
Reports To	State Operations Section Chief
Location	<ul style="list-style-type: none"> On-Scene Command Trailer/MEOC /Field Location
Job Description	<ul style="list-style-type: none"> Reporting to the emergency scene, assessing the situation, and providing a status as appropriate to Dispatch/Gas Control, Mobilizing one or more crews and establishing a company demark zone of emergency location, Serving as initial representative to the Fire or Police Departments, State Office of Emergency Management organizations, the designated State Operations Section Chief, or other civil authorities at the scene until arrival of the On-Scene Branch Director, and Directs repair activities with other mutual aid utility company crews assigned to the emergency.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Section Deputy (Field Ops/CMS) Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	None		
Response Stage			
14.1.9.1.	The Field Operations Supervisors fulfil the ICS structure role of their respective organizational Section Deputy activities.		
14.1.9.2.	Defines resources and allocates as needed.		
14.1.9.3.	May consult with other areas as needed.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.17. SITUATION UNIT LEADER

Position Title	Situation Unit Leader
Reports To	State Planning Section Chief
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Collecting, processing, organizing and disseminating incident information relating to status of current operations, incident growth, mitigation, or intelligence activities taking place on the incident. Prepare future projections of incident growth, maps, and intelligence.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Situation Unit Leader Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
	Collaborates with Technical Specialist regarding incident status and meeting objectives		
	Refers to Estimate Analysis of Resources report to determine amount of resources needed and assist in timeline development. See Chapter 32.3.		
	Reviews timeline of restoration activities and develop project management chart		
	Compiles, maintains and displays incident status information for Incident Command Post or Emergency Operations Center.		
	Provides Maps, organization charts, diagrams, photos, service maps, for Incident Action Plan.		
	Provides situation evaluation, ETR projections, and analysis of meeting objectives to Planning Section Chief and Incident Commander.		
	Develops an event planning timeline that includes Estimated Completion Date (ECD) for shut off, repairs, dewatering, purge/re-gas, and relight processes, establishes metrics respective with those actions and manages reporting of progress on a regularly scheduled basis.		
	Records all activities into Web EOC		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.18. PUBLIC INFORMATION OFFICER SUPPORT

Position Title	Public Information Officer Support
Reports To	State Public Information Officer
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Supports the State Public Information Officer in their activities including but not limited to: press releases, employee communications, and media inquiries.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Public Information Officer Support Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	None		
Response Stage			
	Supports PIO.		
	Develops and distributes daily messaging.		
	Partners with Regional PIOs - join municipal calls.		
	Assists Government Relations with stakeholder inquiries.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.19. JURISDICTIONAL PRESIDENT

Position Title	Jurisdictional President
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> As determined by the State Incident Commander
Job Description	<ul style="list-style-type: none"> Responsible for all Jurisdictional activities during an emergency event.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Jurisdictional President Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
	Activates Jurisdictional Team as required.		
17.1.4.1.	Provides input into the company message that will be disseminated to the media, government and community leaders, and employees.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.20. JURISDICTIONAL TEAM

Position Title	Jurisdictional Team
Reports To	Jurisdictional President
Location	<ul style="list-style-type: none"> Field location/Command Trailer/MEOC
Job Description	<ul style="list-style-type: none"> Various government relations duties as needed. May require travel to particularly hard-hit areas to meet with local government. Manage all external stakeholder communications (Government, Regulator, and Major Municipal).
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Jurisdictional Team Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	N/A		
Response Stage			
	Various government relations duties as needed.		
	May require travel to particularly hard-hit areas to meet with local government.		
	Manages all external stakeholder communications (Government, Regulator, and Major Municipal).		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.21. EMERGENCY PLANNING SUPPORT

Position Title	Emergency Planning Support
Reports To	State Incident Commander
Location	<ul style="list-style-type: none"> EOC. On-scene, or MEOC, as needed.
Job Description	<ul style="list-style-type: none"> Supports and coordinates the Emergency Response Organization in assigning, training, activating, guiding and reporting all activities during an emergency event.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Emergency Planning Support Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Maintains proficient knowledge of the content of the applicable ERP.		
	Participates in Gas Emergency Response Exercises.		
	If mutual assistance is requested, refer to Mutual Assistance Policy (GEN02001) for specific actions to be taken and additional guidance.		
Response Stage			
	Advises Command Staff about ERP-defined processes and responsibilities.		
	Advises on any ad hoc requests from regulatory agencies.		
	Answers questions regarding ICS checklists.		
	Captures Feedback from ICS Command and General Staff and support staff regarding ERP procedures.		
	Ensures appropriate documentation is being maintained.		
	Creates ICS-200 Incident Action Plan and continue to update daily throughout the event.		
	Provides Incident Manager, Everbridge and SEAL support to all that require it.		
	Upon direction of Incident Commander and/or Planning Chief, activates SEAL Analyst role to activate support personnel.		
	Documents any gaps identified in the ERP.		

REDACTED

	Defines scheduling of Incident Commander briefings and Operations and Planning Meetings that are conducive to both the EOC and the On-Scene organizational leaders. Also, consider the media team and regulatory reporting needs.		
	Coordinates and/or assist with Gas Emergency Restoration Meetings and System Update Calls. Distribute notes to Emergency Restoration Organization as needed.		
	Requests utility mutual assistance resources as directed by the System Planning Officer.		
	If mutual assistance is requested, refer to Mutual Assistance Policy (GEN02001) for specific actions to be taken and additional guidance.		
	Obtains information about the type of assistance that responding utilities will send, such as: a. Number and capability of crews (by utility), b. Type of equipment and material (truck, lighting, etc.), c. Estimated time of arrival on Company property.		
	Initiates the Mutual Assistance Policy to manage the acquisition of external resources.		
	Communicates with External Crew Coordinator regarding mutual assistance resources availability.		
	Ensures Gas Operations personnel have provided gas system maps and up-to-date customer outage information to Liaison Coordinator(s) in order to facilitate communications.		
	Coordinates and/or assists Planning Section Chief, Operations Section Chief and Logistics Section Chief with preparation of Incident Action Plan.		
	Implements continuous communications with NGA and Planning Section Chief regarding event status and on-going support needs for restoration.		
Post-Event Stage			
	Ensures that all documentation checklists, position logs are returned to the Emergency Planning Mailbox.		
	Facilitates Lessons Learned discussions and development of after-action reviews.		
	Enters proper accounting for time and expenses.		
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.22. DOCUMENTATION UNIT LEADER

Position Title	Documentation Unit Leader
Reports To	State Planning Section Chief
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Maintain Activity Log in EOC Ensure each ICS Section Chief documents all actions/activities Assist with preparation of IAP for next operational period
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Documentation Unit Leader Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attend applicable pre-event conference calls and meetings.		
	Participate in Gas Emergency Response Exercises.		
Response Stage			
	Establish, Organize and Maintain Activity Log in EOC.		
	Ensure each Section Chief documents all actions/activities; Accept and file reports and forms submitted by incident personnel; Check the accuracy and completeness of records submitted for files.		
	Assist Planning Section Chief with preparation of IAP for next operational period. Once complete, determine how many copies of IAP are needed and make duplicates.		
	Secure incident files throughout the event; provide for backup storage. Archive all documentation.		
Post-Event Stage			
	Compile all Activity Logs into proper chronology; provide to Emergency Planning for use in After-Action Report.		
	Participate in Lessons Learned discussions and development of After-Action reviews. Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.23. TEAM LEADER/WORK COORDINATOR

Position Title	Team Leader/ Work Coordinator
Reports To	Section Deputy
Location	<ul style="list-style-type: none"> On-Scene Command Trailer/MEOC/Field Location
Job Description	<ul style="list-style-type: none"> Reporting to the emergency scene, assessing the situation, and providing a status as appropriate to Dispatch/Gas Control Supervise National Grid Crews or Contractor Line Crews based on direction from Section Deputy or On-Scene Branch Director Ensure crews are following correct procedures
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop GPS Procurement Card, Storm Card, or Travel Card
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Team Leader/Work Coordinator Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
	Reports to the emergency scene, assess the situation, and provide a status as appropriate to Dispatch/Gas Control,		
	Supervises National Grid Crews based on direction from Section Deputy or On-Scene Branch Director		
	Ensures crews are following correct procedures		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.24. GAS RESOURCE UNIT SUPPORT TEAM

Position Title	Resource Unit Support Team
Reports To	Resource Unit Leader
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or On Scene Command Trailer/MEOC/Field Location As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Coordinate reporting for Planning Section Chief Compare customer list provided by engineering to outage management cards received from CMS crews Divide outage management cards into work zones Organize zone packages for relight process
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Vehicle Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Gas Resource Unit Support Team Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meetings.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
	Compares Customer Lists with CMS Outage Management Cards		
	Inputs Outage Management Cards into spreadsheet		
	Review Customer List compare Cards any missing write up cards and send to field for verification		
	Direct field resources to complete all turn offs		
	Continue to scrub data ensure all addresses are turned off		
	Coordinate data reporting for Planning Section Chief to report out at scheduled briefings.		
	Ensure all turn off are complete by matching outage cards to lists		
	Divide outage into work zones for relight process		
	Organize Outage Management Cards into work packages for CMS crews		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.25. GAS METRICS AND REPORTING SUPPORT

Position Title		Metrics and Reporting Support	
Reports To		Situation Unit Leader/Planning Section Chief	
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ On Scene Command Trailer/MEOC /Field Location▪ As determined by the System Incident Commander	
Job Description		<ul style="list-style-type: none">▪ Record meter on/off tickets.▪ Process field productivity metrics during event.▪ Prepare and review completed field work.▪ Establish analyst needs based on Situation Unit Leader interactions.	
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Checklist for notable responsibilities▪ Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities.	
	Response		
	Post-Event		
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ Hard Hat▪ Safety glasses▪ Hi-Visibility Vest▪ EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots▪ Leather Gloves	
Special Equipment		<ul style="list-style-type: none">▪ Vehicle▪ Cell Phone▪ Laptop	
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR064- ERO National Incident Management System & Incident Command▪ EMR065- ERO Emergency Response Plan & Crisis Management Team▪ EMR066- ERO Overview & Activation▪ EMR067- ERO Gas Specific Module▪ EMR025- National Grid Incident Command System▪ Participation in the regional Gas Exercises as required	

REDACTED

Metrics and Reporting Support Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meeting.		
Response Stage			
	Establishes team size based on event size and criticality of data communications needs.		
	Obtains information regarding the current event objectives and establish metrics to ensure effective measurement of progress, event status, and restoration performance.		
	Establishes a scheduled cadence of reporting distribution. Consider metric report distribution timing based on Regulatory Staff requirements.		
	Bases frequency of reporting of metrics on the Emergency Response Plan minimum reporting requirements.		
	Utilizes the established reporting templates to manage report development.		
	Develops ad hoc reporting when requested by internal, or external regulators or municipalities.		
	Prior to distribution of any reports both internally or externally, obtains Planning Section Chief and Incident Commander approvals.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.26. CUSTOMER CONTACT CENTER LEAD

Position Title	Customer Contact Center Lead
Reports To	State Incident Commander
Typically filled by	Contact Center Director/Manager/Lead Supervisor
Location	<ul style="list-style-type: none"> State Emergency Operations Center, or As determined by the System Incident Commander
Job Description	<ul style="list-style-type: none"> Coordinates Customer Contact Center resourcing and messaging
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities.
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> N/A
Special Equipment	<ul style="list-style-type: none"> Cell Phone Laptop
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required

REDACTED

Customer Contact Center Lead Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meeting.		
	Participates in Gas Emergency Response Exercises.		
Response Stage			
	Ensures staffing level is appropriate to meet expected customer inquiries.		
17.2.2.1.	Ensures that the Customer Contact Center is coordinating messaging and other activities with the Customer Response Center and the State Public Information Officer.		
	Provides status of telephone traffic/volume and any issues		
	Creates appropriate informational messaging on the Customer Contact Center IVR if warranted notifying customers of service interruptions due to an emergency.		
	Ensures the Customer Contact Center updates the IVRs with information regarding restoration times for the affected area, safety information, and Public Service Announcements, to oversee that a unified message is provided to customers.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.27. SEAL ANALYST

Position Title		SEAL Analyst
Reports To		Emergency Planning Lead
Location		<ul style="list-style-type: none">▪ State Emergency Operations Center, or▪ On Scene Command Trailer/MEOC/Field Location
Job Description		<ul style="list-style-type: none">▪ Assign, confirm, and/or decline those employees who are asked to report their assignment by Emergency Response Organization Leadership. This requires use of the Storm Emergency Assignment Listing (SEAL) system.▪ Send notifications to employees who are asked to report to their storm assignment per Emergency Response Organization Leadership. This requires the use of all or a combination of Everbridge application, email and telephone.
	Pre-Event	<ul style="list-style-type: none">▪ Refer to the subsequent Checklist for notable responsibilities▪ Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities.
	Response	
	Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)		<ul style="list-style-type: none">▪ N/A
Special Equipment		<ul style="list-style-type: none">▪ Laptop▪ Cell Phone
Recommended Emergency Management Response (EMR) Training		Cataloged Course Listing <ul style="list-style-type: none">▪ EMR064- ERO National Incident Management System & Incident Command▪ EMR065- ERO Emergency Response Plan & Crisis Management Team▪ EMR066- ERO Overview & Activation▪ EMR067- ERO Gas Specific Module▪ EMR012- Activation Training▪ EMR025- National Grid Incident Command System▪ Participation in the regional Gas Exercises as required

REDACTED

SEAL Analyst Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meeting.		
	Review and become proficient in the use of SEAL and Everbridge per job aids provided.		
Response Stage			
	Under the direction of Emergency Planning Support, assigns and notifies employees that they have been activated for their storm assignment and relay information relating to that assignment. Document and keep records of employees activated and their subsequent responses.		
	Provides documentation to Emergency Planning Support of activation activities and the results.		
Post-Event Stage			
	Returns completed checklist to the Emergency Planning mailbox at end of the System Response Stage for Type 1, 2 or 3 event.		

REDACTED

31.2.28. LIAISON COORDINATOR

Position Title	Liaison Coordinator
Reports To	State Liaison Officer
Location	<ul style="list-style-type: none"> On Scene Command Trailer/MEOC/Field Location
Job Description	<ul style="list-style-type: none"> Oversees and coordinates the efforts of Community Liaisons within their assigned area. Ensures that Community Liaisons have the information they need to provide timely and accurate information.
Pre-Event	<ul style="list-style-type: none"> Refer to the subsequent Checklist for notable responsibilities Refer to ERP using Roles vs. Process/Activity Matrix for listing of all responsibilities.
Response	
Post-Event	
Minimum Personal Protective Equipment if expected to be in the field or visiting job-sites. (Not required if working in the office)	<ul style="list-style-type: none"> Hard Hat Safety glasses Hi-Visibility Vest EH Rated ASTM24 or ANSI Z41 part 91 compression toe work boots Leather Gloves
Special Equipment	<ul style="list-style-type: none"> Laptop Cell Phone
Recommended Emergency Management Response (EMR) Training	Cataloged Course Listing <ul style="list-style-type: none"> EMR064- ERO National Incident Management System & Incident Command EMR065- ERO Emergency Response Plan & Crisis Management Team EMR066- ERO Overview & Activation EMR067- ERO Gas Specific Module EMR025- National Grid Incident Command System Participation in the regional Gas Exercises as required On-the-Job training when / as required

REDACTED

Liaison Coordinator Emergency Checklist

ACTIVITY	ACTION	Date	Initials
Pre-Event Stage			
	When pre-event planning is possible, provides an update for any concerns and/or issues associated with the Company's preparation activities.		
	Attends applicable pre-event conference calls and meeting.		
Response Stage			
18.1.2.2.	When directed to do so by the State Liaison Officer, reports to the Emergency Management Director and/or local Incident Commander present in the community EOC and provides assistance to maintain public safety, facilitate the restoration of gas service to the assigned community and respond to the needs of the public as requested by local government officials.		
18.1.2.3.	Maintains regular contact with Government Relations representatives and obtains a list of government officials contacted.		
	Coordinates assignment of Community Liaisons.		
	Ensures Community Liaisons have current restoration information and other data as needed to support their roles.		
Post-Event Stage			
	Return completed checklist to the Emergency Planning mailbox at end of the System Restoration Stage for Type 1, 2 or 3 event.		

REDACTED

32. Appendix A: Chapter Exhibits

32.1. Chapter 4 Exhibits

Exhibit A: RI Notification Chart

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
Notify for all events.								Regional Dispatch Manager Chris Sheldenskey Sean Gunter Lead Supervisor: Charles Hagopian Jessica Adams Dispatch Supervisors: Leslie Weiner Mike O'Rourke Chris Mayer Kim Howe Patrick McCarthy Brian Everett Ashley Lemire Dan Gallant Nick Carini			
THE FOLLOWING NOTIFICATIONS ARE TO BE MADE AFTER CLASSIFICATION											
A	B B2	C C1 C4	D	E1 E2	F1	G		Rhode Island Jurisdictional President Terry Sobolewski			
A	B B2	C C1 C4	D	E1 E2	F1	G		Chief Operating Officer NE Gas Caroline Hon			
A A1	B B2							Group Chief Engineer David Wright			
A	B B2	C1	D	E1 E2	F1	G		Customer Sales & Solutions SVP John Isberg			
A	B B2	C1	D	E1 E2	F1	G		Chief Customer Officer, SVP Helen Burt			
A	B B2	C1	D	E1 E2	F1	G		SVP & US General Counsel Keri Sweet-Zavaglia			
A	B B2	C1	D	E1 E2	F1	G		Labor Relations NE Legal VP Tom LaFrance			
A A1	B B1 B2	C C1	D	E E1 E2	F F1	G		Pipeline Safety & Gas Compliance VP Mark Prewitt			

New England Region Gas Emergency Notification Chart
Page 1 of 13

REDACTED

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C4	D	E1 E2	F1	G	Gas Engineering & Asset Mgmt NY VP Tom Bennett			
A	B B2	C C1 C4	D	E E1 E2	F F1	G	Field Operations NE VP Fred Amaral			
A	B B2	C C1	D	E E1 E2	F F1	G	Work & Resource Planning Lead Bill Malee			
A	B B2	C C1	D	E E1 E2	F F1	G	Customer Transformation VP Kelly Carney			
A A1	B B1 B2	C C1	D D 1	E E2 E3	F	G G1	H Corporate Affairs NE Interim VP John O'Brien			
A	B1		D 1		F1	G	Business Resilience VP Warren Bamford			
A	B B2	C C1	D	E E2	F F1	G	H Capital Delivery, Gas Engineering & Asset Mgmt NE VP Walter Fromm			
A	B B2	C C1 C4	D	E E2	F F1	G	H Safety, Health & Environmental VP Chris Paglia			
A	B B2	C C1 C4	D	E E2	F F1	G	H Emergency Planning & Business Resilience VP Reihaneh Irani-Famili			
A	B				F F1		Labor Employee Relations VP Jen Briere			
A	B				F F1		Workplan Dev & Resource Mgmt NY VP Kass Geraghty			
A	B B2	C C4	D	E	F F1	G	LNG/CNG Ops & Control Center NY VP Chris Connolly			
A	B B2	C C1 C4	D	E1 E2	F1	G	NE Operations Support VP Kristen DeSousa			
A	B B2	C C4	D	E E2	F F1	G	Gas Control Center Director Rich Delaney			
A	B B2	C C4	D D1	E E2	F F1	G	H Gas Emergency Planning Director Joe Gilliard			
A	B B2	C C4	D	E	F F1	G	Instrumentation & Regulation Director John Barrett			

REDACTED

NEW ENGLAND REGION
 MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
 GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C4	D	E E2	F F1	G	H	NE Operations Directors Kevin Mahoney- NE-Central Bill Costigan- NE North Artie Georgacopoulos- NE Central Michele Leone- Rhode Island			
A	B B2	C C4	D	E E2	F F1	G		Pipeline GBE Compliance Delivery Director Steve Bell			
A	B B2	C C4	D	E E2	F F1	G		Pipeline NE Safety Mgmt Program Director Jeff O'Brien			
A	B B2	C C4	D	E E2	F F1	G		Pipeline NE Quality/Compliance Assurance Director Alexander Day			
A	B B2	C C4	D	E E2	F F1	G		Pipeline Work Methods & Standards Director Perry Sheth			
A	B B2	C C4	D	E E2	F F1	G		Pipeline Safety Compliance Performance & Oversight Director Mitch Hoffman			
A	B B2	C C4	D	E E2	F F1	G		Continuous Improvement Director Sylvia Dunster			
A	B B2	C C4	D	E E2	F F1	G		NE Resource Planning Director Tom Finneral			
A	B B2	C C4	D	E E2	F F1	G		Resource Coordination & Scheduling Director NE Sean Staid			
A	B B2	C C4	D	E E2	F F1	G		Resource Coordination & Scheduling Director NY Jim Patterson			
A	B B2	C C4		E E2	F F1	G		System Strategic Planning NE Director Matt Coombs			
A	B B2	C C4		E E2	F F1	G		System Strategic Planning NY Director Anthony Taddeo			
A	B B2	C C4		E E2	F F1	G		Pressure Regulation CNG & LNG Asset Management Director Steve Greco			
A	B B2	C C4		E E2	F F1	G		Distribution Asset & Engineering NE Director Michael Tupper			
A	B B2	C C4		E E2	F F1	G		Distribution Asset & Engineering NY Director Saadat Khan			
A	B B2	C C4	D	E E2	F F1	G	H	Dispatch Operations NE Director Gary Bennett			

REDACTED

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B	C C4	D	E E2	F F1	G	H	Business Controls, Project Development & Engineering Director Dave Iseler			
A	B B2	C C4	D	E E2	F F1	G	H	MA Construction Director Robert Obi-Tabot			
A	B	C	D	E	F F1	G	H	Health & Field Safety Director Robert Preshong			
A	B B2	C C4	D	E E1 E2	F F1	G	H	Pressure Reg. Asset Eng and Ops & Transmission Eng and LNG/CNG Director Katie Backus			
A	B B2	C C4	D	E E1 E2	F F1	G		LNG DNY Director Bryon Knoth			
A	B B2	C C4	D	E E1 E2	F F1	G	H	NE Programs Director Tiffany Tropp			
A1			D D1			G G1		LNG Operations Directors Tom Smith Walter Doucette MA North Josh Cardoso MA South Dan Lamriben RI			
A	B B2	C C4	D	E	F1	G		US Public Affairs Director Emily Duncan			
A	B B2	C C1 C4	D	E1 E2	F1	G		Business Management Director Erica Smith			
A	B	C C4	D2	E	F1			Customer Contact Center Director Nancy Concemi			
		C4	D2	E3			H	Environmental Compliance NE Director Margaret Kinsman			
		C4	D2	E3			H	Sustainability & Environmental Engineering NY Director Joe Callanan			
A	B	C	D		F1			Corporate Process Safety Director Chris Conlon			
A	B	C	D		F1			Corporate Safety Director Susan Thomas			

REDACTED

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C4	D	E	F1	G	Government Relations/Stakeholder Engagement Directors TBA MA Mike Ryan RI			
A A1	B B1 B2	C C1 C3 C4	D D1	E E1 E2 E3	F F1	G	H Customer and Community Management Directors: Aleta Fazzzone MA Central & West Susan Griffin MA North Joe Carroll MA South Brian Schuster RI			
					F F1		Health & Wellness Director Denise Griffing			
A	B B2	C	D	E E2	F F1	G	H Meter Compliance Director Dennis Ruppert			
A	B				F F1		Labor & Employee Relations Director Maria Marotta			
A	B1		D D1	E E1	F1	G	US Physical Security Director Kathy Judge			
A	B1		D D1	E E1	F1	G	Security Operations Director Randy Jarvis			
A	B B2	C	D	E E2	F F1	G	H Complex Construction NE Director John Hanlon			
A	B B2	C	D	E E2	F F1	G	H Complex Construction NY Director Tom Decina			
A	B B2	C	D	E E2	F F1	G	H Public Works/City State Construction Director Mike Striffler			
A	B B2	C	D	E E2	F F1	G	Gas Control Manager Paul Loiacono			
A	B B2	C	D	E E2	F F1	G	Chief GSO Operator NE Julie Porcaro			
A	B B2	C C4	D	E E2	F F1	G	SOP Coordination & Gas Scheduling Manager Pat Buckley			
A	B B2	C C4	D	E E2	F F1	G	Chief SOP Coordinator Nick Chester			

REDACTED

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C4	D	E E2	F F1	G		NE Gas Control Center Global Outlook List: GasControlNewEngland			
A	B B2	C C4	D	E E2	F F1	G	H	Strategic Asset and System Planning -Manager NE Steve Caliri Add Global Outlook List: LTP&OE NE			
A	B B2	C C4		E E1 E2	F F1	G		Gas Transmission Engineering Steve Parro- Manager Ryan Kirby Mitch Lonergan Martin Ofosu Tom Smith Use Outlook Distribution List Gas Transmission Engineering All			
A	B B2	C C4	D	E E2	F F1	G	H	Consulting Engineer Strategic Asset Planning NE Faye Brown			
A	B B2	C C4	D	E E1 E2	F F1	G		Global Outlook List: Gas Distribution Engineering			
A1			D D1			G G1		Special Projects/ Maintenance Group/Portable LNG Manager K'Chebe Grace			
A	B B2	C C4	D	E	F F1	G		I&R Manager John Talbot All Field Supervisors			
A	B	C C4	D2	E	F1			Customer Delivery Managers Trina Dombroski- RI Melissa Cheslawski- MA			
A A1	B B1 B2	C C1 C4	D D1	E E1 E2 E3	F F1	G	H	Legal John Boyle Julie McCann			

REDACTED

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C C4	D	E	F F1	G	Operations Managers Gwyn Matthews CMS Gas, NE- N Lowell/Malden Chris English FO-Gas, NE-N Beverly Bill Eddy FO/CMS, NE-C Braintree Patrick Locke FO-Gas, NE-C Waltham Theresa Cleary FO/CMS, NE-C Dorchester Stephen Meighan FO/CMS NE-C W Roxbury Mike Bruno NE-C Braintree Ralph Sullivan CMS Gas, NE-S Providence Alfredo Vidal CMS Gas NE-C Waltham Joe Curley FO Gas NE-S Providence <u>ALL SUPERVISORS</u>			
A	B B2	C C4	D	E	F F1	G	Program Managers Damage Prevention Mark Huck Anthony Romano CISS <u>ALL FIELD SUPERVISORS</u>			
A	B B2	C C4	D	E E2	F F1	G H	Managers, Gas Field Ops Elsworth Andrew Ryan Betelak Dave Gavula Dave Madden			

REDACTED

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C	D D1	E E2	F F1	G	H	Gas Emergency Planning Kathleen Murray Phillips Melissa Sullivan George Rogers			
A	B	C						Emergency Planning Support Services Emily Malsch			
A A1	B B1 B2	C C1 C4	D D1	E E1 E2 E3	F F1	G	H	Community & Customer Management Use Global Outlook List: NE Jurisdiction Gas			
A	B B2	C C4	D		F1			US Comms Media External Affairs Off-Hours/Weekends On-call Pager Use Global Outlook List- New England Media Relations			
A	B	C	D	E	F F1	G	H	Field Safety Ryan Dineen			
A	B B2	C C4	D	E1 E2	F1	G		Pipeline Safety Management- Process Safety Manager Kelson McDaniel			
A	B B2	C	D	E E1 E2	F F1	G	H	Pipeline Safety Continuous Improvement Program (CIP) Manager Kathleen McNamara Shirley Avila			
A	B B2	C C4	D	E1 E2	F1	G		Pipeline Safety Risk and Assurance Robert Richards			
A	B B2	C C4	D	E1 E2	F1	G		Compliance Assurance- RI Manager Regina Maddox Add Global Outlook List Pipeline Safety – Rhode Island			
A	B B2	C C4	D	E1 E2	F1	G		Compliance Assurance- MA Manager Tom Kubilis Add Global Outlook List DL.Pipeline.Safety.MA@nationalgrid.com			
A	B B2	C C1 C4	D	E1 E2	F1	G		Regulatory Affairs Lynn Nadeau Amy Smith Kate Grant			

REDACTED

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE								CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B B2	C	D	E E2	F F1	G	H	Public Works NE Engineering Manager Melissa Owens			
A	B B1 B2	C C1 C4	D D1 D2					Pipeline Safety Policy & Program Change Management Program Manager Corinne Byrnes			
					F F1			SHE&A Performance & Reporting Carl Shatraw – Manager Use Global List DLUS SHE Performance and Reporting			
A A1	B B1 B2	C C1 C3 C4	D D1	E E1 E2 E3	F F1	G	H	Pipeline Safety Stakeholder Engagement/ Communications Lee Westerlind –Manager David Santana Karen Sousa Lisa Callahan Joe D. Carroll			
A	B B2	C C4	D	E	F F1	G		Resource Planning Managers Use Global Outlook List: NE Resource Planning Emergency Notification			
				E2				Corrosion Control Principle Engineer Use Global Outlook List: NE Corrosion			

REDACTED

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
					F F1		Health & Wellness NE Rachel Allain Arya Biswas Ann Marie Daruwalla Beth Freil John Hewitt Sarah Lavalie Pat Mahoney Charlene Price			
A	B	C C4	D	E	F F1		Claims Use Global Outlook List Claims Emergency Notification- NE			
A A1	B B2	C C4	D D1	E E2	F F1	G G1	Program Development and Governance Manager Gerry Miller			
A	B						General Counsel Alexandra Blackmore- MA Jennifer Hutchinson- RI			
A A1	B B2	C C4	D	E	F1	G G1	Customer Strategy Manager Courtney Colon			
A	B B2	C C4	D D1	E E2	F F1	G	NE Escalated Complaints Patrick Murray			
		C4	D2	E3			Environmental Management ALL NEW ENGLAND EVENTS Peter Harley- Manager Joanne Lupa Leominster, Webster Deb Blanch Boston, Braintree, Waltham, Cape Cod Beverly Auxford-Paiva Malden, Beverly, Lowell Bill Howard Rhode Island			
	B1		D1		F F1	G	Security Control Center Manager William Breault			
	B1		D1		F1	G	Security Control Center (24 x 7)			

REDACTED

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
	B1		D1		F1 F2	G	Corporate Security John Jackson- Rhode Island Brad Newman Massachusetts			
A	B				F F1		Labor & Employee Relations Jim Foley			
							Melanie Manoach *(ONLY NATIONAL GRID EMPLOYEE INJURIES)			
A A1	B B2	C C4	D	E E1 E2	F F1	G	Gas Distribution Engineering Mains & Services Engineer Leomary Bader			

REDACTED

NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B	C	D	E2	F1	G G 1	<p>State Regulators: Massachusetts D.P.U. Normal Hours</p> <p>Standby Engineer:</p> <p>If no response:</p> <hr/> <p>RIDPUC During Normal Hours (8:30am – 4:00 pm), call <u>work</u> numbers of personnel noted below in the order presented. * Off Hours:(4:00 pm-8:30 am) Contact one in the order listed below using home or cell numbers:</p> <p>1. Kenneth McCarthy</p> <p>2. Joseph Schilling</p> <p>3. Hakeem Ottun</p> <p>4. Robert Bailey</p> <p>* Provide information from Preliminary Notification to established State Regulatory Notification Form.</p>	<p>W: 617-305-3537</p> <p>W: 617-305-3845</p> <p>W: 857-214-1522</p> <hr/> <p>W: 401-780-2124</p> <p>W: 401-780-2121</p> <p>W: 401-780-2122</p>		

REDACTED


NEW ENGLAND REGION
MASSACHUSETTS & RHODE ISLAND NOTIFICATION CHARTS
GAS TRANSMISSION/DISTRIBUTION

Rev 77 Date 04/09/2021

NOTIFICATION CODE							CONTACT NAME, TITLE, ORGANIZATION	PHONE NUMBERS	TIME OF CALL	PERSON CONTACTED
A	B						Rhode Island DEM Normal Business Hours (Mon-Fri, 8-4)	401-222-1360		
							Office of Compliance and Inspection - ANYTIME, ANY EMERGENCY	401-222-3070		
							Division of Law Enforcement DEM Hot-line	401-222-3070		
A	B						Regional Department of Environmental Protection (MA)	617-292-5500		
A							Department of Transportation National Response Center	800-424-8802		
	B1		D D1			G1	Local Police Department depending on county, town, or village affected	911		
			D2				U.S. Coast Guard (MA)	617-223-8443		
			D2				U.S. Coast Guard Woods Hole (Providence, RI)	866-819-8128		
Notify Fire Communications Center as necessary. If calling the Fire Comm., have the Dispatcher notify the applicable police department.							Regional Fire Communications	911		
Notify Regional Office of Emergency Management, as necessary.							OEM (MA)	508-820-2000		
Regional Police								911		

REDACTED

Exhibit B: Incident Action Plan

	INCIDENT LOCATION	DATE	TIME
TIME OBJECTIVE			
GENERAL CONTROL OBJECTIVES (INCLUDE ALTERNATIVES)			
WEATHER FORECAST FOR OPERATIONAL PERIOD			
GENERAL SAFETY MESSAGE			
<p>Attachments (<input checked="" type="checkbox"/> if attached)</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"><input type="checkbox"/> Organizational Chart (EP Coord)</div> <div style="width: 33%;"><input type="checkbox"/> Contact Information Plan (Planning Section Chief)</div> <div style="width: 33%;"><input type="checkbox"/> Weather Forecast (Incident Commander Assigns)</div> <div style="width: 33%;"><input type="checkbox"/> Assignment List</div> <div style="width: 33%;"><input type="checkbox"/> Incident Map (Operations Section Chief)</div> </div>			
PREPARED BY (if not completed by the Emergency Manager (Incident Commander))		APPROVED BY (Incident Commander)	

REDACTED

Instructions for Completing the Incident Action Plan:

Purpose: The Incident Action Plan form describes the basic Emergency strategy, control objectives, and provides weather information and safety considerations for use during the Emergency response period.

Item	Instructions
Incident Location	Print the location where the incident occurred
Date	Enter the date of the incident
Time	Enter the time prepared
Time Objective	Enter the projected amount of time the repairs should be completed, the problem fixed, and the services turned back on.
General Control Objectives	Enter short, clear, and concise statements of the objectives for managing the incident. Include any alternatives that may be considered. The control objectives usually apply for the duration of the incident.
Weather Forecast for Operational Period	Enter weather prediction information for the specified time objective.
General Safety Message	Enter information such as known safety hazards and specific precautions to be observed during the duration of the incident. If available, a safety message should be referenced and attached.
Attachments	Check any of the boxes for the appropriate attached forms.
Prepared By	Enter the name and position of the person completing the form.
Approved By	Enter the name and position of the person approving the form.

REDACTED

32.2 Chapter 6 Exhibits

Exhibit A: Crew Transfer Sheet

National Grid - Crew Transfer Sheet								RoD Team # [REDACTED]				
FROM Team/Contractor Co Name [REDACTED] HQ, Yard, Barn [REDACTED] HQ / District Contact [REDACTED] Telephone # [REDACTED] XXX-XXX-XXXX Fax # [REDACTED] XXX-XXX-XXXX Foreman / Superintendent [REDACTED] Telephone # [REDACTED] XXX-XXX-XXXX Contractor Safety Rep [REDACTED] Telephone # [REDACTED] XXX-XXX-XXXX NGRID Supervisor / FCC [REDACTED] Telephone # [REDACTED] XXX-XXX-XXXX								TO Restoration Region [REDACTED] Restoration Location [REDACTED] Traveling Time Departure from Home HQ: Date [REDACTED] Time [REDACTED] Estimated Time of Arrival: Date [REDACTED] Time [REDACTED]				
CREW GENERAL INFORMATION <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> Crew size [REDACTED] # of Line Crews [REDACTED] Number of Buckets [REDACTED] 0 # of Digging Crews [REDACTED] Number of Diggers [REDACTED] 0 </div> <div style="width: 45%;"> <div style="display: flex; justify-content: space-between; border-bottom: 1px solid black; margin-bottom: 5px;"> Supervisor Signature [REDACTED] Date [REDACTED] </div> <div style="display: flex; justify-content: space-between; border-bottom: 1px solid black;"> NG FCC/Crew Guide sign [REDACTED] Start Time [REDACTED] End Time [REDACTED] </div> </div> </div>								CREW AVAILABILITY <input type="checkbox"/> Available to Work on Arrival <input type="checkbox"/> Requires Rest on Arrival CREW CAPABILITIES (Qualified/Rated) <input type="checkbox"/> Overhead Distribution <input type="checkbox"/> Transmission <input type="checkbox"/> Underground <input type="checkbox"/> Forestry <input type="checkbox"/> Other				
Employee ID	Last Name	First Name	*Gender	Supervisor/ FCC (Y/N)	*Storm Role	Cell #	Home HQ	Crew Number	Require Lodging	Vehicle ID	Vehicle Description	Vehicle Type

nationalgrid

Prepared by:

REDACTED

Instructions for Completing the Contact Information Form:

Purpose: The Contact Information Form provides basic contact information for the entire Emergency Organization. This list can be kept in a communal location so that everyone has access to contact anyone needed within the Emergency Organization at any of the response locations.

Item	Instructions
Incident Location	Print the location where the incident occurred
Date	Enter the date of the incident
Time	Enter the time prepared
Basic Contact Information	This is where the name, position, cell phone number, and Nextel number (if applicable) can be entered for each person in the emergency organization. Extra sheets can be attached as necessary.
Prepared By	Enter the name and position of the person completing the form.

REDACTED

Exhibit C: Emergency Response Organization Assignment Listing

The emergency assignment listing provided below is accurate as of the date of this ERP.

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Abbott, Douglas T		Gas Process Safety Management	Mgr Proc & Perf Reporting	Malden/Lynn	COMMUNITY LIAISON	
Abruzzi, Renee		Group Assurance Records Manage	Snr Analyst DP & RM	Worcester	COMMUNITY LIAISON	GAS DOCUMENTATION UNIT LEADER
Adams, Jessica		Gas CMs Dispatch NE	Spec Supvsr Dispatch	Worcester	GAS DISPATCH AND SCHEDULING	
Afonso, Jacques R		Community & Customer Managemen	Prin Pgm Mgr Commty & Cust Mgm	Providence	AREA COMMUNITY LIAISON COORDINATOR	COMMUNITY LIAISON
Agostino, Andrea D		SHE Performance and Reporting	Mgr Env Comp L&P	New England	ENVIRONMENTAL SUPPORT	BRANCH ENVIRONMENTAL COORDINATOR
Agra, Andrea J		Customer Energy Integration NE	Snr Consultant CEI	Worcester	COMMUNITY LIAISON	
Aho, David J		Land Survey	Mgr Facilities	New England	STAGING SITE MANAGER	BRANCH PLANNING SUPPORT
Akinfolarin, Asad A		Gas Pipeline Safety Management	Snr Technical Inspector Gas Wo	Providence	GAS REGULATORY COMPLIANCE	
Albanese, Marisa A		Community & Customer Managemen	Prin Pgm Mgr Commty & Cust Mgm	Providence	AREA COMMUNITY LIAISON COORDINATOR	COMMUNITY LIAISON
Albano, Michael J		Gas Work Support	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER	POLICE AND FIRE SUPPORT
Aldridge, William B		Gas Field Ops CMS NE Central W	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Alexander, Richard E		Gas Field Ops CMS NE Central W	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Ali, Ian F		Operations CMS Gas RI	Snr Supvsr CMS	New England	GAS TEAM LEADER	WIRES DOWN ROOM SUPPORT
Allison, Cory G		Gas Damage Prevention NE	Snr Supvsr Gas Field Ops	New England	GAS DAMAGE PREVENTION	WIRES DOWN FIELD SUPERVISOR
Alt, Christopher M		Gas Operations CMS NE North	Supvsr CMS	Hopedale	GAS TEAM LEADER	
Alves, David A		IT Network Enterprise Engineer	Mgr Technical Del	Worcester	COMMUNITY LIAISON	
Amaral, Alfred		Gas Field Ops NE	VP Gas Field Ops	New England	GAS STATE INCIDENT COMMANDER	GAS STATE OPERATIONS SECTION CHIEF
Amaral, Jeffry E		Gas Field Ops & CMS NE Central	Supvsr CMS	Providence	GAS TEAM LEADER	
Amato, Janice M		NGV General Counsel	Mgr Legal In House Counsel	Worcester	COMMUNITY LIAISON	
Ambrogio, Keara G		Gas Field Ops NE Central A	Supvsr Gas Field Ops	New England	GAS RESOURCE UNIT LEADER	GAS RESOURCE UNIT LEADER
Anantapalli, Midhun K		IT Global Enterprise Architect	US Dir UK SM Architect Enterpr	Worcester	COMMUNITY LIAISON	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Anderson, Paul E		Gas Complex Constructions NE	Enging Mgr CPD	New England	GAS OPERATIONAL RESOURCE COORDINATOR	
Andrade, Leonel F		Operations CMS Gas RI	Snr Supvsr CMS	Providence	GAS TEAM LEADER	WIRES DOWN ROOM SUPPORT
Andrew, Elsworth A		Gas Contractor Oversight NE Ce	Mgr Gas Field Ops	New England	GAS OPERATIONAL RESOURCE COORDINATOR	GAS ON SCENE BRANCH DIRECTOR
Andrew, Richard J		Senior Supervisor Gas Field O	Snr Supvsr Gas Field Ops	New England	GAS REGULATORY COMPLIANCE	
Arangio, Elizabeth D		Gas Supply Planning	US Dir UK Snr Mgr Energy Tradi	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Archer, Mara B		Gas Work Support	Snr Permit Coordinator Work Su	New England	GAS RESOURCE UNIT LEADER	POLICE AND FIRE SUPPORT
Ardita, Michael P		Gas Field Ops NE North	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Armstrong, Elizabeth A		Gas Work Support	Snr Permit Coordinator Work Su	North Andover	GAS RESOURCE UNIT LEADER	BRANCH POLICE AND FIRE COORDINATOR
Aromando, Anthony P		Acting Director	Prin Analyst Proc & Perf Impvm	Worcester	COMMUNITY LIAISON	PUBLIC INFORMATION OFFICER SUPPORT
Arruda, Julia M		Operations CMS Gas RI	Snr Supvsr CMS	Providence	GAS TEAM LEADER	
Attuquayefio, Edmund K		Gas Capital Programs NE	Mgr CPD	New England	GAS RESOURCE UNIT LEADER	GAS SITUATION UNIT LEADER
Au, Gene T		Gas Business Controls	Lead Eng Gas Const & Maint Eng	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Ba, Ying		Gas Performance Reporting Anal	Lead Analyst Gas Field Ops	Brockton	GAS METRICS AND REPORTING SUPPORT	
Bader, Leomary J		Gas Distribution Engineering	Enging Mgr Gas Asset Enging	North Andover	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Bailey, Ettay		Gas Contractor Oversight NE So	Snr Supvsr Gas Field Ops	Providence	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Bailey, Tamela E		Legal Commercial US	Snr Counsel I In House Counsel	Brockton	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE
Barkas, John E		C&C Management East Mass	Lead Pgm Mgr Commty & Cust Mgm	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Baron, Jason L		Gas Pipeline Safety Management	Snr Technical Inspector Gas Wo	New England	GAS REGULATORY COMPLIANCE	
Barrett, Eileen M		Sales & Strategic Partnership	Assoc Rep Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Barrett, John F		Gas I and R NE	US Dir UK Snr Mgr Gas Instrum	New England	GAS I&R	
Basham, Sarah A		Regulatory & Customer Strat De	Lead Analyst Reg Dlvry & Strt	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Baxter, Jeffrey F		Gas Field Ops NE Central Auxil	Snr Supvsr Gas Field Ops	Providence	GAS TEAM LEADER	
Bayer, Sean T		Gas Field Ops CMS NE Central D	Snr Supvsr Gas Field Ops	Brockton	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Beal Muldoon, Holly M		Electric Resource Coordination	Snr Coordinator Res Crdntn	Worcester	COMMUNITY LIAISON	
Becker, Jane J		Electric Emergency Planning	Prin Pgm Mgr Emergency Plannin	New England	EMERGENCY PLANNING SUPPORT	MUTUAL ASSISTANCE COORDINATOR
Begnal, Nicole A		Gas Complex Project Management	PM Gas CPD	Brockton	GAS DAMAGE ASSESSOR	COMMUNITY LIAISON
Behr, Dennis M		Gas Business Controls	Consulting Eng LNG Pln & Dsgn	Hopedale	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE
Bell, Stephen M		Gas Pipeline Safety and Compli	US Dir UK Snr Mgr Process Safe	Brockton	GAS REGULATORY COMPLIANCE	BRANCH OPERATIONS COORDINATOR SUPPORT
Bennett, Gary W		Gas Program Management	US Dir UK Snr Mgr Pgmme Mgr	New England	GAS DISPATCH AND SCHEDULING	
Bennett, Steven B		Gas Field Ops RI	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Bessette, Marie I		Gas Work Support	Snr Permit Coordinator Work Su	Hopedale	GAS RESOURCE UNIT LEADER	WIRES DOWN ROOM SUPPORT
Betelak, Ryan J		Gas Contractor Oversight Bosto	Mgr Gas Field Ops	New England	GAS OPERATIONAL RESOURCE COORDINATOR	STAGING SITE SUPPORT - NE
Bilsky, Chandra N		Sales & Strategic Partnership	Snr Rep Sales	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Biron, Stephen P		Operations CMS Gas RI	Snr Supvsr CMS	Providence	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Blackmore, Alexandra E		Legal Regulatory MA	US Dir UK SM Asst Gen Cnsl In	New England	EMERGENCY PLANNING SUPPORT	
Blaney, Arthur M		Channel Sales NE	Snr Rep Sales	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Bleicken, Joshua O		Pressure Regulation Engineerin	Enging Mgr Gas Asset Enging	Brockton	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Blume, Thomas J		Gas Contractor Oversight Bosto	Snr Supvsr Gas Field Ops	Providence	GAS TEAM LEADER	COMMUNITY LIAISON
Blundell, Stacy M		Major Permits and Stakeholder	Prin PM Gas CPD	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Bogs, Jacob B		Gas Field Ops RI	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	DAMAGE ASSESSMENT DRIVER NE
Boucher, Francis B		Technical Sales Support NE	Lead Eng Enging Project/Pgm Mg	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Bowes, Michael		Gas Work Support	Snr Permit Coordinator Work Su	Providence	GAS RESOURCE UNIT LEADER	BRANCH POLICE AND FIRE COORDINATOR
Brady, Carissa R		Group Talent	US Dir UK SM Talent and Divers	Malden/Lynn	COMMUNITY LIAISON	JURISDICTIONAL TEAM
Briggs, Stephanie A		Revenue Requirements MA	US Dir UK Snr Mgr Prcng & Rv R	Worcester	COMMUNITY LIAISON	
Brochu, Susan E		SHE Performance and Reporting	Snr Analyst Environmental Supp	Worcester	ENVIRONMENTAL SUPPORT	
Brougher, Whitney		CEM Growth Development	Snr Analyst Customer Energy Mg	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Brouwer, Thomas A		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Brown, Faye		Gas Long Term Planning	Enging Mgr Gas Plan & Design E	New England	GAS SITUATION UNIT LEADER	
Brown, Justin T		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	Brockton	GAS TEAM LEADER	
Brown, Maurice A		Gas Work Support	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER	
Brown, Scot M		Learning Technical US	Instructor Talent Mgmt & Devme	New England	GAS TEAM LEADER	
Browne, Kevin M		Gas Field Ops RI	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	DAMAGE ASSESSMENT DRIVER NE
Bruno, Michael C		Gas Field Ops NE Central Auxil	Mgr Gas Field Ops	Brockton	GAS OPERATIONAL RESOURCE COORDINATOR	WIRES DOWN ROOM SUPPORT
Buckley, Patrick R		Gas Compliance Coordination &	Mgr GCC Ops	New England	GAS CONTROL	
Burgess, Wayne		Channel Sales NE	Snr Rep Sales	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Burrow, James R		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	North Andover	GAS RESOURCE UNIT LEADER	RESTORATION CREW SUPERVISOR - NE
Bush, Kim M		Gas Scheduling and Coordinatio	Snr Planner Portfolio Planning	New England	GAS RESOURCE UNIT LEADER	BRANCH POLICE AND FIRE COORDINATOR
Bush, Mark		Gas Construction NE	Lead Supvsr Gas Field Ops	Brockton	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Butler, Angelic M		Gas Work Progression Support a	Supvsr Dispatch	Worcester	COMMUNITY LIAISON	POLICE AND FIRE SUPPORT
Bynarowicz, Austin G		Gas Program Management	Prin Analyst Gas Field Operati	Brockton	GAS RESOURCE UNIT SUPPORT	WIRES DOWN ROOM SUPPORT
Caliri, Stephen A		Gas Long Term Planning	Enging Mgr Gas Asset Enging	Hopedale	GAS TECHNICAL SPECIALIST	COMMUNITY LIAISON
Callanan, Joseph G		SHE Performance and Reporting	US Dir UK Snr Mgr SHER Ass & C	Worcester	STATE ENVIRONMENTAL OFFICER	BRANCH ENVIRONMENTAL COORDINATOR
Canto, Michael J		Gas Field Ops CMS NE Central D	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Cardinal, Joseph A		C&C Management East Mass	Prin Pgm Mgr Commty & Cust Mgm	Brockton	AREA COMMUNITY LIAISON COORDINATOR	SEAL ANALYST
Carmody, Matthew J		Gas Contractor Oversight NE No	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Carmody, Patrick F		Group Assurance	US Dir UK Snr Mgr Ethics & Cmp	Hopedale	COMMUNITY LIAISON	
Carney, Kelly		US Customer Process Enablement	VP Customer Solutions	New England	STATE LIAISON OFFICER	
Carriero, Wendy M		Sales & Strategic Partnership	Lead Rep Sales	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Casna, Deborah A		Sales & Strategic Partnership	Snr Rep Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Cassel, Jeffrey A		Gas Damage Prevention NE	Snr Damage Prev Supvsr Gas Fie	New England	GAS DAMAGE PREVENTION	
Cavicchi, Terrence R		Gas Contractor Oversight Bosto	Supvsr Gas Field Ops	Hopedale	GAS TEAM LEADER	
Chabot, Kyle M		Stakeholder Management NE	Mgr Stkhldr Engmt	Worcester	COMMUNITY LIAISON	
Chalifoux, Jennifer M		Customer Energy Integration NE	Lead Supvsr Customer Connectio	North Andover	COMMUNITY LIAISON	
Chambers, Geraldine M		Gas Scheduling and Coordinatio	Snr Planner Portfolio Planning	New England	GAS RESOURCE UNIT LEADER	GAS RESOURCE UNIT LEADER
Chan, Kenneth A		US Customer Product Reporting	Lead Analyst Proc & Perf Repor	North Andover	COMMUNITY LIAISON	HOTEL AMBASSADOR
Charpentier, Karen M		Gas Scheduling and Coordinatio	Snr Planner Portfolio Planning	New England	GAS RESOURCE UNIT SUPPORT	WIRES DOWN ROOM SUPPORT
Chen, Colin B		Gas Engineering Design NE	Snr Eng Gas Plan & Design Eng	Brockton	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Ciocca, William		C&C Management East Mass	Lead Pgm Mgr Commty & Cust Mgm	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Cisternelli, Anthony R		Gas Field Ops CMS NE Central W	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Clancy, Kathleen L		Gas Pipeline Safety Management	Lead Technical Inspector Gas W	New England	GAS REGULATORY COMPLIANCE	
Clark, David P		Sales and Strategic Partnershi	Lead Rep Sales	Hopedale	COMMUNITY LIAISON	
Clark, Misty M		Group Talent	Snr Spec New Talent & Skills	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Cleary, Teresa L		Gas Field Ops CMS NE Central D	Mgr Gas Field Ops	New England	GAS ON SCENE BRANCH DIRECTOR	DAMAGE ASSESSMENT WORK SUPPORT
Cole, Andrew J		SHE Performance and Reporting	Lead Env Scntst Env & Sustnblt	New England	ENVIRONMENTAL SUPPORT	BRANCH ENVIRONMENTAL COORDINATOR
Coleman, Travis J		IT US Business Partner Gas	Lead BP IT	Worcester	COMMUNITY LIAISON	
Collins, Brad M		Gas Long Term Planning	Eng Gas Asset Enging	Brockton	GAS TECHNICAL SPECIALIST	
Collins, Kenneth J		Gas Connections NE Central	Snr Rep Customer Connections	Brockton	COMMUNITY LIAISON	
Collison, Mark A		Controller US Planning and Str	US Dir UK Snr Mgr Finance BP	New England	STATE FINANCE SECTION CHIEF	
Colliton, Robert H		Gas Contractor Oversight NE No	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	DAMAGE ASSESSMENT PATROLLER
Colpitts, Michael S		Gas Damage Prevention NE	Snr Supvsr Gas Field Ops	New England	GAS DAMAGE PREVENTION	WIRES DOWN FIELD SUPERVISOR
Concermi, Nancy M		US Customer Delivery NE	US Dir UK Snr Mgr Cust Cntct C	New England	CUSTOMER CONTACT CENTER LEAD	
Conlon, Andrew		Gas Business Controls	Eng Gas Plan & Design Eng	Hopedale	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Connell, Jonroy A		Gas Field Ops NE North	Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Connolly, Kathleen		Operational Finance US	Snr Analyst Finance Services	Worcester	COMMUNITY LIAISON	
Connor, Joseph T		Gas Damage Prevention NE	Snr Damage Prev Supvsr Gas Fie	Brockton	GAS DAMAGE PREVENTION	
Constantine, Laura D		Gas Scheduling and Coordinatio	Snr Planner Portfolio Planning	Malden/Lynn	GAS RESOURCE UNIT SUPPORT	
Coombs, Matthew J		Gas Engineering Design NE	US Dir UK Snr Mgr Eng Gas Plan	Worcester	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE
Cordone, Peter N		Technical Delivery	Mgr Technical Del	Worcester	COMMUNITY LIAISON	
Core, Obed		Gas Field Ops NE North	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Costigan, William E		Gas Field Ops NE North & CMS E	US Dir UK Snr Mgr Gas Field Op	New England	GAS STATE OPERATIONS SECTION CHIEF	GAS STATE INCIDENT COMMANDER
Costopoulos, Matthew J		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	
Cote, Randall N		Gas Accounts Processing & Conn	Lead Acnt Mgr Customer Connect	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Cotting, Brian J		Gas Pipeline Safety Management	Snr Technical Inspector Gas Wo	New England	GAS REGULATORY COMPLIANCE	
Coutu, Gregory S		Gas Field Ops CMS NE Central W	Lead Supvsr CMS	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Crayne, Michael O		Technical Sales Support NE	Lead Eng Enging Project/Pgm Mg	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Crespo, Cristina C		Manager Gas Construction and M	Mgr Gas Const & Maint Enging	Malden/Lynn	GAS DAMAGE ASSESSOR	
Crompton, John J		Operations CMS Gas RI	Snr Supvsr CMS	Providence	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Croteau, Jonathan R		Learning Technical US	Snr Instructor Talent Mgmt & D	Worcester	GAS TEAM LEADER	
Croteau, Thomas O		Channel Sales NE	Snr Rep Sales	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Crowley, Gerard D		US Customer Gas Connections	Snr Rep Customer Connections	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Cullum, Andrew		Gas Pipeline Safety Management	Snr Technical Inspector Gas Wo	Malden/Lynn	GAS REGULATORY COMPLIANCE	
Curry, Kevin J		Gas Operations CMS NE North	Lead Supvsr CMS	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Dagher, Fouad		Customer Innovation	US Dir UK Snr Mgr Tech & Innov	Malden/Lynn	STATE LIAISON OFFICER	DAMAGE ASSESSMENT PATROLLER NE
Darois, Aileen B		C&C Management East Mass	Lead Pgm Mgr Commty & Cust Mgm	Brockton	COMMUNITY LIAISON	SEAL ANALYST
Davis, Curtis M		Jurisdiction Massachusetts	Snr Pgm Mgr Commty & Cust Mgmt	North Andover	COMMUNITY LIAISON	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Day, Alexander J		Gas Pipeline Safety Management	US Dir UK Snr Mgr Process Safe	New England	GAS SITUATION UNIT LEADER	GAS REGULATORY COMPLIANCE
DeFrancisco, Luke J		Sr Analyst	Snr Analyst Sys Mgmt	Providence	COMMUNITY LIAISON	HOTEL AMBASSADOR
DeGon, Nicholas J		Gas Damage Prevention NE	Snr Supvsr Gas Field Ops	Worcester	GAS DAMAGE PREVENTION	
DeRose, Joanne Y		C&C Management West & Central	Prin Pgm Mgr Commty & Cust Mgm	Worcester	AREA COMMUNITY LIAISON COORDINATOR	SEAL ANALYST
DeSousa, Kristin L		US Customer Delivery	VP Customer Delivery	New England	JURISDICTIONAL TEAM	STATE LIAISON OFFICER
DeWolff, Christie M		Gas Long Term Planning	Snr Eng Gas Asset Enging	New England	GAS TECHNICAL SPECIALIST	
Deangelis, Johnathan L		Gas Contractor Oversight NE No	Supvsr Gas Field Ops	Malden/Lynn	GAS TEAM LEADER	
Dejesus, Michael J		US Customer Connections Operat	Snr Rep Customer Connections	Providence	MEAL COORDINATOR	
DellaCamera, Anthony S		Gas Compliance Coordination &	Eng GNCC	New England	GAS DAMAGE ASSESSOR	
Demelo, Phillip S		Gas Contractor Oversight NE So	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN ROOM SUPPORT
Demers, Polina V		FP&A NE and WN	Snr BP Finance Bp	Worcester	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Dezotell, Jason W		Gas Damage Prevention NE	Snr Supvsr Gas Field Ops	Hopedale	GAS DAMAGE PREVENTION	
DiGregorio, Matthew J		FBP Service Company	Prin BP Finance Bp	Worcester	COMMUNITY LIAISON	
DiGregorio, Pasquale		Gas Process Safety Management	Mgr Gas Work M&S	New England	COMMUNITY LIAISON	
DiLorenzo, Stephen P		Gas Contractor Oversight NE Ce	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
DiPetrillo, Mark E		Technical Sales Support NE	Enging Mgr Enging Project/Pgm	Providence	RIEMA LIAISON	COMMUNITY LIAISON
Diaz, Dilena L		IT US	Mgr Change Del	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Dintino, Chelsey R		Gas Scheduling and Coordinatio	Planner Portfolio Planning	Brockton	GAS RESOURCE UNIT SUPPORT	
Dion, Thomas R		Gas Accounts Processing & Conn	Lead Acnt Mgr Customer Connect	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Diorio, Ronald J		US Grid Mod Network Communicat	Prin Eng Enging Project/Pgm Mg	Worcester	COMMUNITY LIAISON	
Doben, Steven M		Property Strategy US	US Dir UK Snr Mgr Strat & Perf	Worcester	COMMUNITY LIAISON	
Doherty, Kellie M		SHE Performance and Reporting	Lead Env Scntst Env & Sustnblt	New England	ENVIRONMENTAL SUPPORT	BRANCH ENVIRONMENTAL COORDINATOR
Doherty, Kevin W		Gas Field Ops NE North	Supvsr Gas Field Ops	New England	GAS TEAM LEADER	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Dombroski, Trina M		Customer Contact Delivery NE	Mgr Cust Cntct	New England	CUSTOMER CONTACT CENTER LEAD	
Donaher, Courtney R		Gas Contractor Oversight NE No	Supvsr Gas Field Ops	New England	GAS TEAM LEADER	DAMAGE ASSESSMENT DRIVER NE
Donoghue, William F		US Director UK Senior Manager	US Dir UK SM Accounting Strat	Worcester	COMMUNITY LIAISON	
Donovan, Kathleen A		HR Business Partnering US NG V	US Dir UK Snr Mgr BP HR	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Donovan, Mark		Sales and Strategic Partnershi	Lead Rep Sales	Worcester	COMMUNITY LIAISON	AREA COMMUNITY LIAISON COORDINATOR
Dowling, Desmond J		Land Survey	Rep Real Estate	Worcester	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT
Doyle, Kerrie A		US Customer Gas Connections	Lead Acnt Mgr Customer Connect	Malden/Lynn	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Doyon, Nancy		C&I Portfolio Delivery NE	Analyst Proj Mgmt	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM ANALYST
Dre ker, Robert A		Gas Long Term Planning	Eng Gas Asset Enging	New England	GAS TECHNICAL SPECIALIST	
Drew, Kathleen F		Operations CMS Gas RI	Snr Supvsr CMS	New England	GAS TEAM LEADER	WIRES DOWN ROOM SUPPORT
Drummey, Brian F		Gas Field Ops CMS NE Central W	Lead Supvsr Gas Field Ops	Hopedale	GAS SECTION DEPUTY	GAS TEAM LEADER/WORK COORDINATOR
Duggan, Peter J		Sales & Strategic Partnership	Mgr Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Dunham, Jeffrey B		Sales & Strategic Partnership	Lead Rep Sales	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Dunn, Thomas A		Gas Field Ops NE Central A	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Dunster, Sylvia J		Gas Continuous Improvement	US Dir UK Snr Mgr Proc & Perf	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Duprey, Kimberly F		Gas Field Ops CMS NE Central W	Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Durcan-Cuddy, Diana M		Gas Work Support	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER	
Dwyer, Ina		Gas Work Support	Snr Coordinator Res Crdntn	Brockton	GAS RESOURCE UNIT LEADER	POLICE AND FIRE SUPPORT
Easterly, Patricia C		Electric Performance and Strat	US Dir UK Snr Mgr Proc & Perf	Worcester	COMMUNITY LIAISON	STATE FINANCE SECTION CHIEF
Eburn, Michelle L		US Customer Residential Market	Snr Mktg Analyst Mktg	North Andover	COMMUNITY LIAISON	HOTEL AMBASSADOR
Eddy, Joseph P		Gas Business Controls	Snr Eng Gas Const & Maint Engi	Providence	GAS SUPPLY UNIT LEADER	DAMAGE ASSESSMENT DRIVER NE
Eddy, William J		Gas Field Ops & CMS NE Central	Mgr Gas Field Ops	New England	GAS ON SCENE BRANCH DIRECTOR	WIRES DOWN FIELD SUPERVISOR
Edge, Jason T		Operations CMS Gas RI	Snr Supvsr CMS	New England	GAS TEAM LEADER	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Edmands, Jesse		Environmental	Lead Pgm Mgr SIR	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Elkin, Kasey M		Gas Long Term Planning	Eng Gas Asset Enging	Malden/Lynn	GAS TECHNICAL SPECIALIST	
English, Christopher D		Gas Field Ops NE North	Mgr Gas Field Ops	New England	GAS ON SCENE BRANCH DIRECTOR	GAS STATE OPERATIONS SECTION CHIEF
Enis, Paul J		Sales and Strategic Partnershi	Lead Rep Sales	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Falls, Jonathan		Gas Workforce and Resourcing P	Mgr Portfolio Planning	New England	GAS STATE PLANNING SECTION CHIEF	
Fang, Tommy		Gas Scheduling and Coordinatio	Lead Planner Portfolio Plannin	Brockton	GAS SITUATION UNIT LEADER	DAMAGE ASSESSMENT DRIVER NE
Farrar, Scott T		C&C Management West & Central	Prin Pgm Mgr Commty & Cust Mgm	Worcester	AREA COMMUNITY LIAISON COORDINATOR	SEAL ANALYST
Feleciano, Evan R		Gas Field Ops NE North	Snr Supvsr Gas Field Ops	Malden/Lynn	GAS TEAM LEADER	
Fernandes, Jacen C		Gas Pipeline Safety Management	Snr Technical Inspector Gas Wo	New England	GAS REGULATORY COMPLIANCE	WIRES DOWN FIELD SUPERVISOR
Ferris, Gerald B		Electric Asset Mgmt Distributi	Lead Eng Elec Asset Mgmt	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Fichera, Laurie		Gas Connections NE North	Rep Customer Connections	New England	GAS RESOURCE UNIT SUPPORT	WIRES DOWN ROOM LEAD
Fields, Melissa		Complex Project Management Ele	Snr PM Electricity CPD	Brockton	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Finneral, Thomas J		Gas Workforce and Resourcing P	US Dir UK Snr Mgr Portfolio Pl	New England	GAS STATE PLANNING SECTION CHIEF	GAS SITUATION UNIT LEADER
Fitzpatrick, James J		Gas Pipeline Safety Management	Snr Technical Inspector Gas Wo	New England	GAS REGULATORY COMPLIANCE	STAGING SITE SUPPORT - NE
Flaherty, Paul W		Financial Controller NY	Snr BP Finance Bp	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Floyd, Michael J		Gas Contractor Oversight NE No	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Flynn, Andrea J		Gas Contractor Oversight Bosto	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Flynn, Brandon W		Gas Long Term Planning	Eng Gas Asset Enging	New England	GAS TECHNICAL SPECIALIST	
Foley, James E		Labor and Employee Relations U	Pmcpl Prgm Mngr Lbr and Empl	Worcester	STATE HUMAN RESOURCES SECTION CHIEF	WIRES DOWN ROOM LEAD
Folgo, Bryan		Gas Field Ops RI	Supvsr Gas Field Ops	Providence	GAS TEAM LEADER	
Forleo, Steven J		Learning Technical US	Snr Instructor Talent Mgmt & D	New England	GAS TEAM LEADER	
Foster, Barry J		Gas Standards and Work Methods	Enging Mgr Gas Asset Enging	Providence	GAS SUPPLY UNIT LEADER	DAMAGE ASSESSMENT PATROLLER NE
Frazier, Thomas J		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS RESOURCE UNIT LEADER	RESTORATION CREW SUPERVISOR - NE

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Freeman, Susan B		WN Process Enablement	Snr Spec Proc & Perf Impvmnt	Worcester	COMMUNITY LIAISON	STORM ROOM SUPPORT
Freeman, Tonya D		Gas Work Support	Spec Supvsr Res Crdntn	New England	GAS RESOURCE UNIT LEADER	POLICE AND FIRE SUPPORT
Fricchione, Lee M		Procurement indirect PS CS & E	Lead Buyer Category Mgmt	Worcester	COMMUNITY LIAISON	PROCUREMENT SUPPORT
Gambale, Christopher J		Gas Field Ops NE North	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	DAMAGE ASSESSMENT PATROLLER
Ganem, Brendan		Operations CMS Gas RI	Supvsr CMS	Hopedale	GAS TEAM LEADER	
Gatland, Christopher D		End User and Collaboration Del	Lead PM IT Projects	Hopedale	COMMUNITY LIAISON	
Gavula, David L		Gas Contractor Oversight NE So	Mgr Gas Field Ops	New England	GAS SITUATION UNIT LEADER	GAS OPERATIONAL RESOURCE COORDINATOR
Geary, William J		Gas Field Ops RI	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Georgacopoulos, Artie P		Gas Field Ops NE Central 2	US Dir UK Snr Mgr Gas Field Op	New England	GAS STATE INCIDENT COMMANDER	GAS STATE OPERATIONS SECTION CHIEF
George, Adam W		Gas Estimating NE	Snr Estimator Estimating	Providence	STAGING SITE MANAGER	SEAL ANALYST
Giardina, Saerom H		Gas Scheduling and Coordinatio	Planner Portfolio Planning	New England	GAS RESOURCE UNIT SUPPORT	
Gibb, Christopher D		Gas Meter Compliance	Mgr Lab & Testing	Providence	GAS SUPPLY UNIT LEADER	
Gibbons, David P		Customer Energy Management Ma	Prin Analyst Customer Strategy	Hopedale	COMMUNITY LIAISON	HOTEL AMBASSADOR
Giblin, Michael D		Electric Work Support Services	Lead Pgm Mgr Business Resilien	Malden/Lynn	EMERGENCY PLANNING SUPPORT	
Giles, David C		Gas Field Ops & CMS NE Central	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Gillis, Jennifer L		Gas Pipeline Safety Management	Lead Analyst Gas Asset Enging	New England	GAS REGULATORY COMPLIANCE	WIRES DOWN ROOM LEAD
Girard, Tyrone W		Gas Field Ops RI	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	DAMAGE ASSESSMENT DRIVER NE
Givens, Sheri S		Regulatory and Customer Strate	VP Head of Regulatory Strategy	Hopedale	STATE LIAISON OFFICER	
Glass, Jonathan A		Group Technology and Innovatio	US Dir UK Snr Mgr Business Dev	Worcester	COMMUNITY LIAISON	
Gluck, Steven		Learning Technical US	Snr Instructor Talent Mgmt & D	New England	GAS TEAM LEADER	
Goel, Nishesh		Engineering Systems US	Mgr Technical Del	Worcester	COMMUNITY LIAISON	
Golden, Ryan C		Gas Damage Prevention NE	Lead Supvsr Gas Field Ops	Brockton	GAS DAMAGE PREVENTION	
Gorman, Bess B		General Counsel US	US Dir UK SM Asst Gen Cnsl In	North Andover	COMMUNITY LIAISON	HOTEL AMBASSADOR

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Gossage, Andrea		C&C Management West & Central	Prin Pgm Mgr Commty & Cust Mgm	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Gothie, Madeline G		Group Pensions	US Dir UK Snr Mgr Pension	Worcester	COMMUNITY LIAISON	
Gould, Robert P		Gas Field Ops NE North	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Grady, Joseph F		Learning Technical US	Instructor Talent Mgmt & Devme	New England	GAS TEAM LEADER	
Greco, Katie		Legal Real Estate US	Senior Counsel In House Course	North Andover	COMMUNITY LIAISON	
Greene, Elizabeth M		Environmental	Mgr SIR	Malden/Lynn	COMMUNITY LIAISON	BRANCH ENVIRONMENTAL COORDINATOR
Gregory, Jonathan L		Gas Compliance Coordination &	Lead Analyst GCC Ops	New England	GAS CONTROL	
Guerin, Michael E		Real Estate	Mgr Facilities Relationship	New England	STAGING SITE MANAGER	STAGING SITE SUPPORT - NE
Gunter, Sean		Gas CMs Dispatch NE	Mgr Dispatch	New England	GAS DISPATCH AND SCHEDULING	
Gurney, Adrienne F		Engineering Manager Electrica	Crdrtr Elec Const & Maint Engi	New England	LODGING COORDINATOR	
Guthrie, Josette K		Gas Field Ops & CMS NE Central	Supvsr CMS	Providence	GAS TEAM LEADER	
Hagopian, Charles G		Gas CMS Dispatch NE	Ld Supervisor Dispatch	New England	GAS DISPATCH AND SCHEDULING	WIRES DOWN ROOM SUPPORT
Hal k, Maxwell M		CEM Growth Development	Analyst Customer Energy Mgmt	Worcester	COMMUNITY LIAISON	
Hall, Moira		C&I Portfolio Delivery NE	Analyst Proj Mgmt	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Halligan, Lindsey A		Gas Work Support	Snr Permit Coordinator Work Su	Brockton	GAS RESOURCE UNIT LEADER	WIRES DOWN ROOM SUPPORT
Halnen, David M		Gas Corrosion Compliance	Snr Supvsr Gas Corrosion Contr	New England	GAS TEAM LEADER	
Handy, Larry		Gas Field Ops & CMS NE Central	Lead Supvsr CMS	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Haney, Michael J		Gas Work Support	Snr Permit Coordinator Work Su	New England	GAS RESOURCE UNIT LEADER	
Hanlon, John E		Gas Complex Project Management	Mgr CPD PM	Worcester	GAS SITUATION UNIT LEADER	COMMUNITY LIAISON
Hartwick, Carl		C&C Management West & Central	Pgm Mgr Commty & Cust Mgmt	Worcester	COMMUNITY LIAISON	
Harty, Joseph P		Gas Work Support	Snr Permit Coordinator Work Su	Brockton	GAS RESOURCE UNIT LEADER	BRANCH POLICE AND FIRE COORDINATOR
Hassell, Carol		Learning Technical US	Manager Talent Mgmt and Dev	Malden/Lynn	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Hassell, Faith E		Jurisdiction Massachusetts	Lead Pgm Mgr Commty & Cust Mgm	Malden/Lynn	COMMUNITY LIAISON	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Hatch, Dana		Gas Operations CMS NE North	Snr Supvsr CMS	Brockton	GAS TEAM LEADER	DAMAGE ASSESSMENT DRIVER NE
Hearns, Katherine A		FBP GBU Performance	US Dir UK Snr Mgr Finance BP	Worcester	JURISDICTIONAL TEAM	SYSTEM LOGISTICS OFFICER
Henley, Daniel P		Gas Control NE	Op GCC Ops	New England	GAS CONTROL	
Herring, Mark E		Gas Connections NE North	Snr Acnt Mgr Customer Connecti	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Hesselton, Stacey M		IT Agile Transformation Office	US Dir UK Snr Mgr Pgmme Mgr IT	Worcester	COMMUNITY LIAISON	
Hickey, Michael J		Legal Real Estate US	Snr Counsel II In House Counse	Worcester	COMMUNITY LIAISON	HOTEL AMBASSADOR
Higginson, Steven W		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	Hopedale	GAS TEAM LEADER	
Hilbrunner, Michael E		Gas Business Controls	Eng Gas Const & Maint Enging	North Andover	GAS DAMAGE ASSESSOR	
Hilbrunner, William H		Fleet Services US	US Dir UK Snr Mgr Mgr Fleet	New England	FLEET LEAD	
Hill, Pamela E		C&C Management West & Central	Snr Pgm Mgr Commty & Cust Mgmt	Worcester	COMMUNITY LIAISON	
Hill, Terron P		WN Asset Development	US Dir UK Snr Mgr Proc & Perf	Worcester	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE
Hitt, Kathleen P		S&R Process Improvement & Proj	Prin Process Mgr Proc & Perf I	Providence	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT
Hogg, Corey J		Gas Distribution Engineering	Snr Eng Gas Plan & Design Eng	Hopedale	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Houston, Dale E		Gas Operations CMS NE North	Snr Supvsr CMS	North Andover	GAS TEAM LEADER	GAS SECTION DEPUTY
Howes, Ashley A		Gas Scheduling and Coordinatio	Planner Portfolio Planning	Worcester	COMMUNITY LIAISON	
Huang, Dennis		FBP WSN BU Performance	Snr BP Finance Bp	Worcester	COMMUNITY LIAISON	
Hubley, Adrian A		C&C Management West & Central	Lead Pgm Mgr Commty & Cust Mgm	Hopedale	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT
Huck, Mark J		Gas Damage Prevention NE	Mgr Gas Field Ops	Brockton	GAS DAMAGE PREVENTION	WIRES DOWN ROOM SUPPORT
Hughes, James L		Gas Distribution Engineering	Enging Mgr Gas Asset Enging	Hopedale	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE
Hunt, Laeyeng H		Gas Scheduling and Coordinatio	Mgr Portfolio Planning	Providence	GAS RESOURCE UNIT LEADER	
Hunter, Carolyn A		S4HANA Project	Lead Analyst Sys & Requirement	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Ilaire, Jonas		Gas Engineering Design NE	Snr Eng Gas Plan & Design Eng	New England	GAS DAMAGE ASSESSOR	
Irani-Famili, Reihaneh		US Business Readiness and Chan	VP Bs Dsgn & Rdynss	New England	EMERGENCY PLANNING SUPPORT	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Isberg, John F		US Customer Sales and Solution	VP Customer Solutions	New England	STATE LIAISON OFFICER	
Ivey, Ray H		Gas Complex Constructions NE	Enging Mgr CPD	New England	GAS OPERATIONAL RESOURCE COORDINATOR	
Jackson, John E		Security Operations & Investig	Lead Spec Physical Security	New England	STATE SECURITY OFFICER	SYSTEM SECURITY OFFICER
Jaramillo, Ricardo R		US Customer Sales and Solution	US Dir UK Snr Mgr CEI	New England	CUSTOMER CONTACT CENTER LEAD	
Jenks, Stephen C		Gas Scheduling and Coordinatio	Snr Planner Portfolio Planning	Hopedale	GAS RESOURCE UNIT LEADER	CONTRACTOR ROOM SUPPORT
Jenks, Travis R		Channel Sales NE	Snr Rep Sales	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Jenson, Robert K		Gas Field Ops & CMS NE Central	Supvsr CMS	Worcester	GAS TEAM LEADER	
Johnson, Anthony L		Gas Field Ops CMS NE Central D	Snr Supvsr Gas Field Ops	Brockton	GAS TEAM LEADER	
Johnston, Jamie M		Gas Pipeline Safety Management	Lead Technical Inspector Gas W	Worcester	COMMUNITY LIAISON	GAS REGULATORY COMPLIANCE
Jones, Michael W		WN Asset Development Strategy	Prin Program Mgr Reg Delivery	Worcester	COMMUNITY LIAISON	
Jones, William F		US Grid Modernization	US Dir UK Snr Mgr PMO	Hopedale	AREA COMMUNITY LIAISON COORDINATOR	STATE LIAISON OFFICER
Jordan, Phillip B		Gas Field Ops NE Central Auxil	Supvsr Gas Field Ops	Brockton	GAS TEAM LEADER	
Joseph, Andrew		Gas Contractor Oversight NE No	Snr Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Kailey, Emily N		Acting Director	Snr Analyst Proc & Perf Improv	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Kamal, Shimat		Jurisdiction Massachusetts	Pgm Mgr Commty & Cust Mgmt	North Andover	COMMUNITY LIAISON	
Kamat, Omesh K		Gas Long Term Planning	Snr Eng Gas Asset Enging	New England	GAS TECHNICAL SPECIALIST	
Kashmanian, John R		Gas Programs CISS	Supvsr Gas Field Ops	Worcester	GAS TEAM LEADER	
Katsh, Gideon N		WN Asset Development Strategy	Mgr CPD	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Kazis-Panico, Dina K		Gas Performance Field Reportin	Lead Analyst Proc & Perf Repor	Brockton	GAS METRICS AND REPORTING SUPPORT	WIRES DOWN ROOM SUPPORT
Keefe, Andrea G		Legal Regulatory MA	Senior Counsel In House Couse	New England	EMERGENCY PLANNING SUPPORT	
Kelley, Mary T		Sales & Strategic Partnership	Lead Rep Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Kelley, Meghan		Gas Scheduling and Coordinatio	Snr Planner Portfolio Planning	North Andover	GAS RESOURCE UNIT LEADER	CONTRACTOR ROOM SUPPORT
Kelly, Colleen M		Gas Business Controls	Eng Gas Plan & Design Eng	Worcester	COMMUNITY LIAISON	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Kelly, Kevin G		US Customer Electric Connectio	US Dir UK Snr Mgr Tech & Innov	North Andover	AREA COMMUNITY LIAISON COORDINATOR	SEAL ANALYST
Kendrick, Abeni A		Communications Policy	Lead Pgm Mgr US Cmms Prg Mgmt	Brockton	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Kennedy, John C		Energy Integration NE S	Mgr CEI	Providence	RIEMA LIAISON	RESTORATION CREW SUPERVISOR - NE
Kennedy, Rachel A		Gas Field Ops & CMS NE Central	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Kennedy, Robert P		Gas Field Ops & CMS NE Central	Lead Supvsr CMS	Brockton	GAS SECTION DEPUTY	WIRES DOWN ROOM LEAD
Kerivan, Paul D		Gas Operations CMS NE North	Lead Supvsr CMS	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Kerr, Darrell R		Procurement Indirect IT	Mgr Category Mgmt	Worcester	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT
Kilcullen, Sean		Gas Field Ops NE Central A	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Kilgus, Robert J		Gas Business Controls	Enging Mgr Gas Plan & Design E	Worcester	GAS DAMAGE ASSESSOR	
Killilea, Andrew S		Gas Field Ops NE Central A	Supvsr Gas Field Ops	Providence	GAS TEAM LEADER	
Killion, Jennifer A		Right of Way NE South	Snr Rep Real Estate	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Kim, Chae Won		Customer Energy Integration NE	Acnt Mgr Customer Connections	Worcester	COMMUNITY LIAISON	
Kim, Kyowan		US Grid Mod Network Communicat	Assoc Eng Enging Project/Pgm M	Worcester	COMMUNITY LIAISON	
King, Thomas		US Customer Connections Operat	Lead Supvsr Customer Connectio	New England	MEALS AND LODGING LEAD	
Kinsman, Margaret H		US Business Management System	US Dir UK Snr Mgr Business Cha	Worcester	COMMUNITY LIAISON	REGULATORY REPORTING ANALYST
Kirby, Ryan		Gas Transmission Engineering	Snr Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSMENT LEAD	
Knell, Josh L		Gas Field Ops CMS NE Central D	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Kocandrie, Rudolf S		Gas Contractor Oversight Bosto	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	STAGING SITE SUPPORT - NE
Kocon, Nathan		Gas Business Process and Perfo	Prin Analyst Process & Reporti	Providence	COMMUNITY LIAISON	
Kounlavouth, Timothy M		US Grid Mod Planning and Engin	Eng Enging Project/Pgm Mgmt	Hopedale	COMMUNITY LIAISON	
Kresse, Thaddeus R		Communications RI	US Dir UK Snr Mgr US Cmms Prg	Providence	STATE PUBLIC INFORMATION OFFICER	
Kubilis, Thomas P		Gas Pipeline Safety Management	Mgr Gas Work M&S	New England	GAS REGULATORY COMPLIANCE	BRANCH POLICE AND FIRE COORDINATOR
Kuchyt, Kenneth J		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
LaFond, Phil		Manager Portfolio Planning	Mgr Portfolio Planning	New England	GAS RESOURCE UNIT LEADER	
Labrecque, Kenneth R		Gas Connections NE North	Lead Acnt Mgr Customer Connect	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Ladd, Barrett L		Market Intelligence Customer I	Mgr Cust Insights	Worcester	COMMUNITY LIAISON	
Lahlum, Gilbert G		Engineering Systems US	Snr IT BA IT Projects	Hopedale	COMMUNITY LIAISON	
Lally, Matthew J		Gas Contractor Oversight NE No	Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Lamontagne, John		Strategic Communication US	US Dir UK Snr Mgr US Cms Prg	New England	STATE PUBLIC INFORMATION OFFICER	
Lanciault, Brian		Electric Construction	Lead Buyer Category Mgmt	Hopedale	COMMUNITY LIAISON	PROCUREMENT SUPPORT
Lang, Stephen M		Gas Field Ops NE North	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Langh, Brian J		S4HANA Project	Principal Analyst Bck Off Sys	Worcester	STAGING SITE MANAGER	COMMUNITY LIAISON
Lataille, Gary		Gas Emergency Planning	Prin Pgm Mgr Emergency Plannin	New England	EMERGENCY PLANNING SUPPORT	RIEMA LIAISON
LeBel, Scott E		Gas Construction NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	
LeConec, Torrey L		Gas Contractor Oversight NE So	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	DAMAGE ASSESSMENT DRIVER NE
LePage, Richard R		Gas Corrosion Compliance	Lead Supvsr Gas Corrosion Cont	New England	GAS DAMAGE PREVENTION	WIRES DOWN ROOM SUPPORT
Leary, Derek J		Internal Substation NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	DAMAGE ASSESSMENT PATROLLER
Lebby, Edward B		Operations CMS Gas RI	Snr Supvsr CMS	Providence	GAS TEAM LEADER	WIRES DOWN ROOM LEAD
Lella, Grant M		Gas Business Controls	Lead Eng Gas Plan & Design Eng	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Lemay, Roland		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	
Leone, Michele V		Gas Field Ops RI & CMS Electri	US Dir UK Snr Mgr Gas Field Op	Providence	GAS STATE OPERATIONS SECTION CHIEF	GAS STATE INCIDENT COMMANDER
Lessard, David E		Gas Business Controls	Enging Mgr Gas Plan & Design E	North Andover	GAS DAMAGE ASSESSOR	
Levey, Wendy B		Asst General Counsel	Asst General Counsel In House	Hopedale	COMMUNITY LIAISON	HOTEL AMBASSADOR
Lezak, Christopher C		Technical Sales Support NE	Snr Eng Enging Project/Pgm Mgm	Hopedale	COMMUNITY LIAISON	
Libertini, Matthew		Revenue Requirements MA	Snr Analyst Prcng & Rv Rq	Worcester	COMMUNITY LIAISON	
Lightman, Michael R		Gas Field Ops NE Central A	Supvsr Gas Field Ops	New England	GAS TEAM LEADER	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Little, Kenneth		Cloud and Hosting Portfolio De	Lead PM IT Projects	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
LoConte, Jeffrey M		Gas Contractor Oversight NE No	Lead Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
LoRusso, Michael E		Gas Field Ops NE Central Auxil	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Locke, Patrick H		Gas Field Ops NE Central A	Mgr Gas Field Ops	New England	GAS ON SCENE BRANCH DIRECTOR	DAMAGE ASSESSMENT DRIVER NE
Logue, Gregory R		Engineer Gas Planning and Des	Eng Gas Plan & Design Eng	New England	GAS DAMAGE ASSESSOR	
Loiacono, Paul J		Gas Control NE	Mgr GCC Ops	New England	GAS CONTROL	
Loiselle, Timothy J		Gas Scheduling and Coordinatio	Snr Planner Portfolio Planning	New England	GAS RESOURCE UNIT LEADER	
Lombardi, Robert F		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	Brockton	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE
Lominac, Patrick		Gas Business Controls	Snr Sprvsr Engineering Project	New England	GAS DAMAGE ASSESSOR	
Loneragan, Mitchell S		Gas Transmission Engineering	Assoc Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSMENT LEAD	
Lotsbom, David B		Gas Workforce and Resourcing P	Lead Spec Invest Plan & Mgmt	Brockton	GAS RESOURCE UNIT LEADER	COMMUNITY LIAISON
Loughlin, Lori A		Right of Way NE South	Rep Real Estate	Providence	COMMUNITY LIAISON	BRANCH OPERATIONS COORDINATOR SUPPORT
Louis, Tony		Gas Work Support	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER	POLICE AND FIRE SUPPORT
Lucchetti, Mark		Gas Field Ops RI	Lead Supvsr Gas Field Ops	Providence	GAS SECTION DEPUTY	GAS TEAM LEADER/WORK COORDINATOR
Ly, Menghout		Gas Long Term Planning Gas Field Ops & CMS NE Central	Eng Gas Asset Enging	North Andover	GAS TECHNICAL SPECIALIST	
Lyne, Daniel D		Gas Accounts Processing & Conn	Lead Supvsr CMS	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Lyons, Ariel E		Gas Performance Field Reportin	Assc Rp Cst Cnctns	Worcester	COMMUNITY LIAISON	
Lyrst, Nick		Gas Field Ops & CMS NE Central	Lead Analyst Proc & Perf Repor	New England	GAS METRICS AND REPORTING SUPPORT	
MacDonald, David N		Gas Complex Project Management	Snr Supvsr CMS	Brockton	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
MacDonald, Luke J		Gas Pipeline Safety Management	Snr PM Gas CPD	Brockton	GAS RESOURCE UNIT LEADER	
MacIntyre, Gavin R		Gas Contractor Oversight NE So	Technical Inspector Gas Work M	New England	GAS REGULATORY COMPLIANCE	
MacLean, Jonathan N		Gas Programs CISS	Supvsr Gas Field Ops	New England	GAS DAMAGE PREVENTION	
Maccarone, Gennaro			Lead Supvsr Gas Field Ops	Providence	GAS SECTION DEPUTY	DAMAGE ASSESSMENT DRIVER NE

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Madden, David R		Gas Contractor Oversight NE No	Mgr Gas Field Ops	New England	GAS OPERATIONAL RESOURCE COORDINATOR	GAS ON SCENE BRANCH DIRECTOR
Maddox, Regina D		Gas Pipeline Safety Management	Mgr CMS	Providence	GAS REGULATORY COMPLIANCE	WIRES DOWN ROOM SUPPORT
Mahoney, Kevin J		Gas Field Ops NE Central 1	US Dir UK Snr Mgr Gas Field Op	New England	GAS STATE OPERATIONS SECTION CHIEF	GAS STATE INCIDENT COMMANDER
Mahoney, Michael		Controller US Service Company	Snr BP Finance Bp	Brockton	COMMUNITY LIAISON	
Malley, Ann V		C&C Management East Mass	Prin Pgm Mgr Commty & Cust Mgm	Hopedale	AREA COMMUNITY LIAISON COORDINATOR	SEAL ANALYST
Maloney, Brendan J		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	
Malsch, Emily E		Gas Emergency Planning	Assoc Analyst Proc & Perf Impv	New England	EMERGENCY PLANNING SUPPORT	
Mamay, Lauren L		Manager Gas Construction and M	Asst Assoc Eng Gas Plan & Desi	New England	GAS DAMAGE ASSESSOR	
Manship, Jeffrey P		Gas Operations CMS NE North	Snr Supvsr CMS	New England	GAS TEAM LEADER	
Marchio, Mario		Gas Contractor Oversight NE Ce	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Mares, Matthew J		Gas Long Term Planning	Eng Gas Asset Enging	Malden/Lynn	GAS TECHNICAL SPECIALIST	
Markopoulos, Elias A		CRM & Digital US	Snr Analyst Service Delivery	Hopedale	LODGING COORDINATOR	
Marotta, Maria P		Labor and Employee Relations U	US Dir UK Snr Mgr Labor & Emp	New England	STATE HUMAN RESOURCES SECTION CHIEF	WIRES DOWN ROOM SUPPORT
Martin, Timothy F		Environmental	Snr Analyst Finance Services	Providence	ENVIRONMENTAL SUPPORT	
Martin, Timothy J		Independent System Operator NE	Prin Analyst Reg Dlvry & Strt	Hopedale	COMMUNITY LIAISON	HOTEL AMBASSADOR
Matthews, Gwyn M		Gas Operations CMS NE North	Mgr CMS	North Andover	GAS ON SCENE BRANCH DIRECTOR	GAS SECTION DEPUTY
May, James A		Sales and Strategic Partnershi	Lead Pgm Mgr CEI	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
McCabe, Andrew J		Gas Operations CMS NE North	Snr Supvsr CMS	New England	GAS TEAM LEADER	
McCabe, Scott M		Electric Pricing NE	Mgr Prcng & Rv Rq	Worcester	STAGING SITE MANAGER	COMMUNITY LIAISON
McCaffery, Dennis E		C&C Management East Mass	Prin Pgm Mgr Commty & Cust Mgm	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM LEAD
McCallum, Morgan		Sales & Strategic Partnership	Snr Spec Sales	Malden/Lynn	COMMUNITY LIAISON	
McCarthy, Ezra J		CEM Growth Development	Mgr Customer Energy Mgmt	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
McCarthy, Scott R		Cyber SSN Security Infrastruct	Snr Eng Service Delivery	Worcester	COMMUNITY LIAISON	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
McCorkle, John Z		Gas Complex Constructions NE	Lead Supvsr Int & Ext Cap D Sp	North Andover	GAS TEAM LEADER	
McDonald, Michael E		Technical Sales Support NE	Lead Eng Enging Project/Pgm Mg	Worcester	COMMUNITY LIAISON	
McDonough, Beth A		Gas Process Safety Management	Snr Analyst Proc & Perf Report	New England	GAS RESOURCE UNIT SUPPORT	
McDonough, Joseph D		Gas Work Support	Snr Permit Coordinator Work Su	Brockton	GAS RESOURCE UNIT LEADER	POLICE AND FIRE SUPPORT
McElhinney, William J		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	Malden/Lynn	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
McGloin, Sean M		Channel Sales NE	Lead Rep Sales	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
McGrath, Paul E		Gas Contractor Oversight NE No	Lead Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
McGuirk, Kelly A		Channel Planning and Improve	Snr Analyst Cust Cntct	New England	GAS STATE/COUNTY SPECIAL REQUEST COORDINATOR	
McIntosh, Glenn S		Gas Field Ops NE Central A	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	STAGING SITE SUPPORT - NE
McIntyre, Russell P		Gas Contractor Oversight NE No	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
McKenna, John		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	
McLaren, Richard H		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
McLaughlin, Sean W		Gas Engineering Design NE	Eng Gas Plan & Design Eng	North Andover	GAS DAMAGE ASSESSOR	
McLellan, Douglas N		Gas Contractor Oversight NE So	Snr Supvsr Gas Field Ops	Brockton	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
McManus, Thomas F		Gas Field Ops NE Central Auxil	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
McNamara, Kathleen A		Gas Process Safety Management	Mgr Proc & Perf Impvmnt	Worcester	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT
McNeill, James		Gas Meter Compliance	Lead Pgm Mgr Proj Mgmt	Malden/Lynn	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Meighan, Stephen A		Gas Field Ops CMS NE Central W	Mgr Gas Field Ops	New England	GAS ON SCENE BRANCH DIRECTOR	WIRES DOWN FIELD SUPERVISOR
Meighan, Timothy		Gas Contractor Oversight NE Ce	Supvsr Gas Field Ops	Brockton	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Meissner, Robert C		Sales and Strategic Partnershi	Spec Sales	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Mello, Susan		Gas Programs CISS	Snr Analyst Gas Field Ops	New England	GAS DAMAGE ASSESSMENT LEAD	MUNICIPAL ROOM SUPPORT
Menton, John R		Gas Field Ops CMS NE Central D	Snr Supvsr Gas Field Ops	Brockton	GAS SECTION DEPUTY	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Merena, Sara J		US Customer Market Intelligenc	Snr Analyst Brand & Cust Comms	Malden/Lynn	COMMUNITY LIAISON	HOTEL AMBASSADOR
Meuse, Deborah		Sales and Strategic Partnershi	Snr Rep Sales	Worcester	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Middleton, Michael A		Legal Commercial US	US Dir UK SM Asst Gen Cnsl In	Worcester	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE
Midkiff, Felicia M		FBP Transformation Office	US Dir UK Snr Mgr Finance BP	North Andover	STATE FINANCE SECTION CHIEF	
Miller, Keith A		Sales and Strategic Partnershi	Lead Rep Sales	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Miller, Mackay W		Strategy US	US Dir UK Snr Mgr Strt Dv	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Monplaisir, Valery D		Gas Contractor Oversight NE Ce	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Montigny, Jeffrey A		Gas Business Controls	Enging Mgr Gas Plan & Design E	Providence	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE
Moore, Jeffrey A		Gas Contractor Oversight NE Ce	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	STAGING SITE SUPPORT - NE
Moore, Lynn M		Gas Accounts Processing & Conn	Snr Rep Customer Connections	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Moore, Shawn P		Gas Workforce and Resourcing P	Snr Planner Portfolio Planning	Hopedale	GAS RESOURCE UNIT LEADER	STORM ROOM SUPPORT
Moorehead, Lien		Gas Pipeline Safety Management	Lead Technical Inspector Gas W	New England	GAS REGULATORY COMPLIANCE	
Moran, Robert G		C&C Management East Mass	Prin Pgm Mgr Commty & Cust Mgm	Hopedale	AREA COMMUNITY LIAISON COORDINATOR	SEAL ANALYST
Moreira, David M		US Customer Solutions NE	US Dir UK Snr Mgr Sales	Providence	COMMUNITY LIAISON	BRANCH OPERATIONS COORDINATOR SUPPORT
Morissette, Shalaya T		Gas Pipeline Safety Management	Ld Process Mgr Process and Prf	New England	GAS REGULATORY COMPLIANCE	
Moshier, Andrea		Sales and Strategic Partnershi	Lead Pgm Mgr CEI	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Moszka, William D		Gas Field Ops NE North	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Motta, Jeffrey D		Gas Scheduling and Coordinatio	Lead Planner Portfolio Plannin	New England	GAS RESOURCE UNIT LEADER	
Muhunthan, Amutha K		US Transformation Architecture	Prin Data Analyst Mgmt Data An	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Muldoon, Amanda		Electric Resource Planning NE	PM Electricity CPD	Worcester	COMMUNITY LIAISON	CONTRACTOR ROOM SUPPORT
Mulkeen, Thomas P		GBE Maintenance and Constructi	Prin BA Business Analysis	Hopedale	GAS RESOURCE UNIT LEADER	WIRES DOWN FIELD SUPERVISOR
Muraco, Joseph		Jurisdiction Massachusetts	Lead Pgm Mgr Commty & Cust Mgm	Malden/Lynn	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Murphy, Colin J		Gas Engineering Design NE	Reg Eng Manager Gas Plan & Des	New England	GAS DAMAGE ASSESSOR	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Murphy, Colleen K		Gas Field Ops CMS NE Central W	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Murphy, Joseph G		Gas Field Ops CMS NE Central D	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Murphy, Kimberly L		Channel Sales NE	Snr Rep Sales	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Murphy, Pamela R		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	
Murphy, William D		Gas Meter Compliance	Sr Supvsr Gas Const & Maint En	New England	GAS SUPPLY UNIT LEADER	
Murray, Patrick T		US Customer Escalated Complain	Lead Supvsr Cust Cntct	Hopedale	GAS STATE/COUNTY SPECIAL REQUEST COORDINATOR	WIRES DOWN ROOM SUPPORT
Mycroft, William		Manager Portfolio Planning	Lead Planner Portfolio Plannin	Providence	GAS RESOURCE UNIT LEADER	HOTEL AMBASSADOR
Nasuti, Peter J		Gas Field Ops & CMS NE Central	Lead Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Navarro, Scott D		Real Estate	Prin Analyst Facilities	New England	STAGING SITE MANAGER	
Nelson, Robert S		Gas Contractor Oversight NE So	Snr Supvsr Gas Field Ops	Providence	GAS TEAM LEADER	
Newell, Barry P		Gas Field Ops & CMS NE Central	Snr Supvsr Gas Field Ops	North Andover	GAS TEAM LEADER	
Newman, Bradford P		Security Operations & Investig	Lead Spec Physical Security	Worcester	STATE SECURITY OFFICER	BRANCH SECURITY COORDINATOR
Ng, Carolyn M		Gas Performance Field Reportin	Lead Analyst Proc & Perf Repor	New England	GAS METRICS AND REPORTING SUPPORT	WIRES DOWN ROOM SUPPORT
Nguyen, Bang D		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	
Nichols, Kendra J		Stakeholder Management NE	Snr Spec Stkhldr Engmt	Brockton	COMMUNITY LIAISON	
Nicolas, David L		Gas Programs CISS	Snr Supvsr Gas Field Ops	Providence	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE
Nieman, William P		Gas Business Controls Sales & Strategic Partnership	Snr Supvsr Maps & Records	Worcester	COMMUNITY LIAISON	
Norden, Roy C		Gas Damage Prevention NE	Lead Rep Sales	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Norvil, Mackelly		Gas Damage Prevention NE	Supvsr Gas Field Ops	Brockton	GAS TEAM LEADER	
Noel, Carlos A		TO AMI ADMS & and CIS	VP Business Dvlpmnt	New England	STATE LIAISON OFFICER	SYSTEM LIAISON OFFICER
Nyarko, John A		Gas Project Controls NE	Assoc Planner Capital Project	Worcester	COMMUNITY LIAISON	
Nydam, Cheryl A		Gas Scheduling and Coordinatio	Snr Planner Portfolio Planning	New England	GAS RESOURCE UNIT LEADER	DAMAGE ASSESSMENT WORK SUPPORT
O'Brien, Jeffrey M		Gas Process Safety Management	US Dir UK Snr Mgr Process Safe	New England	GAS STATE PLANNING SECTION CHIEF	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
O'Neil, Mary E		Strategy Governance & Reportin	US Dir UK Snr Mgr Strat & Perf	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
OLeary, Pamela M		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	Brockton	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Obi-Tabot, Robert E		Gas Construction NE	US Dir UK Snr Mgr GMC	New England	GAS STATE OPERATIONS SECTION CHIEF	GAS STATE INCIDENT COMMANDER
Olajide, Lateef F		Gas Pipeline Safety Management	Lead Technical Inspector Gas W	Providence	GAS REGULATORY COMPLIANCE	
Oliveira, Jeffrey D		Revenue Requirements MA	Lead Analyst Prcng & Rv Rq	New England	STAGING SITE MANAGER	WIRES DOWN ROOM SUPPORT
Orsi, Damon A		Gas Workforce and Resourcing P	Lead Planner Portfolio Plannin	New England	GAS RESOURCE UNIT SUPPORT	
Owens, Melissa F		Gas Business Controls	Enging Mgr Gas Plan & Design E	North Andover	GAS DAMAGE ASSESSOR	COMMUNITY LIAISON
Paglia, Christopher J		Electric Work Support Services	US Dir UK Snr Mgr Business Res	New England	STATE SAFETY AND HEALTH OFFICER	
Paille, Marlene R		Procurement Indirect IT Sales and Strategic Partnershi	Assoc Buyer Category Mgmt	Worcester	COMMUNITY LIAISON	
Paine, Frederick A		Gas Complex Constructions NE	Mgr Sales	Worcester	COMMUNITY LIAISON	HOTEL AMBASSADOR
Pantazopoulos, George		Gas Supply Planning NENG	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	
Papetti, Dino C		Right of Way NE South	Mgr Portfolio Planning	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Parella, Christopher M		Electric Emergency Planning	Snr Rep Real Estate	Worcester	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Parenteau, Stephen J		Gas Work Support	Prin Pgm Mgr Emergency Plannin	Worcester	EMERGENCY PLANNING SUPPORT	MUTUAL ASSISTANCE COORDINATOR
Parham, Dinah		Gas Transmission Engineering	Snr Permit Coordinator Work Su	New England	GAS RESOURCE UNIT LEADER	POLICE AND FIRE SUPPORT
Parro, Brian R		Gas Field Ops RI	Enging Mgr Gas Asset Enging	Malden/Lynn	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT PATROLLER NE
Pasquel, Frank A		US Director UK Senior Manager	Lead Supvsr Gas Field Ops	New England	GAS SECTION DEPUTY	GAS TEAM LEADER/WORK COORDINATOR
Patterson, James H		Facilities	US Dir UK Snr Mgr Portfolio Pl	North Andover	GAS SITUATION UNIT LEADER	MEMA LIAISON
Paul, Robert M		Gas Business Controls	US Dir UK Snr Mgr Facilities M	New England	STAGING SITE LEAD	
Paulette, James M		US Customer Product Reporting	Prin Eng Gas Const & Maint Eng	Providence	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Pelletier, Brian J		Gas Contractor Oversight Bosto	Lead Analyst Proc & Perf Repor	Providence	COMMUNITY LIAISON	BRANCH OPERATIONS COORDINATOR SUPPORT
Pepe, Nicholas L		Talent Acquisition US Strategi	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Petersile, Marissa R			Ld Anlst Ldrshp Dvlpmnt Prgm	Malden/Lynn	EMERGENCY PLANNING SUPPORT	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Phan, Elizabeth E		Gas Process Safety Management	Analyst Proc & Perf Impvmnt	Worcester	COMMUNITY LIAISON	
Phillips, Chad R		Gas Field Ops RI	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN ROOM SUPPORT
Pieri, Robin E		Gas Contracts NY and NE	Snr Analyst Cap Pst Cntrct Mgt	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Pini, Michael J		Gas Pricing NE	Mgr Prcng & Rv Rq	New England	STAGING SITE MANAGER	COMMUNITY LIAISON
Pio, Nelson R		Gas Contractor Oversight NE Ce	Snr Supvsr Gas Field Ops	Hopedale	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Pitta, Matthew J		Gas Business Controls	Snr Eng Gas Const & Maint Engi	Brockton	GAS DAMAGE ASSESSOR	STAGING SITE SUPPORT - NE
Pizzi, Marisa L		Legal Siting US	Snr Counsel II In House Couse	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Place, Joshua M		Gas Complex Constructions NE	Assoc Supvsr Int & Ext Cap D S	Worcester	GAS TEAM LEADER	
Porcaro, Gianna R		Gas Field Ops NE Central Auxil	Supvsr Gas Field Ops	New England	GAS TEAM LEADER	BRANCH POLICE AND FIRE COORDINATOR
Porreca, David S		Gas Field Ops RI	Snr Supvsr Gas Field Ops	Providence	GAS REGULATORY COMPLIANCE	
Porter, Christopher B		Customer Energy Management NE	US Dir UK Snr Mgr Energy Mgmt	New England	STATE LIAISON OFFICER	
Porter, Joan L		Gas Pipeline Safety Management	Lead Technical Inspector Gas W	Providence	GAS REGULATORY COMPLIANCE	DAMAGE ASSESSMENT DRIVER NE
Powell, Susan M		GBE Program Delivery US	Prin PM IT Projects	Worcester	COMMUNITY LIAISON	
Powers, John J		Gas Business Controls	Ld Designer Gas Pln & Dsgn Eng	Malden/Lynn	GAS DAMAGE ASSESSOR	
Preshong, Robert J		Safety Management	US Dir UK Snr Mgr Fld Sfty	New England	STATE SAFETY AND HEALTH OFFICER	SYSTEM SAFETY, HEALTH AND ENVIRONMENTAL OFFICER
Przybysz, Agnieszka		Project Development Gas NE	Lead PM Gas CPD	Hopedale	GAS DAMAGE ASSESSOR	
Purcell, Meabh T		Legal Regulatory MA	Asst General Counsel In House	New England	EMERGENCY PLANNING SUPPORT	
Quiles, Jesus M		Gas Field Ops & CMS NE Central	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Ramos, Julio C		Gas Field Ops CMS NE Central W	Snr Supvsr Gas Field Ops	Providence	GAS TEAM LEADER	
Raphael, Marie D		C&I Product Implementation NE	Lead Pgm Mgr Proj Mgmt	North Andover	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Ray, Matthew J		Customer Energy Management RI	Mgr Customer Energy Mgmt	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Raymond, Ardita		Gas Work Support	Snr Supvsr Scheduling	Brockton	COMMUNITY LIAISON	
Reardon, Jessica L		C&I Portfolio Delivery NE	Coordinator Project Mgmt	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Reidy, Emily J		Gas Work Support	Spec Supvsr Res Crdntn	Providence	GAS RESOURCE UNIT LEADER	WIRES DOWN ROOM SUPPORT
Reynolds, James P		FBP IT US	US Dir UK Snr Mgr Finance BP	Worcester	COMMUNITY LIAISON	
Richards, Georgeena M		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	Brockton	GAS RESOURCE UNIT LEADER	RESTORATION CREW SUPERVISOR - NE
Rivera, Melissa N		Gas Work Support	Snr Permit Coordinator Work Su	Brockton	GAS RESOURCE UNIT LEADER	BRANCH POLICE AND FIRE COORDINATOR
Rivers, Benjamin A		Customer Energy Management RI	Snr Analyst Customer Energy Mg	Malden/Lynn	COMMUNITY LIAISON	HOTEL AMBASSADOR
Roan, Daniel F		Gas Operations CMS NE North	Supvsr CMS	New England	GAS TEAM LEADER	
Robbins, Wayne L		Learning Technical US	Snr Instructor Talent Mgmt & D	Brockton	GAS TEAM LEADER	
Roche, Michelle C		Gas Business Controls	Enging Mgr Gas Plan & Design E	Malden/Lynn	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT DRIVER NE
Rodormer, Laura C		Customer Energy Management RI	Lead Analyst Customer Energy M	Worcester	COMMUNITY LIAISON	
Rogers, George W		Gas Emergency Planning	Prin Pgm Mgr Emergency Plannin	Brockton	EMERGENCY PLANNING SUPPORT	
Romano, Anthony J		Gas Programs CISS	Mgr Gas Field Ops	Providence	GAS SECTION DEPUTY	
Rose, Kevin E		Customer Energy Management RI	Snr Analyst Customer Energy Mg	North Andover	COMMUNITY LIAISON	
Rose, Ric		US Audit	Snr Auditor Finance & Risk	Hopedale	COMMUNITY LIAISON	
Roseen, Paula A		Transmission & Distribution Se	Lead Data Analyst Mgmt Data An	New England	LODGING COORDINATOR	STAGING SITE SUPPORT - NE
Rossignoli, Joseph M		NGV Business Development	US Dir UK Snr Mgr Business Dev	Hopedale	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE
Roughan, Timothy R		Regulatory and Customer Strate	US Dir UK Snr Mgr Reg Dlvry &	Worcester	COMMUNITY LIAISON	
Rouleau, Denise C		Sales and Strategic Partnershi	Lead Rep Sales	Malden/Lynn	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Rugg, Charles H		Operations CMS Gas RI	Lead Supvsr CMS	Providence	GAS SECTION DEPUTY	WIRES DOWN FIELD SUPERVISOR
Russell Salk, Paul R		TO AMI ADMS & and CIS	Snr Eng Enging Project/Pgm Mgm	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Ryan, Benjamin S		Gas Scheduling and Coordinatio	Mgr Portfolio Planning	New England	GAS RESOURCE UNIT LEADER	
Ryan, David W		IT Global Enterprise Architect	US Dir UK SM Architect Enterpr	Worcester	COMMUNITY LIAISON	
Saad, Michael D		Gas Contractor Oversight NE So	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Sacco, Michael		Meter Lab Operations NE	Lead Technician Lab and Testin	Worcester	COMMUNITY LIAISON	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Salani, Charles A		Operations CMS Gas RI	Snr Supvsr CMS	New England	GAS TEAM LEADER	
Sancomb, Daniel R		Sales and Strategic Partnershi	Snr Rep Sales	Malden/Lynn	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Santana, David		Gas Process Safety Management	Lead Spec Stkhldr Engmt	Malden/Lynn	COMMUNITY LIAISON	COMMUNITY LIAISON
Santana, Victor		Gas Contractor Oversight NE No	Snr Supvsr Gas Field Ops	Brockton	GAS TEAM LEADER	MUNICIPAL ROOM SUPPORT
Saporito, Tammy M		Jurisdiction Massachusetts	Lead Pgm Mgr Commty & Cust Mgm	North Andover	COMMUNITY LIAISON	BRANCH POLICE AND FIRE COORDINATOR
Sarafian, Aharon M		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	RESTORATION CREW SUPERVISOR - NE
Sayers, Francis X		Engineer Gas Planning and Des	Eng Gas Plan & Design Eng	Brockton	GAS DAMAGE ASSESSOR	
Scearbo, Daniel J		Fin Bus Partner Global IT	US Dir UK Snr Mgr Finance BP	Worcester	COMMUNITY LIAISON	
Schafer, Nathan R		Gas Process Safety Management	Assoc Analyst Proc & Perf Impv	North Andover	COMMUNITY LIAISON	MEAL SUPPORT
Schneider, Kim M		Stakeholder Management NE	Lead Spec Stkhldr Engmt	Providence	COMMUNITY LIAISON	BRANCH OPERATIONS COORDINATOR SUPPORT
Schutzman, Corey J		SHE Performance and Reporting	Lead Env Scntst Env & Sustnblt	New England	ENVIRONMENTAL SUPPORT	BRANCH ENVIRONMENTAL COORDINATOR
Semel, Joel D		IT US BP Finance and Business	US Dir UK Snr Mgr BP IT	New England	MEALS AND LODGING LEAD	
Shaikh, Rahil S		Gas Business Controls	Eng Gas Plan & Design Eng	New England	GAS DAMAGE ASSESSOR	
Shaughnessy, Kevin F		C&C Management West & Central	Prin Pgm Mgr Commty & Cust Mgm	Worcester	AREA COMMUNITY LIAISON COORDINATOR	SEAL ANALYST
Shea, Lauren P		Legal Siting US	Snr Counsel I In House Counsel	New England	EMERGENCY PLANNING SUPPORT	
Shih, Cheng-Hao		WN Asset Development Strategy	Analyst Tech & Innovation	Worcester	COMMUNITY LIAISON	
Shih, Karen T		Business Development	Mgr Business Dvlpmnt	Hopedale	COMMUNITY LIAISON	STAGING SITE SUPPORT - NE
Shishmanian, Aram J		Engineering Manager Electrica	Senior Specialist Project Mana	Worcester	COMMUNITY LIAISON	
Shooshan, Ryan M		Gas Continuous Improvement	Ld Process Mgr Process and Prf	Worcester	COMMUNITY LIAISON	
Siegal, Mark A		C&I Product Implementation NE	Prin PM Proj Mgmt	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Silva, Carlos		Gas Contractor Oversight NE So	Snr Supvsr Gas Field Ops	Providence	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Silva, Kenneth		Gas Field Ops NE North	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	DAMAGE ASSESSMENT DRIVER NE
Simons, Luke N		Gas Control NE	Op GCC Ops	New England	GAS CONTROL	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Sirois, Andrew		Learning Technical US	Snr Instructor Talent Mgmt & D	Providence	GAS TEAM LEADER	
Skinner, Michael B		Channel Sales NE	Snr Rep Sales	Brockton	COMMUNITY LIAISON	WIRES DOWN ROOM SUPPORT
Smith, Amy S		Gas Business Process and Perfo	US Dir UK Snr Mgr Reg Dlvry &	New England	GAS STATE PLANNING SECTION CHIEF	REGULATORY LIAISON
Smith, Conor B		Gas Work Support	Snr Coordinator Res Crdntn	New England	GAS RESOURCE UNIT LEADER	POLICE AND FIRE SUPPORT
Smith, Erica A		Jurisdiction Rhode Island	US Dir UK Snr Mgr Proc & Perf	Providence	JURISDICTIONAL TEAM	
Smith, Mary A		Jurisdiction Rhode Island	Executive Assistant to Band A	Providence	JURISDICTIONAL TEAM	
Smith, Thomas P		Gas Transmission Engineering	Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Snow, Michael J		Gas Field Ops NE North	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Sobolewski, Terence M		Jurisdiction Rhode Island Elec PTO & Substation	President Rhode Island	Providence	JURISDICTIONAL PRESIDENT	
Soltys, David A		Ops NE O	Snr Supvsr Sbstdn Wkr	New England	GAS DAMAGE PREVENTION	RESTORATION CREW SUPERVISOR - NE
Soroka, Stephen A		Pressure Regulation Engineerin	Lead Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR	MUNICIPAL ROOM SUPPORT
Soto, Jessica		Gas Scheduling and Coordinatio	Snr Planner Portfolio Planning	Providence	GAS RESOURCE UNIT LEADER	STORM ROOM SUPPORT
Sousa, Jorge B		Energy Integration App Develop	Mgr CEI	New England	STATE LOGISTICS SECTION CHIEF	LODGING COORDINATOR
Sousa, Tyler		Gas Programs CISS	Supvsr Gas Field Ops	New England	MEAL COORDINATOR	
Spangler, Lori J		Community & Customer Managemen	Prin Pgm Mgr Commty & Cust Mgm	Providence	AREA COMMUNITY LIAISON COORDINATOR	COMMUNITY LIAISON
Spencer, Brian D		Gas Supply Planning NENG	Lead Planner En Trad	Malden/Lynn	COMMUNITY LIAISON	HOTEL AMBASSADOR
St Fleur, Gary J		Stakeholder Management NE	Snr Spec Stkhldr Engmt	Brockton	COMMUNITY LIAISON	
Staid, Sean P		Gas Scheduling and Coordinatio	Mgr Portfolio Planning	New England	GAS STATE PLANNING SECTION CHIEF	
Stasiuk, Paul A		Community & Customer Managemen	Prin Pgm Mgr Commty & Cust Mgm	Providence	AREA COMMUNITY LIAISON COORDINATOR	BRANCH OPERATIONS LIAISON
Stein, Brenda M		Gas Process Safety Management	Spec SHER Assu & Cmplnce	Brockton	COMMUNITY LIAISON	
Stevens, Russell O		Manager Gas Construction and M	Asst Assoc Eng Gas Plan & Desi	New England	GAS DAMAGE ASSESSOR	
Stone, Gary A		Gas Field Ops & CMS NE Central	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Sullivan, Brian		Gas Field Ops & CMS NE Central	Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Sullivan, Kevin J		Gas Pipeline Safety Management	Snr Technical Inspector Gas Wo	Malden/Lynn	GAS REGULATORY COMPLIANCE	
Sullivan, Kyle T		Gas Field Ops NE Central A	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Sullivan, Melissa M		Gas Emergency Planning	Lead Pgm Mgr Emergency Plannin	New England	EMERGENCY PLANNING SUPPORT	
Sullivan, Ralph J		Operations CMS Gas RI	Mgr CMS	New England	GAS ON SCENE BRANCH DIRECTOR	GAS SITUATION UNIT LEADER
Swedberg, Joyce		HR Business Partnering US Gas	US Dir UK Snr Mgr BP HR	Worcester	COMMUNITY LIAISON	
Sweetin, Samuel		Gas Business Controls	Eng Gas Plan & Design Eng	Malden/Lynn	GAS DAMAGE ASSESSOR	
Szulak, Eric J		Sales & Strategic Partnership	Lead Rep Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Talbot, John J		Gas Instrument and Regulation	Mgr Gas Instrum & Reg	New England	GAS I&R	
Tarmey, Patrick		Legal Regulatory FERC	Snr Counsel I In House Counsel	Worcester	COMMUNITY LIAISON	
Tawfik, Monica		WN Project Management Office a	US Dir UK Snr Mgr PMO	Malden/Lynn	COMMUNITY LIAISON	HOTEL AMBASSADOR
Teal, Michael P		Gas Field Ops NE Central A	Lead Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Teceno, Kathleen M		Electric Work Support Services	Exec Assistant to G bl or Mltip	New England	EMERGENCY PLANNING SUPPORT	
Terzian, David J		Gas Standards and Work Methods	Prin Eng Gas Asset Enging	Worcester	GAS SUPPLY UNIT LEADER	DAMAGE ASSESSMENT DRIVER NE
Thebado, Kris D		Facilities NE	Mgr Facilities	New England	FACILITIES LEAD	STAGING SITE MANAGER
Theriault, Kristian E		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	Hopedale	GAS RESOURCE UNIT LEADER	RESTORATION CREW SUPERVISOR - NE
Thesayi, Abirami		Gas Performance Reporting Anal	Lead Analyst Proc & Perf Impvm	New England	GAS METRICS AND REPORTING SUPPORT	
Thompson, Latoya D		Gas Scheduling and Coordinatio	Snr Planner Portfolio Planning	Providence	GAS RESOURCE UNIT LEADER	
Thompson, Wesley T		Gas Contractor Oversight Bosto	Snr Supvsr Gas Field Ops	Hopedale	GAS TEAM LEADER	
Tilt, William K		Gas Damage Prevention NE	Snr Supvsr Gas Field Ops	New England	GAS DAMAGE PREVENTION	WIRES DOWN FIELD SUPERVISOR
Timmermann, Lori R		Channel Sales NE	Snr Rep Sales	Malden/Lynn	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Timoteo, Nicole M		Supervisor Gas Field Operatio	Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Travalini, Dawn A		SHE Performance and Reporting	Lead Env Scntst Env & Sustnblty	New England	ENVIRONMENTAL SUPPORT	BRANCH ENVIRONMENTAL COORDINATOR
Travassos, Joshua P		Gas Work Support	Snr Supvsr Gas Corrosion Contr	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Troy, Christian D		Gas Contractor Oversight NE Ce	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	STAGING SITE SUPPORT - NE
Truman, Morgan		Gas Long Term Planning	Eng Gas Asset Enging	New England	GAS TECHNICAL SPECIALIST	
Tsegaye, Binyam		Gas Work Support	Snr Permit Coordinator Work Su	New England	GAS RESOURCE UNIT LEADER	POLICE AND FIRE SUPPORT
Tupper, Michael C		Gas Business Controls SHE Performance and Reporting	US Dir UK Snr Mgr Tech Impl GP	Providence	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT PATROLLER NE
Tyrrell, Michael E			Lead Env Scntst Env & Sustnblt	New England	ENVIRONMENTAL SUPPORT	BRANCH ENVIRONMENTAL COORDINATOR
Uwaifo, Osamwonyi I		Gas Business Controls	Lead Eng Gas Plan & Design Eng	Brockton	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Vallis, Peter C		Gas Contractor Oversight NE Ce	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Veiga, Jose M		Sales & Strategic Partnership	Lead Rep Sales	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Velardocchia, David L		C&I Product Implementation NE	Lead Pgm Mgr Proj Mgmt	Worcester	COMMUNITY LIAISON	
Vidal, Alfredo S		Gas Field Ops & CMS NE Central	Mgr CMS	New England	GAS ON SCENE BRANCH DIRECTOR	GAS SECTION DEPUTY
Vincent, Ronald J		Gas Corrosion Compliance	Lead Technician Gas Corrosion	Providence	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Wagner, Douglas E		Sales and Strategic Partnershi	Lead Rep Sales	Malden/Lynn	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Waldron, Anthony P		Gas Field Ops NE Central Auxil	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	STAGING SITE SUPPORT - NE
Walsh, Joseph M		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS TEAM LEADER	
Walsh, Timothy M		Change Management US	Mgr Service Ops	Worcester	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Walters, Keith		Gas Field Ops NE North	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
Wang-Jiang, Yan		Gas Distribution Engineering	Snr Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR	HOTEL AMBASSADOR
Warner, Mark E		Gas Contractor Oversight NE No	Snr Supvsr Gas Field Ops	North Andover	GAS TEAM LEADER	COMMUNITY LIAISON
Weinand, Dylan		Gas Business Controls	Snr Eng LNG Pln & Dsgn Eng	New England	GAS DAMAGE ASSESSOR	
Weldon, Patricia A		Gas Connections NE Central	Snr Acnt Mgr Customer Connecti	Brockton	COMMUNITY LIAISON	WIRES DOWN FIELD SUPERVISOR
Wencis, Edward M		Gas Connections NE Central	Lead Acnt Mgr Customer Connect	North Andover	COMMUNITY LIAISON	DAMAGE ASSESSMENT PATROLLER NE
Westerlind, Lynn A		Capital Projects	US Dir UK Snr Mgr Business Cha	Worcester	AREA COMMUNITY LIAISON COORDINATOR	MUNICIPAL ROOM LEAD
Whelan, Ellen T		Gas Accounts Processing & Conn	Assc Rp Cst Cnncctns	Brockton	COMMUNITY LIAISON	

REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
White, James A		Gas Distribution Engineering	Lead Eng Gas Asset Enging	Brockton	GAS DAMAGE ASSESSMENT LEAD	DAMAGE ASSESSMENT WORK SUPPORT
White, Jessica A		Right of Way NE South	Rep Real Estate	Brockton	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
White, Shane C		Gas Control NE	Op GCC Ops	Brockton	GAS CONTROL	
Whitehead, James G		Sales & Strategic Partnership	Lead Rep Sales	Hopedale	COMMUNITY LIAISON	MUNICIPAL ROOM LEAD
Williams, Glyn E		Gas Business Controls	Enging Mgr Gas Plan & Design E	New England	GAS DAMAGE ASSESSMENT LEAD	
Williams, Joseph D		Gas Complex Constructions NE	Lead Supvsr Int & Ext Cap D Sp	New England	GAS TEAM LEADER	
Williams, Trenee		Manager Capital Project Deliv	Senior Project Manager Facilit	Brockton	GAS RESOURCE UNIT LEADER	
Williamson, Danielle M		Communications MA & GBU	US Dir UK Snr Mgr US Cmms Prg	Worcester	STATE PUBLIC INFORMATION OFFICER	SYSTEM PUBLIC INFORMATION OFFICER
Willoughby, Amy A		Environmental	Lead Eng Environmental Enging	Providence	COMMUNITY LIAISON	BRANCH ENVIRONMENTAL COORDINATOR
Wines, Leslie E		Gas Long Term Planning	Snr Eng Gas Asset Enging	Worcester	GAS TECHNICAL SPECIALIST	
Wofsy, Jonathan		Talent Acquisition US Strategi	Ld Anlst Ldrshp Dvlpmnt Prgrm	Malden/Lynn	COMMUNITY LIAISON	
Wojcik, Nicholas M		Technical Sales Support NE	Lead Eng Enging Project/Pgm Mg	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Wo kiewicz, Dana E		Gas Contractor Oversight NE No	Supvsr Gas Field Ops	New England	GAS TEAM LEADER	DAMAGE ASSESSMENT DRIVER NE
Wollenburg, Stephan F		Customer Energy Management Ma	Lead Analyst Customer Energy M	Worcester	COMMUNITY LIAISON	
Wong, Patricia Y		Legal Real Estate US	Snr Counsel II In House Counse	Brockton	COMMUNITY LIAISON	HOTEL AMBASSADOR
Wood, Ernest L		Gas Complex Constructions NE	Snr Supvsr In & Ex Cap D Super	New England	GAS RESOURCE UNIT LEADER	RESTORATION CREW SUPERVISOR - NE
Woyc k, Timothy J		US Director UK Senior Manager	US Dir UK Snr Mgr Pgmme Mgr	Providence	GAS SITUATION UNIT LEADER	
Wynn, Marlon J		Gas Contractor Oversight Bosto	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	
Yee, Andrew H		End User and Collaboration Del	IT BA IT Projects	Brockton	COMMUNITY LIAISON	
Yoakum, John H		Gas Pipeline Safety Management	Snr Technical Inspector Gas Wo	Providence	GAS REGULATORY COMPLIANCE	
Young, Christine		NGEM VAMCO	Snr Analyst Bus Contracts	Providence	COMMUNITY LIAISON	MUNICIPAL ROOM SUPPORT
Young, Edward J		US Core Business	US Dir UK Snr Mgr Strt Dv	Malden/Lynn	COMMUNITY LIAISON	
Young, Eric C		Gas Standards and Work Methods	Mgr Gas Work M&S	New England	GAS SUPPLY UNIT LEADER	WAREHOUSE MATERIAL COORDINATOR


REDACTED

Employee Name	Direct Phone	Department	Job Title	Default Office	Primary Asgnmt	Second Asgnmt
Zaccari, Justin P		Pressure Regulation Engineerin	Snr Eng Gas Asset Enging	New England	GAS DAMAGE ASSESSOR	
Zagarella, Joseph S		Gas Engineering Design NE	Lead Eng Gas Plan & Design Eng	North Andover	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Zeng, Li		Gas Business Controls	Ld Designer Gas Pln & Dsgn Eng	Malden/Lynn	GAS DAMAGE ASSESSOR	
Zhang, Han		Gas Performance Reporting Anal	Snr Analyst Work Order Control	New England	GAS METRICS AND REPORTING SUPPORT	WIRES DOWN ROOM SUPPORT
Zhen, May		Gas Business Controls	Lead Eng Gas Const & Maint Eng	New England	GAS DAMAGE ASSESSOR	DAMAGE ASSESSMENT DRIVER NE
Zimmerman, Daniel M		Gas Field Ops NE North	Snr Supvsr Gas Field Ops	New England	GAS TEAM LEADER	WIRES DOWN FIELD SUPERVISOR
de la Cruz, Jorge R		Gas Business Controls	Asst Assoc Eng Gas Plan & Desi	New England	GAS DAMAGE ASSESSOR	

[illegible]

REDACTED

Exhibit E: Operational Planning Worksheet

					Incident Location	Date Time Prepared	Time Objective				
Work Assignments		Resource by Type								Reporting Location	Requested Arrival Time
	Req.										
	Have										
	Need										
	Req.										
	Have										
	Need										
	Req.										
	Have										
	Need										
	Req.										
	Have										
	Need										
Total Resources	Req.									Prepared by (Name and Position)	
	Have										
	Need										

REDACTED

Exhibit F: Northeast Gas Association Roster

Company Name	24 Hour Emergency Dispatch or Control Center	Primary Contact	Work Phone Number
Northeast Gas Association		Jose Costa	
		Dan Dessanti	
		Tom Kiley	
		Steve Leahy	
		Paul Armstrong	
		Bob Wilson	
Algonquin Gas Transmission Co.	(800) 231-7794 or	Bill Whaley	
	(800) 726-8383	Roy Taylor	
		Rich Paglia	
Bangor Gas Company	877-427-7991	Mike Hussey	
	877-427-7991	Darren Turner	
Berkshire Gas Company	(800) 292-5012		
		Rick Nasman	
		Franklyn Reynolds	
Central Hudson G & E Corp.	(845) 486-5600 or	Tim Hayes	
	(845) 486-5604	John Collins	
Columbia Gas of PA	800/282-9426	Jennifer King	
		Eric Cook	

REDACTED

Connecticut Natural Gas Corp.	866-924-5325	Brian Hawley	
		Vic Fryxell	
Consolidated Edison	(718) 319-2310	Oscar Leon	
		Nick Hellen	
		Catherine Lewis	
		Julius White	
		Michelle Gionta	
		Yvette Diaz-Middleton	
Corning Natural Gas Corp.	(800) 834-2134	Matt Cook	
		Jeff Spear	
		Kevin Fink	
		Harry German	
		Bob Bush	
Distrigas Of Massachusetts LLC	(617) 381-8536	Mark Skordinski	
Elizabethtown Gas	(855) 874-9692	Christie McMullen	
		Marc Stubel	
Enbridge Gas Inc.	416-758-4444	Mike Scarland	
Eversource Company	(508) 305-7171 (Gas Dispatch)	Scott Clifford	
	(844) 886-9350 (Gas Control - MA)	Joshua White	
	(844) 886-9349 (Gas Control - CT)	Tom Mahoney	

REDACTED

Holyoke Gas & Electric Department	(413) 536-9300	Brian Roy	
Iroquois Pipeline Operating Co.	1-800-888-3982	Paul Amato	
		Mike Kinik	
		Tom Bashaw	
Liberty Utilities Massachusetts	(774) 627-2642	Peter Eichler	
	(774) 627-2643	Gary Munroe	
		Bill Peck	
Liberty Utilities New Hampshire	(603) 216-3620	Leo Cody	
		Richard MacDonald	
		Robert Mostone	
		Susan Fleck	
Liberty Utilities NY (St. Lawrence Gas)	(800) 673-3301	Darren Wilson	
		Gilles Volpe	
		Brent Poirier	
		Tom Hannan	
		Kim Baxter	
Maine Natural Gas		Jamie Garland	
		Sheen Mason	
Maritimes & Northeast Pipeline	(800) 726-8383	Bill Whaley	
		Roy Taylor	
Middleborough G&E Dept.	(508) 947-1535	Rick Labossiere	
		Dave Shaw	
National Fuel Gas	(800) 526-2608	Craig Swiech	

REDACTED

		Jay Lesch	
		Mike Colpoys	
		Bill Snyder	
		Dale Halvarson	
National Grid US	(718) 403-2920	Joseph Gilliard	
		Kathleen Murray (back up)	
New Jersey Natural Gas Co.	(732) 938-1211	Brian Emerson	
		Rick Hauter	
		Holly McGovern	
		Jim Tarleton	
Norwich		Barry Ellison	
		Chris LaRose	
NYS Electric and Gas	(607) 762-4291	Greg George	
		Brian Hawley	
Orange & Rockland Utilities	(845) 577-3094	Patrick Walsh	
	(845) 577-3880	Don Higgins	
		Catherine Lewis	
		Julius White	
		Michelle Gionta	
Philadelphia Gas Works		Joseph Hawkinson	
		Ray Welte	
PECO		William Kelbaugh	
		Richard Cornforth	
Portland Natural Gas Transmission System		Wayne Oosterman	

REDACTED

Public Service Electric &	(973) 430-5075	Christopher LaRossa	
Gas Company, NJ		William Kostecki	
		Matt Khaled	
Rochester Gas and Electric	(607) 762-4291	Greg George	
		Brian Hawley	
Southern CT Gas Co.	(800) 513-8898	Brian Hawley	
		Vic Fryxell	
South Jersey Gas	(800) 624-3307	Brent "Bubba" Schomber	
		Jeff Ogborn	
Summit Natural Gas of Maine	(800) 909-7642	Keith Lincoln	
Tennessee Gas Pipeline Company / Kinder Morgan	(800) 231-2800	Steve Rogers	
		Tom Burgett	
		Mitchell Myer	
UGI		Hans Bell	
		Tim Angstadt	
		Mark Connors	
Union Gas Limited	(877) 969-0999	Terry McGivern	
Unitil/Northern Utilities Maine	(603) 294-5158	Bill Hobart	
Unitil/Fitchburg	(603) 294-5158	Daniel Golden	
Unitil/Director Gas Operations	(603) 294-5158	Chris LeBlanc	
Vermont Gas Systems, Inc.	(802) 863-4511 or (800) 639-2112	John St. Hilaire	

REDACTED

		Beth Parent	
		David Attig	
Wakefield Municipal Gas and Light Department	781-246-6363	Peter Dion	
Westfield Gas & Electric	(413) 572-0000	Michael Lee	
		Greg Freeman	
		Pat Levesque	

REDACTED

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

Emergency Mutual Assistance Requesting Company Checklist			
No.	Checklist Item	Comment	Date/Time
1.	Name and title of person calling.		
2.	Telephone number where you can be reached.		
3.	Geographical location to have personnel to report to and telephone number of the On-Scene Branch Director responsible for restoration at that location.		
4.	The name and title of person to report to.		
5.	When the personnel are required.		
5.	Number and types of crews and customer service personnel requested. (One supervisor for every 5 service person is suggested).		
6.	Type of emergency: facility failure, load curtailment, turn-off, turn-on, other.		
7.	Estimated duration of the emergency and extent of outage. (It is the responsibility of the requesting utility to arrange housing facilities).		
8.	Work to be done on mains, services, meter set assemblies, and restoring service.		
9.	Major equipment needed: a. Construction crew trucks		

REDACTED

	<ul style="list-style-type: none"> b. Passenger cars c. Other trucks (customer service trucks, dump, regulator, pressure control) d. Welders e. Compressors, backhoes, skip loaders 		
10.	Materials needed: (e.g., pipe, valves, service regulators, etc.)		
11.	Contractor Crews shall follow all Federal, State and local safety requirements as well as National Grid contractor procedure requirements, whereas foreign utility crews shall follow their own safety rules as long as they are compliant with OSHA regulations.		
12.	<p>Inform responding utility of minimum requirements to invoice National Grid for mutual assistance:</p> <ul style="list-style-type: none"> a. Daily timesheets with signature of National Grid Field Supervisor b. Resource on Demand Crew Transfer sheet (verified by NG field Supervisor) 		
13.	Obtain primary contact name from responding utility, phone number and company email address.		
14.	Tools needed: e.g., pneumatic tools, pressure-control equipment, pipe locators, combustible gas indicators, pumps, lighting equipment.		
15.	Suggested highway routes to travel and specific, detailed instructions of where to report.		

REDACTED

16.	Specific job site requirements regarding personnel qualifications and special equipment.		
17.	Guide with communications capability or portable radios/cellular telephones to assist responding field supervisors.		
18.	Provide weather conditions at the emergency location.		
19.	Refer to Mutual Assistance Policy (GEN02001) for further reference.		

REDACTED

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

PORTS	FACILITIES & CROSSING	PHONE NO.	FAX
24 HOUR CONTACT NUMBER FOR CHAMPLAIN/TROUT RIVER LOCATIONS 518-298-8311			
CHAMPLAIN, NY	Main Office	518-298-8311*	518-298-8395
	Champlain Cargo	518-298-8327*	518-298-8315
	Cannons Corners	518-236-5312	none
	Mooers	518-236-7113*	518-236-4008
	Overton Corners (Route 276)	518-298-3182*	518-298-4944
	Rouse's Point	518-297-2441*	518-297-3632
TROUT RIVER, NY	Main Office	518-483-0821*	518-483-3717
	Chateaugay	518-497-6633*	518-497-6639
	Churubusco	518-497-6491	518-497-0028
	Fort Covington	518-358-2444*	518-358-9290
MONTREAL, ONT Wednesdays Only 10a.m. – 1:30 pm	Main Office	514-631-2097	514-631-5126
BUFFALO, NY	Port Office in Downtown Buffalo	716-843-8300*	
	Buffalo/Niagara Falls International Airport	716-632-4727	
	Lewiston Bridge	716-282-1500*	
	Rainbow Bridge	716-284-5174*	
	Whirlpool Bridge	716-278-0200	
	Peace Bridge	716-881-4447*	
ALEXANDRIA BAY, NY	Main Office	315-482-2065	315-482-5304
	Massena	315-769-3091*	315-769-3146
	Ogdensburg	315-393-1390*	

REDACTED

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 I: Customs Superintendent Contact Information

The Customs Superintendent will direct full awareness of the Emergency facilitation to the on-duty Immigration Supervisor, the Local Traffic Supervisor for the Bridge Authority.

Customs Superintendents	Telephone
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.

REDACTED

Exhibit J: US/Canada Border Guidance Procedure & Pre- Arrival List

Purpose

To make the Bi-National assistance during an event as expeditious as possible by preparing utilities workers deployed across the U.S./Canada border. The sharing of resource does not stop at the U.S. boundaries. During major events, we need to be able to cross our northern border as effectively while maintaining the security of both Canada and the United States.

Data

1. Prior to mobilizing, there are requirements. While it is preferred to have a passport, the following is required for each individual:

- Port of Entry Name,
- ETA,
- Name,
- Phone #,
- Birth date,
- Female/Male,
- Citizenship,
- Passport #,
- Country issued,
- Driver's license #,
- Driver's license province/state,
- Previous provinces/state resided in, and
- Final destination.

2. For the forms needed at the border, go to the U.S. Customs and Border Protection website and access the Certificate of Registration:

- Link for CBP: <http://cbp.gov/>
- Link for Form 4455: https://www.cbp.gov/document/forms/form-4455-certificate-registration?_ga=2.13426743.1804370565.1617030199-2008134725.1617030199

Complete one form per group of trucks.

3. Make sure vehicle has copies of the state declaration.
4. Include the Requesting Company letter of Invite, which should include:
 - Requesting Company Name/Address
 - Company ICON
 - Reason for responding company to help requesting company
 - Requesting Company twenty-four-hour contact number
5. Make sure to have the applicable vehicle manifest and forward the master roster to CBSA (Canadian Border) so that they have all the details beforehand.

REDACTED

- Reference – Title 19: Customs Duty, Chapter 1, Part 10, Subpart A: General Provisions

6. Prior to leaving Canada:

- Each vehicle MUST stop at the Canadian Export Lane at the port of exit and present the truck inventory manifest to the Canadian Agent. It must have a total of approximated value...both in and out, expecting that the value doesn't change.
- The Agent will stamp the manifest as 'goods exported'.
- The vehicle then proceeds to the US side, the crews receive a temporary work permit, and off they go to their destination.

7. Upon Return:

- At the US border, present the vehicle manifest and the temporary work permit.
- The stamped manifest MUST be presented to the port of exit upon return to be stamped as 'goods returned'. (If not stamped, they run the risk of having the vehicle searched and duty charged on the approximate contents. CBSA advice).
- All paper work will be either returned to the vehicle or secured at the border. Retain any paperwork returned.

As a precaution, the crews can check the border websites to see what the current in-bound wait times are. The websites are included below for your convenience:

- US Border Crossing Wait Times: <http://apps.cbp.gov/bwt/>
- Canadian Border Crossing Wait Times: <http://www.cbsa-asfc.gc.ca/bwt-taf/menu-eng.html>

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

REDACTED

Exhibit K: Procedure for Dispatching Forces to US Utilities Seeking Assistance

Emergency Mutual Assistance Responding Company Checklist			
No.	Checklist Item	Comment	Date/Time
1.	Select a supervisor or supervisors who will be in charge. (One supervisor for every 5 service person is suggested).		
2.	Instruct supervisor who is in charge of the duties expected of him/her.		
3.	Decide on mode of transportation, based on weather, distance, time of day and available transportation.		
4.	If trucks are required: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> (1) Departure time (2) Approximate arrival time at designated location (3) Name of supervisor in charge, number of persons and vehicles. 		

REDACTED

5.	<p>Provide supervisor with:</p> <ul style="list-style-type: none"> 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, e.g., 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 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.		

REDACTED

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.		

REDACTED

Exhibit L: Procedure for Supervisors Assisting Other Parties

1. Call the National Grid Restoration Section Deputy's and Team Leaders responsible for restoration upon arrival at the point of the emergency work assignment.
2. Verify information as to where the crews will be met and where they will report for work.
3. Obtain information on crew lodging and meals.
4. Check the restaurant hours for proper accommodations, especially breakfast.
5. Establish the daily work schedule.
6. Where necessary, arrange for the assignment and storing of vehicles.
7. Arrange for the assignment of a crew guide who knows the local area and who has experience with gas system equipment.
8. Request general information for your crews.
9. Request maps of the local gas distribution system.
10. Request important telephone numbers such as for the work headquarters, Branch Directors and/or Deputy's (Field Ops/CMS) office, police, and medical support.
11. Maintain a daily log of activities from the time of departure to end of work assignment.
12. Arrange for the return home in a reasonable and prompt manner.
13. Report to the local Restoration Crew Supervisor responsible for restoration.
14. Submit required reports.

REDACTED

32.3. Chapter 7 Exhibits

Exhibit A: Manufacturer and Equipment Vendor Listing

MANUFACTURER	CONTACT NAME	EMAIL ADDRESS	PHONE NUMBER
A Y MCDONALD MANUFACTURING CO	Nicole Neuhaus		
ACTARIS	Craig Raivitch		
ADVANCE ENGINEERING	Kellie Hurley		
AMERICAN METER CO	Russ Schrey		
ANVIL	Cameron Kyle		
BINGHAM & TAYLOR	Perry Hyde		
C P TEST SERVICES INC	Pamela Krieg		
CONSOLIDATED PIPE & SUPPLY CO INC	Matthew McGahagan		
CONTROL ASSOCIATES INC	Stephen Dipilato		
DRESSER Piping	Albert Apicella		
ELSTER/PERFECTION	Kevin Singleton		
FISHER CONTROLS INTERNATIONAL	Steve DiPilato		
HIGHFIELD MFG CO	Jennifer Anderson		
IDEAL SUPPLY INC	Pete Fazio		
INDEPENDENT PIPE & SUPPLY CORP	Eric Kessler		
INNER TITE CORP	Marlene Ferris		
ITRON INC	Craig Raivitch		
J M EAGLE	Matt Olsson		
KEROTEST MFG. CORP.	Nellie Thomas		
MCJUNKIN REDMAN CORPORATION	Jessica Kratovil		
MUELLER CO	Kim Sills		
MULCARE	Scott Vigil		
NORDSTROM VALVE	Mark Federici		
NOV WILSON, LP DNOW	Cara Davis		
PERFORMANCE PIPE	Nicole Singletary		
PLCS INC.	Denise Englebert		
PLIDCO	Justin Abramovich		
POLYVALVE ANDRONACO	Scott Vigil		
RICHARDS MFG. CO	Richard Fox		
SMITH BLAIR	Jeff Beauchamp		
SPECTRUM CATALYST	Michael Plunkett		
STUART STEEL PROTECTION CORP	Angela Seminara		

REDACTED

MANUFACTURER	CONTACT NAME	EMAIL ADDRESS	PHONE NUMBER
T D WILLIAMSON INC	Scott Mara		
THE C J NOLTE CO	Carol Nolte		
UMAC INC	Jack Wink		
UPSCO	Scott Newman		
WARD MANUFACTURING INC	James Golden		
WELDBEND	James Golden		
WHEATLAND STEEL PRODUCTS CO	James Golden		

REDACTED

32.4. Chapter 8 Exhibits

Exhibit A: Vendor Contact List

Logistics Vendors

Vendor Name	Contact	Number	Email
Storm Services	Tommy Hopkins		
Disaster Resource Group	Rod Alsop		
Emergency Disaster Services	Abby L. Dobson		
Base Logistics	Jodi Langston		
Lodging Solutions USA	Tim Bolton		
OneSource Restoration, LLC	Tammy Kent		
Swadley's Emergency Relief Team, Inc.	Brent Swadley		
PowerSecure - Utilizes Emergency Disaster Services	Aaron Strickland		

Restaurant/Catering List

RESTAURANT	CITY	STATE	REGION	CONTACT NAME	CONTACT NUMBER
110 Grill	Athol	MA	West- MA	Mike Boulger	978 830-4601
A Cut Above Deli	Canton	MA	SS-MA	Bob	781 929-1151
Anthony Columbus Catering	Braintree	MA	SS-MA	Anthony Columbus	781 974-8995
Applebee's		MA/RI	All NE		
Arizona Pizza Co.	Lenox	MA	West- MA		413 442-9746
As Good As It Gets	Wilmington	MA	MMV- MA	Michelle	978 988-3888
Ashley's Restaurant	Braintree	MA	SS-MA		781 848-8895
Atlantic Grill	Middletown	RI	RI-Coastal	Patrice	401 849-4440
Avellino's Catering		MA	NS-MA/MMV-MA	Peter	781 844-4025
Barrington Brewery & Rest.	Great Barrington	MA	West- MA	Gary Happ	413 528-8282
Bell Tower Café and Catering	Lawrence	MA	MMV- MA		978 965-4154
Ben & Jerry's Ice Cream Catering				Stephen Marcus	855 423-6537
Bertucci's Corporate Catering		MA/RI		Dalton Connell	407 284-1864
Big A Sub Shop	Malden	MA	NS-MA		781 321-9365
Big Pig BBQ	Lynnfield	MA	NS-MA		781 780-4191
Black & White Grill	Spencer	MA	Central-MA	Diane	508 885-5018
Blue Ribbon Barbecue Catering	Arlington	MA	NS-MA		781 648-7427
Blue Ribbon Barbecue Catering	Dedham	MA	SS-MA		781 312-2583
Blue Ribbon Barbecue Catering	West Newton	MA	Waltham		617 332-2583
Boomer's	Worcester	MA	Central-MA	Edward	774 232-4484
Boston Market Catering		MA/RI		Kristen Schell	973 897-5711
Boston Seafood Restaurant	N Adams	MA	West- MA	Omar	413 663-8740

REDACTED

RESTAURANT	CITY	STATE	REGION	CONTACT NAME	CONTACT NUMBER
Brown Bag Deli	Rockland	MA	SS-MA		781 871-3354
Bruegger's Bagels	Chestnut Hill	MA	Boston		617 327-6465
Butcher Boy Market	N Andover	MA	MMV- MA	Allison	978 688-1511
Carleen's	Lawrence	MA	MMV- MA	John	603 489-8595
Country Desserts	W Newton	MA	Waltham	Nancy McCarthy	617 928-1242
Cozy Caterers	Warwick	RI	RI-Coastal	Christine Todaro	401 352-6546
Cracker Barrel	Holyoke	MA	West- MA		413 493-1831
Cracker Barrel	Sturbridge	MA	Central-MA	Bart	508 347-8925
Cracker Barrel	Tewksbury	MA	MMV- MA		978 858-3717
Crazy Good Kitchen	Malden	MA	NS MA		781 480-4729
Crushed Peppers	Norwood	MA	SS-MA		781 352-4006
Davenport's	Cumberland	RI	RI-Capitol	Jessica Ricci	401 334-1017
Dom's Sausage Co.	Malden	MA	NS-MA	Bud B	781 324-1310
Door Dash		MA/RI	All NE	Anthony Anello	
Eda's Café Catering	Braintree	MA	SS-MA		781 843-6400
Elana's Café	Braintree	MA	SS-MA		781 843-5541
Elena's Café	Braintree	MA	SS-MA	Elena	781 888-1364
Elena's Café	Dedham	MA	SS-MA	Elena	781 888-1364
Eli's Place	Lawrence	MA	MMV- MA	Eli	978 376-9315
Emery's Catering Services	Warwick	RI	RI-Coastal		401 732-7683
Fireworks Catering	Providence	RI	RI-Capitol	Mark Garofalo	401 831-9221
Fitfuel Café	Canton	MA	SS-MA	Jon Lagadinos	781 575-0030
Fitzwilly's Restaurant	Northampton	MA	West- MA	Beth	413 584-8666
Food TrucksIn.com		MA/RI		Eric	
Francesco's Restaurant	Brimfield	MA	West- MA	Cathy	413 245-4640
Freight Yard Pub	N Adams	MA	West- MA	Colleen	413 663-6547
Fudrucker's	N Andover	MA	MMV- MA	Brigid	978 557-1100
Grapevine Grille	Belchertown	MA	West- MA	Irene	413 335-7018
Greenwood Inn	Warwick	RI	RI-Coastal	Keith	401 738-3334
Harmony Lodge Restaurant	Harmony	RI	RI-Capitol	Mike Fournier	401 949-1846
IHOP	Raynham	MA	SS-MA	Nicole	508 828-4299
J Anthony's Grill	Auburn	MA	Central-MA	Jason	508 832-9705
Jake n Joe's	Waltham	MA	Waltham	Nick Cercione	781 697-0057
Lambert's	Westwood	MA	SS-MA		781 326-5047
Lenzi's	Dracut	MA	MMV- MA	Bonnie Kinnal	978 265-9294
Leo's Ristorante	Bristol	RI	RI-Capitol	Paul Mancieri	401 253-9300
Longhorn Steakhouse	Raynham	MA	SS-MA	Mia Clark- Mgr.	508 821-9246
Mandarin Pan	Northborough	MA	SE-MA		508 393-0576
Midway	Dedham	MA	SS-MA	Donna	508 315-9221
Mimi's Roast Beef & Seafood	Malden	MA	NS-MA		781 322-5333
Mr. Chan's	Milton	MA	SS-MA		617 698-8882
New Ipswich Market	New Ipswich	NH	NH	Heather	603 878-2242

REDACTED

RESTAURANT	CITY	STATE	REGION	CONTACT NAME	CONTACT NUMBER
Not Your Average Joe's	Norwell	MA	SS-MA	Tiffany Lodico G.M.	781 616-6160
Not Your Average Joe's	Waltham	MA	Waltham	Nick Cercone	781 697-0057
Oasis Brazilian Restaurant	Medford	MA	NS-MA		781 396-8337
Off The Vine Catering	Norwood	MA	SS-MA	Darren	781 762-9770
Olive Garden Catering		MA/RI			
Olivia's Market	Milford	MA	SE-MA		508 473-7920
Panera	All RI	RI	RI	Liz D'Uva	401 338-1754
Panera	Boston Financial district	MA	Boston	David Rosenberg	978 886-8864
Panera	Burlington	MA	NS-MA	David Rosenberg	978 886-8864
Panera	Danvers	MA	NS-MA	David Rosenberg	978 886-8864
Panera	Dedham	MA	SS-MA	David Rosenberg	978 886-8864
Panera	Everett	MA	NS-MA	David Rosenberg	978 886-8864
Panera	Franklin	MA	SE-MA	David Rosenberg	978 886-8864
Panera	Hanover	MA	SS-MA	David Rosenberg	978 886-8864
Panera	Hingham	MA	SS-MA	David Rosenberg	978 886-8864
Panera	Hyannis	MA	SS-MA	David Rosenberg	978 886-8864
Panera	Medford	MA	NS-MA	David Rosenberg	978 886-8864
Panera	N Andover	MA	MMV- MA		978 682-8636
Panera	N Attleboro	MA	SE-MA	Liz D'Uva	401 338-1754
Panera	N Dartmouth	MA	SS-MA	Liz D'Uva	401 338-1754
Panera	Needham	MA	SS-MA	David Rosenberg	978 886-8864
Panera	Newburyport	MA	MMV- MA		978 465-0646
Panera	Pittsfield	MA	West- MA		413 443-3200
Panera	Plainville	MA	SE-MA	Liz D'Uva	401 338-1754
Panera	Plymouth	MA	SS-MA	David Rosenberg	978 886-8864
Panera	Quincy	MA	SS-MA	David Rosenberg	978 886-8864
Panera	Saugus	MA	NS-MA	David Rosenberg	978 886-8864
Panera	Seekonk	MA	SE-MA	Liz D'Uva	401 338-1754
Panera	Springfield	MA	West- MA		413 214-6333
Panera	Stoughton	MA	SS-MA	David Rosenberg	978 886-8864
Panera	Sturbridge	MA	Central-MA		774 922-1860
Panera	Waltham	MA	Waltham	David Rosenberg	978 886-8864
Panera	Westford	MA	MMV-MA	Desiree	978 692-2863
Panera	Hudson	MA	Central-MA	Christine	978 763-8160
Panera National Catering			All NE	Jessica Chandler	618 477-7699
Panera National Catering			All NE	Kelly Schimpf	314 984-3410
Papa Gino's/D'Angelos	Most of MA/RI		All NE	Patti Bate	781 775-8275
Papa Joe's	Pittsfield	MA	West- MA		413 499-2151
Patrick's Pub	Pittsfield	MA	West- MA	Shannon	413 499-1994
Petros Breakfast & Lunch	Holyoke	MA	West- MA	Charlotte	413 331-4422
Phinix Grill: Mediterranean	Waltham	MA	Waltham	Sam	617 444-9272
Pickled Deli	Somerset	MA	SE-MA	Angela Celli	774 606-4325

REDACTED

RESTAURANT	CITY	STATE	REGION	CONTACT NAME	CONTACT NUMBER
Prado's Café	Lee	MA	West- MA	Jeremy	413 243-6561
Pranzi Catering	Providence	RI	RI & SE-MA	Lisa Mattalio	401 641-5419
Red Heat Tavern	Bedford	MA	MMV- MA		781 538-4330
Red Heat Tavern	Milford	MA	SE-MA		774 462-5990
Red Heat Tavern	S Windsor	CT			860 432-5563
Red Heat Tavern	Westborough	MA	SE-MA		508 329-1795
Red Heat Tavern of Wilmington	Wilmington	MA	NS-MA		978 447-5669
Richard's Pub & Restaurant	East Greenwich	RI	RI-Coastal		401 884-2880
Rita's Catering	Everett	MA	NS MA	Cassie Boosahda	774 275-4011
Roadworthy	Dedham	MA	SS-MA	Kerri	781 329-3663
Roche Bros.	West Roxbury	MA	Boston		617 469-6858
Roche Bros.	Westwood	MA	SS-MA		781 326-9303
Ron's Gourmet Ice Cream	Hyde Park	MA	Boston		617 364-5274
Spinelli's	East Boston	MA	Boston	Donna	617 567-1992 ext 813
Spinelli's	Lynnfield	MA	NS-MA	Donna	617 567-1992 ext 813
Stone L'oven Pizza Co.	Canton	MA	SS-MA		781 575-1700
Sylvan St. Grille	Salisbury	MA	MMV- MA	Jack	978 462-7919
Texas Roadhouse	Leominster	MA	Central-MA	Tiffany Mazeski	978 537-7427
Texas Roadhouse	Worcester	MA	Central-MA	Laura	508 853-7266
Tex's BBQ Express	Dedham	MA	SS-MA		1 800 888-7427
The Chateau	Andover	MA	MMV- MA		978 687-2442
The Chateau	Braintree	MA	SS-MA		781 380-8770
The Chateau	Norwood	MA	SS-MA	Sharon	781 762-5335
The Chateau	Waltham	MA	Waltham	Nick Cerpone	781 697-0057
The Haversham	Westerly	RI	RI-Coastal	Brendon Siepietowski	401 322-1717
The Main Course Market	Canton	MA	SS-MA		781 821-0005
Uber Eats		MA/RI	All NE		
West End Pub	Shelburne Falls	MA	West- MA	Paul St. Martin	413 834-1006
Yella Catering	Andover	MA	MMV- MA	Amy Clinard	978 766-6614

Lodging Contact List

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
AC Hotel - Worcester. (less preferred)	125 Front St	Worcester	MA	M: 978-726-5638	Shane Serewicz <sserewicz@colwenhotels.com>; Meghan Kreidermacher <mkreidermacher@colwenhotels.com>; Cyndy Branchaud <cbranchaud@colwenhotels.com>; Erin Amato <eamato@colwenhotels.com>
AC Hotel Medford	95 Station Landing	Medford	MA		Valarie Mitchell <vmitchell@colwenhotels.com>
Aqua Blue Hotel & Conference Center	1 Beach St	Narragansett	RI		
Atlantic Beach Hotel & Suites Middletown	34 Wave Ave	Middletown	RI	401-847-5330	Rachelle Sunderland <rachelle@atlanticbeachhospitality.com>

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
Beechwood Hotel	363 Plantation St	Worcester	MA		info@beechwoodhotel.com
Best Western - Chelmsford Inn	187 Chelmsford St	Chelmsford	MA	978-726-1533 Cell	Karla Annis < karla.annis@jamsanhotels.com >; Sinceree < sinceree@jhmus.com >; 'Nicole Pagan' < nicole.pagan@radisson-chelmsford.com >
Best Western - Danvers	50 Dayton St	Danvers	MA	Phone: (978) 473-0037	reservations Best Western Plus < reservations@northshoredanvers.com >
Best Western - Rockland	909 Hingham St	Rockland	MA		Devesh Karani' < dkarani@iitenhm.com >
Best Western Braintree	190 Wood Rd	Braintree	MA		Erin Valentin < evalentin@iacarus.com >
Best Western Concord	740 Elm St	Concord	MA		Mdavey@bestwesternconcord.com
Best Western Milford	3 Fortune Blvd	Milford	MA		abavosi@jamsanhotels.com
Best Western Royal Plaza - Marlboro	181 Boston Post Rd	Marlborough	MA	C 978-201-0955	Christine Kelly < ckelly@rplazahotels.com >; afaneuff@rplazahotels.com; 'Angela Lyman' < alyman@rplazahotels.com >
Boxboro Regency	242 Adams Place	Boxboro	MA		S Guay < squay@boxbororegency.com >; Michelle Athas < Mathas@boxbororegency.com >; Christina < cphanord@boxbororegency.com >; Lindsay Dean < ldean@iacarus.com >; Erin Valentin < evalentin@iacarus.com >
Burlington Marriott	1 Burlington Mall Road	Burlington	MA	Cell: 781-460-8115 Sales: 781-221-6623	Front desk: Pebley, Melanie (F) < Melanie.Pebley@marriott.com >; Aprile, Lauren < Lauren.Aprile@marriott.com >; Childs, Lauren < Lauren.Childs@marriott.com >
Cambria Hotel Newport	240 Aquidnick Ave	Newport	RI		roomblock@cambranewport.com
Clarion Hotel - Seekonk	940 Fall River Ave	Seekonk	MA		Sonia Lima < SLima@clarionprovidence.com >; Clarion Inn Seekonk-Providence < Info@clarionprovidence.com >
Colonial Hotel - Gardn	625 Betty Spring Road	Gardner	MA		Corporate Sales < corporatesales@colonial-hotel.com >
Comfort Inn - Foxboro	4 Fisher Street	Foxboro	MA		cifoxborofom@qirihotels.com; 'cifrontdesk.ma036@gmail.com'; Margie Smith < msmith@qirihotels.com >
Comfort Inn - Randolph	1374 North Main St	Randolph	MA	Cell (508) 400-1379	Preeti Sekhri < preeti@iitenhm.com >
Comfort Inn - Rockland	850 Hingham St	Rockland	MA	781-696-5896	Brian McNally < bmcnally@qirihotels.com >
Comfort Inn And Suites - Revere	85 American Legion Hwy	Revere	MA	O 508.822.8383 EXT 414	Polita Zambrano < pzambrano@Comfortinnboston.com >
Comfort Inn Strudbridge	83 Hall Rd	Sturbridge	MA	781-350-1090	Henry Kerle < gm@sturbridgecomfortinn.com >; Sales Manager < sales@sturbridgecomfortinn.com >
Comfort Suites West Warwick	10 Keyes Way	Warwick	RI		Comfort Suites West Warwick RI < comfordsuites.westwarwick@gmail.com >; Lauren Charbonneau < sales.comfordsuiteswestwarwick@gmail.com >
Courtyard by Marriott Providence Warwick	55 Jefferson Park Road	Warwick	Ri		emcquesten@waterfordhotelgroup.com
COURTYARD BY MARRIOTT RAYNHAM	37 PARAMOUNT DRIVE	Raynham	MA	401-743-6360	Amanda Butts@marriott.com; Preeti Sekhri < preeti@iitenhm.com >

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
Courtyard by Marriott South Boston	63R Boston Street	Boston	MA	o 617 436 8200	
Courtyard Marriott - Littleton	102 Constitution Ave	Littleton	MA	Phone: (978) 473-0037	Elizabeth Boggis <eboggis@lafrancehospitality.com>
Courtyard Marriott - Middletown	9 Commerce Drive	Middletown	RI		sheila.cruikshank@marriott.com
Courtyard Marriott Andover	10 Campanelli Dr	Andover	MA		Leahy, Samantha <Samantha.Leahy@marriott.com>
Courtyard Marriott Lenox	70 Pittsfield Rd	Lenox	MA		Sales <sales@berkshirescourtyard.com>
Courtyard Marriott Marlboro	75 Felton Street	Marlborough	MA	D: 508-303-1736	Anastasiades, Melissa (Boston) <melissa.anastasiades@marriott.com>
Courtyard Marriott Natick	342 Speen Street	Natick	MA		Jill Sullivan <Jsullivan@csmcpr.net> ; Lynne Burkhardt <Lburkhardt@csmcpr.net>
Courtyard Marriott Providence	32 Exchange Terrace	Providence	RI		Montano, Melissa <Melissa.Montano@crestlinehotels.com>; Gallagher, Helaine <Helaine.Gallagher@crestlinehotels.com>
Courtyard Marriott South Boston	63R Boston St	Boston	MA	O 617.436.8200 EXT 715	Alexander.Kajencki@marriott.com;
Courtyard Marriott West Springfield	885 Riverdale St.	West Springfield	MA	p: 508-291-1800 ext 154	jbiscette@shieldhotels.com
Courtyard Marriott Westboro	3 Technology Dr	Westboro	MA		abavosi@jamsanhotels.com
Courtyard Marriott Westwood		Westwood	MA	my cell, 508-496-3011	
Courtyard Marriott Woburn	700 Unicorn Park Dr	Woburn	MA	Hotel: 781.932.3200 Mobile: 860.918.9829	Georgette R. Bezio <grbezio@csmcpr.net> Leanne Vondermuhll <lvondermuhll@csmcpr.net>
Courtyard Marriott/Boston Norwood	300 River Ridge Drive	Norwood	MA	Phone: (413) 587-8105 Fax: (413) 585-0210	Vanslette, Terry <Terry.Vanslette@marriott.com> ; Pisano, Nicole <Nicole.M.Pisano@marriott.com>
Courtyard Marriott- Worcester	72 Grove St.	Worcester	MA	Office : 508.753.6300 ext. 4907	kelsey.mcarthur@interstatehotels.com; King, Anais <Anais.King@interstatehotels.com>; Alexandra Bavosi <alexandra.bavosi@aimhosp.com>; Dalmanieras, Gerry <Gerry.Dalmanieras@interstatehotels.com>
Courtyard Providence Lincoln	635 George Washington Hwy	Lincoln	RI		
Crowne Plaza Crossing - Warwick	801 Greenwich Avenue	Warwick	RI	P+ 401-467-6900	Sarah Shibley <sarah.shibley@crownehotelwarwick.com>
Days Inn by Wyndham Leominster/Fitchburg Area	482 N Main St	Leominster	MA		dereck.daysinn.leominster@gmail.com
Days Inn Gt Barrington	372 Main St	Great Barrington	MA		Brian Console <qbdaysinn@gmail.com>; mahida_p@yahoo.com; 'Nazor, Veronica' <Veronica.Nazor@marriott.com>; Carpenter, Dave (F) <Dave.Carpenter@marriott.com>
Days Inn Lenox		Lenox	MA	Tel.: 413-551-7700	
DoubleTree - Andover	123 Old River Rd	Andover	MA		Bonnie Murray <Bonnie.Murray2@Hilton.com>; Mary Ellen Buckland <MaryEllen.Buckland@Hilton.com>; Jaymi Amaral <Jaymi.Amaral@Hilton.com>;

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
DoubleTree - Danvers	50 Ferncroft Rd	Danvers	MA		colleenscar <Colleen.Scarpola@Hilton.com>
DoubleTree - Leominster	99 Erdman Way	Leominster	MA		Joanne Rossley' <Joanne.Rossley@hilton.com>
DoubleTree - Rockland	929 Hingham St	Rockland	MA		Mitchell <mitchell.emery@hilton.com> ; Patrick Duggan <Patrick.Duggan@Hilton.com>
DoubleTree Bedford	44 Middlesex Tpke	Bedford	MA	M: 781-727-3118	Verilah Burris2 <Verilah.Burris2@Hilton.com>
DoubleTree Boston Bayside	240 Mount Vernon Street	Boston	MA	Direct: 617.740.2025	Regina Aubuchon <Regina.Aubuchon@hilton.com>
Doubletree Boston Milford	11 Beaver Street	Milford	MA	508 634-9500	Roland Proulx <Roland.Proulx@Hilton.com>
DoubleTree by Hilton Boston Downtown	821 Washington Street	Boston	MA	Direct: 617-956-5471	Leanne Carroll <Leanne.Carroll@Hilton.com>
Element Lexington	727 Marrett Rd	Lexington	MA		Matt Resnick' <Matt.Resnick@lixigroup.com> ; Slamar@lixigroup.com
Embassy Suites - Waltham	550 Winter Street	Waltham	MA	Jorge: 508-857-8746 (Mobile)	Cynthia Graham <Cynthia.Graham@hilton.com>
Fairfield by Marriott Boston Woburn	285 Mishawum Rd	Woburn	MA	o 781.938.9001	Rich, Jordan <Jordan.Rich@interstatehotels.com>
Fairfield Inn & Suites Auburn	718 Southbridge St	Auburn	MA		Bachand, Ashley <Ashley.Bachand@marriott.com> ; Anastasiades, Melissa (Boston) <melissa.anastasiades@marriott.com>
Fairfield Inn & Suites Milford	1 Fortune Blvd	Milford	MA		Anastasiades, Melissa (Boston) <melissa.anastasiades@marriott.com>
Fairfield Inn & Suites Providence Warwick Airport	1940 Post Road	Warwick	RI	Phone: 401.732.6000 ext. 7824 Direct Line: 401.681.4724	Lauren Perez <lperez@fairfieldinnprovidence.com> ; Susan Langford <susan.langford@fairfieldinnprovidence.com> ; Susan Cullen <scullen@fairfieldinnprovidence.com> ; 'Aaron Messina <amessina@tpghotelsandresorts.com> ; Kathryn Martel <kmartel@tpghotelsandresorts.com> ; Desiree Martinelli <dmartinelli@tpghotelsandresorts.com>
Fairfield Inn Amesbury	35 Clarks Rd	Amesbury	MA	D: (978) 388-3400 ext. 174 C: 603-501-9510	Carlson, Catherine <Catherine.Carlson@interstatehotels.com> ; brian.white@interstatehotels.com
Fairfield Inn Boston Tewksbury/Andover	1695 Andover St	Tewksbury	MA	☎ 508-823-0430 (main) 508-967-2634 (direct)	Anastasiades, Melissa (Boston) <melissa.anastasiades@marriott.com> ; Rich, Jordan <Jordan.Rich@interstatehotels.com> ; Engole, Cyndi <Cyndi.Engole@interstatehotels.com> ; Joe Mahra <Joe.Mahra@aimhosp.com>
Fairfield Inn Great Barrington	249 Stockbridge Rd.	Great Barrington	MA	Tel: 413.644.3200 ext. 155	Nazor, Veronica (F) <Veronica.Nazor@marriott.com> ; Dave Carpenter <Dave.Carpenter@marriott.com>
Fairfield Inn Marlboro	105 Apex dr	Marlborough	MA		Cataldo, Jenney (BOSZR-F) <jenney.cataldo@hyatt.com> ; Cataldo, Jenney <Jenney.Cataldo@marriott.com>
Fairfield Inn Northampton	115A Conz St	Northampton	MA		Lorraine St. Onge <lstonge@hotelnorthampton.com> ; 'Ruby Meng <rmeng@hotelnorthampton.com>
Fairfield Inn Sudbury	738 Boston Post Rd	Sudbury	MA	(413) 478-4313	Patricia Mitrano <pmitrano@colwenhotels.com> ; bhutchins@colwenhotels.com ; kheerde@colwenhotels.com

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
Fairfield Inn/Residence Inn Waltham	250 2nd Ave	Waltham	MA		Lauren Buonomo' <lbuenomo@colwenhotels.com>
Fairfield Inn South Kingstown					Torin Soares <Torin.Souares@Hilton.com>
Four Points by Sheraton Wakefield	One Audubon Rd	Wakefield	MA		sinceree <sinceree@ihmus.com>
Four Points Wakefield	1 Audubon Road	Wakefield	MA		Jill Gray <jgray@fourpointswakefieldboston.com>
Foxwoods Resort Casino Hotel	350 Trolley Line Blvd	Mashantucket	CT		O'Connell, Karen A <KOConnell@foxwoods.com>
Hampton - Pawtucket	2 George Street	Pawtucket	RI		Nicolette Ferreira' <Nicolette.Ferreira@Hilton.com>; Charles Napier <Charles.Napier@Hilton.com>
Hampton Inn - Auburn	736 Southbridge St	Auburn	MA		allison.talbot88@gmail.com ; (Personal Email)
Hampton Inn - Chelsea	200 Second Street	Chelsea	MA	Cell: 978-987-8204	Erynn Otsuki <Erynn.Otsuki@Hilton.com>
Hampton Inn - Coventry	850 Centre of New England Blvd	Coventry	RI		HI Coventry <HICoventry@buffalolodging.com>; Annabelle Carrascoza <ACarrascoza@buffalolodging.com>
Hampton Inn - Marlboro	277 Boston Post Road WEST	Marlborough	MA	774 473-2196 cell	
Hampton Inn - Middletown	317 West Main Rd	Middletown	RI		Olivia Seymour <Olivia.Seymour@Hilton.com>; Liz Pereira <Liz.Pereira2@hilton.com>;
Hampton Inn - Seekonk	1030 Fall River Ave	Seekonk	MA	Cell: (774)991-5001	
Hampton Inn - Smithfield	945 Douglas Pike	Smithfield	RI		Jon Nartowicz <Jon.Nartowicz2@Hilton.com>
Hampton Inn - Worcester	65 Prescott St	Worcester	MA		Mann, Twila <Twila.Mann@interstatehotels.com>; Dalmanieras, Gerry <Gerry.Dalmanieras@interstatehotels.com>;
Hampton Inn & Suites Providence Airport/Warwick	2100 Post Rd	Warwick	RI	401-480-1987	Weber, Katie <katie.weber@hhmlp.com>
Hampton Inn Bedford Burlington - Billerica	25 Middlesex Turnpike	Billerica	MA	+1 978 987 7797 Mobile	Janice Joubert <JJoubert@buffalolodging.com>
Hampton Inn Boston/Braintree	215 Wood Rd	Braintree	MA		'Robert.Hoffman2@hilton.com'
Hampton Inn Chicopee	600 Memorial Dr	Chicopee	MA		Laurie Richardson <Laurie.Richardson@hilton.com>; Hampton Inn <hamptoninnchicopeefd@aol.com>
Hampton Inn Fall River Westport	53 Old Bedford Rd	Westport	MA	P: 978-263-8701 D: 978-889-1711	Haley Curran <hcurran@lafrancehospitality.com>
Hampton Inn Foxboro	2 Foxborough Blvd	Foxboro	MA		Jill Donovan <Jill.Donovan2@Hilton.com>
Hampton Inn Haverhill	106 Bank Rd	Haverhill	MA		Berlin Chin <Berlin.Chin@hilton.com>
Hampton Inn Norwood	434 Providence Highway	Norwood	MA	Sales Executive 518-339-2366	Amanda Culhane <Amanda.Culhane@Hilton.com>;
Hampton Inn Providence(bad area, no parking)	58 Weybosett St	Providence	RI	401-608-3517(office)	Hannah O'Toole <Hannah.O'Toole@hilton.com>

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
Hampton Inn South Kingstown	20 Hotel Dr	South Kingstown	RI	(O): 401.618.5700 (C) 401.225.1361	robvyn.hannon@hilton.com
Hampton Inn Springfield	851 East Columbus Ave	Springfield	MA		Lisa.Nai@hilton.com ; Alexandra.Stanfield@Hilton.com
Hampton Inn Sturbridge	328 Main Street	Sturbridge	MA		Sommerly.Borbone@sommerlyvb@yahoo.com
Hampton Inn Waltham	135 2nd Ave	Waltham	MA		David HardjoSuwito < David.HardjoSuwito@Hilton.com >
Hampton Inn Westboro	15 Connector Rd	Westboro	MA	508-579-8269	Kimberley.Kunce@hilton.com
Hampton Inn Westfield	39 Southampton Road	Westfield	MA	+1 508 329 6033 Office +1 978 660 7072 Mobile	westfieldfrontdesk@gmail.com
Hilton Boston Dedham	25 Allied Drive	Dedham	MA	Cell: (781) 244-7743	Grace.Alexander@hilton.com ; Sheshana.Coley@hilton.com ; Mark.DelRosario@hilton.com ; Jean Flahive < Jean.Flahive@hilton.com >; Kimberly.Keane@Hilton.com
Hilton Boston/Woburn	2 Forbes Rd	Woburn	MA		Michelle.Monette@Hilton.com ; Sharon Romano < Sharon.Romano@hilton.com >; Tara.Barlett@Hilton.com
Hilton Garden Inn - Marlboro	170 Forest St	Marlborough	MA	cell: 774-276-6414	Tim.Hippensteele@cs McCormick.net
Hilton Garden Inn Burlington	5 Wheeler Rd	Burlington	MA	Office: 781-272-8819 Cell: 502-593-1304	Joshua McDaniel < JMcDaniel@ih-corp.com >; Burlington MA Catering Sales (Erynn Mahoney) < BurlingtonMACatering@ih-corp.com >; teresa.belmonte@hilton.com
Hilton Garden Inn Devens	59 Andrew Parkway Dr	Devens	MA	Mobile (617) 893-3368	Jennifer Hamond < jhamond@truenorthhotels.com >; lhume@truenorthhotels.com
Hilton Garden Inn Marlboro	170 Forest St	Marlborough	MA		jmelo@cs McCormick.net ; Lynne.Burkhardt@cs McCormick.net
Hilton Garden Inn Patriot Place	27 Patriot Place	Foxboro	MA	cell at 401-447-6850	Meq.Mahoney@colwenhotels.com ; Noelle.Fink@colwenhotels.com ; Ferreira.Monique.F@Monique.Ferreira@marriott.com ; Erik.Alviti@colwenhotels.com
Hilton Garden Inn Pittsfield	1032 South St	Pittsfield	MA	T 978-535-5000 ext: 2002	Rebecca Brien < Rebecca.Brien@Hilton.com >; Patty Jordan < Patty.Jordan@Hilton.com >
Hilton Garden Inn Plymouth	4 Home Depot Dr	Plymouth	MA	413-298-1674	John Argonish < John.Argonish@Hilton.com >
Hilton Garden Inn Providence	220 India Street	Providence	RI	401 272 5577 Office Mobile	Tim Kenahan < tkenahan@hiltongardenprovidence.com >
Hilton garden inn springfield	800 Hall of Fame Ave	Springfield	MA		Adam.Anderson@hilton.com ; Stephen.Vinelli@sheratonspringfield.com
Hilton Garden Inn Warwick	1 Thurber St	Warwick	RI		Angela.lehmann@Hilton.com ; Lee Buchanan < Lee.Buchanan@hilton.com >
Hilton Mystic	20 Coogan Blvd	Mystic	CT	d: +1 860 572 2508	Lindelow, Keith < KLindelow@distinctivehospitalitygroup.com >
Hilton Providence	21 Atwells Avenue	Providence	RI		Aaron Messina < amessina@tpghotelsandresorts.com >; Brenda Smith < brenda.smith@tpghotelsandresorts.com >
Holiday Inn - Boston/Dedham	55 Ariadne Rd	Dedham	MA	781-407-1648	jhorvath@midlandhc.com ; Kris Kratsas < Kkratsas@hidedham.com >

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
Holiday Inn - Marlboro	265 Lakeside Ave	Marlborough	MA	+1 508 573 9905 direct +1 978 300 2012 mobile	Jen Luna <jluna@himarlborough.com>
Holiday Inn - N Adams	40 Main Street	North Adams	MA	617-630-3507	Linette Searcy <Linette@innvermont.com> ; Kelsey kelsey@larkinhospitality.com
Holiday Inn - Peabody	1 Newbury Street	Peabody	MA		Aimee Corkern <acorkern@midlandhc.com>
Holiday Inn - South Kingstown	3009 Tower Hill Rd	South Kingstown	RI	+1 401.788.3500 ext. 408 Office	Aaron Messina <amessina@tpghotelsandresorts.com>; Jennifer Marvel <jmarvel@tpghotelsandresorts.com>; Sherry Cottle <scottle@tpghotelsandresorts.com>; Susan Langford <slangford@tpghotelsandresorts.com>; Doug Brady <dbrady@tpgcompanies.com>; Aimee Harvey <aharvey@tpghotelsandresorts.com>; Jessica McCrae <jmccrae@tpghotelsandresorts.com>; David Heckman <dheckman@tpghotelsandresorts.com>; Desiree Martinelli <dmartinelli@tpghotelsandresorts.com>
Holiday Inn - Taunton	700 Myles Standish Blvd	Taunton	MA		Maureen Brown <Mbrown@holidayinnntaunton.com> ; Kasey Travers <Ktravers@holidayinnntaunton.com> ; Stefanie Karasinski <skarasinski@holidayinnntaunton.com> ; pduqgan@holidayinnntaunton.com
Holiday Inn - Tewksbury (Avoid if possible. Not great)	4 Highwood Drive	Tewksbury	MA		Jim Kisselburg' <jkisselburg@twintierhospitality.com> ; holidayinnnks@gmail.com
Holiday Inn Exp-Boston/Milford	50 Fortune Blvd	Milford	MA		
Holiday Inn Express - Hudson	21 Coolidge St	Hudson	MA		
Holiday Inn Express - Middletown	855 West Main Rd.	Middletown	RI	P: 401-848-7128	Rochelle (rleger@lafrancehospitality.com) ; tzydaszek@lafrancehospitality.com ; Barbara Zammer <bzammer@lafrancehospitality.com>
Holiday Inn Express - N. Attleboro	707 South Washington Street	North Attleboro	MA		
Holiday Inn Express - Warwick	901 Jefferson Blvd	Warwick	RI	office 401-287-3206	Sarah Shibley <sarah.shibley@crownehotelwarwick.com>
Holiday Inn Express & Suites Coventry	4 Universal Boulevard	Coventry	RI	T:401.821.3322	John Whitehead <jwhitehead@hixpvcy.com>
HOLIDAY INN EXPRESS AND SUITES	415 Stockbridge Rd	Great Barrington	MA	Tel: 413.644.3200 ext. 155	holidayinn express <holidayinnexgb@gmail.com> ; Krunal Madhuwala <kmadhuwala@berkshirehotelgroup.com> ; Robert Cohen <rcohen@berkshirehotelgroup.com>
Holiday Inn Express Brockton (AVOID!)	405 Westgate Dr	Brockton	MA	401-743-6360	Preeti Sekhri <preeti@jitenhm.com>
Holiday Inn Express Chelmsford	8 Independence Drive	Chelmsford	MA	978-726-1533 Cell	Karla Annis <karla.annis@jamsanhotels.com> ; 'Nicole Pagan' <nicole.pagan@radisson-chelmsford.com>
Holiday Inn Express Quincy		Quincy	MA		Katelyn Heerde <kheerde@colwenhotels.com>
Home2 Suites by Hilton Smithfield	944 Douglas Pike	Smithfield	RI	401-232-9200 Ext 703	jennifer mcleod <jennifer.mcleod2@Hilton.com> ; Maria Jacobo <Maria.Jacobo@Hilton.com>
Home2 Suites by Hilton Walpole/Foxboro	2375 Providece HWY	Walpole	MA	(781) 245 9300	Jorge Estrada <Jorge.Estrada@Hilton.com>; Michelle Lloret <Michelle.Lloret@Hilton.com>; Preeti Sekhri <preeti@jitenhm.com>; Keichla Adams <keichla.Gonzalez-adams@Hilton.com>

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
Homewood Suites - Boston-Billerica	35 Middlesex Turnpike	Billerica	MA	617-893-3368	Joshua McDaniel <JMcDaniel@ih-corp.com> ; Billericia GM (Matt Barlett) <BillericiaGM@ih-corp.com> ; Billericia DOS (Meaghan Fay) <BillericiaDOS@ih-corp.com> ; Meaghan Everett <MEEverett@ih-corp.com>
Homewood Suites - Holyoke	375 Whitney Avenue	Holyoke	MA		Susan Concepcion <SSConcepcion@buffalolodging.com>
Homewood Suites Marlboro		Marlborough	MA	D:508-303-2790	Danielle Ducharme <Danielle.Ducharme@Hilton.com>
Homewood Suites Needham	200 First Ave	Needham	MA	O 508.647.3282 / Cell: 774-276-6414	Alysa Mello <amello@claremontcorp.com>
Homewood Suites Newport-Middletown	348 W Main Rd	Middletown	RI		Liz Pereira <Liz.Pereira2@hilton.com>
Homewood Suites Providence(No Parking)	5 Exchange St	Providence	RI	401-228-3850	Renee Lancia <Renee.Lancia@Hilton.com>
Hotel Indigo Newton	399 Grove Street	Newton	MA	774-276-2988	cjordan@indigonewton.com
Hotel Northampton	36 King St	Northampton	MA		Ruby Meng <rmeng@hotelnorthampton.com> ; Lorraine St. Onge <lstonge@hotelnorthampton.com>
Hotel on North	297 North St	Pittsfield	MA	1+ 413-464-8789 Direct	Susan Coyne <susan.coyne@mshqmail.com> ; Daniel T. Zimmer <dan.zimmer@hotelonnorth.com>
Howard Johnson Williamstown(Not great)	213 Main St	Williamstown	MA		happyhojo2015@gmail.com
Hyatt House Waltham	54 4th Ave	Waltham	MA	Cell: 603-275-4465	Copenhaver, Lauren (BOSXW-F) <lauren.copenhaver@hyatt.com>
Hyatt Place - Boston/Medford	116 Riverside Avenue	Medford	MA		Michael Aldrich <Michael.Aldrich@qhotels.com> ; Medford DOS (Michael Aldrich) <MedfordDOS@ih-corp.com> ; Medford GM (Jeremy Robertson) <MedfordGM@ih-corp.com> ; Medford Operations Manager 2 (Anthony Vorres) <MedfordOpsMgr2@ih-corp.com>
Hyatt Place Boston/Braintree	50 Forbes Road	Braintree	MA		Murgo, Camille (BOSZB-F) <camille.murgo@hyatt.com>
Hyatt Place Marlboro	169 Apex Dr	Marlborough	MA	P: 978-838-9940 C: 978.808.7770	Cataldo, Jenney (BOSZR-F) <jenny.cataldo@hyatt.com> ; Cataldo, Jenney <Jenney.Cataldo@marriott.com>
HYATT PLACE WARWICK PROVIDENCE AIRPORT	800 Jefferson Blvd	Warwick	RI	Phone: 401.732.6000 ext. 7824 Direct Line: 401.681.4724	emcquesten@waterfordhotelgroup.com
La Quinta Inn & Suites Andover	131 River Rd	Andover	MA	972-957-3839 (Office) 603-770-8873 (Mobile)	Nadeau, Caroline <Caroline.Nadeau@wyndham.com> ; lq1021gm@laquinta.com
La Quinta Inn & Suites Warwick	36 Jefferson Blvd	Warwick	RI	T +1 401 738 8700	Fraim Jr, Thomas <thomas.Fraim@wyndham.com> ; laquinta2052@gmail.com
Lincoln Residence Inn	632 George Washington Hwy	Lincoln	RI		Chellen Cavalier <chellen.cavalier@brandthq.com> ; Adrianna Carter <adrianna.carter@brandthq.com>
Mainstay - Newport	151 Admiral Kalbfus Rd	Newport	RI	401-749-0472	sales@mainstayhotelnewport.com ; edarezzo@mainstayhotelnewport.com

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
Marriott - Peabody	8A Centennial Drive	Peabody	MA	C: 978-857-7760 (can text) D: 978-536-3550 ext. 2	Toronto, Bryan < Bryan.Toronto@marriott.com >; Anastasiades, Melissa (Boston) < melissa.anastasiades@marriott.com >; Kevin Bradley < Kevin.Bradley@marriott.com >
Marriott Newton Hotel	2345 Commonwealth Avenue	Newton	MA		Moran, Susan (F) < Susan.Moran@marriott.com >; Antonio Lacdao < Antonio.Lacdao@marriott.com >; Stephanie.Paschal@marriott.com ; Anastasiades, Melissa (Boston) < melissa.anastasiades@marriott.com >
Newport Beach Hotel & Suites	1 Wave Ave	Middletown	RI	401-236-8494	Wood, Jessica < JWood@newporthotelgroup.com >
Newport Marriott	25 America's Cup Ave	Newport	RI		christie.wanat@marriott.com ; Ana.schonrog@marriott.com ; Sheehan, Abi < abi.sheehan@marriott.com >; Karyssa.Miguel@marriott.com
Omni Providence	1 W Exchange St	Providence	RI	401-598-8111 direct	Caroline Bhatia < Caroline.Bhatia@omnihotels.com >
Providence Marriott Downtown	1 Orms Street	Providence	RI	P 401.272.2400 D 401.553.0435	Joanna Arriehie < JArriehie@marriottprovidence.com >; Carolina Villela < cvillela@marriottprovidence.com >
Quality Inn - Lexington	440 Bedford Street	Lexington	MA		qi.sales@jamsanhotels.com
Quality Inn - Marlboro	880 Donald Lynch Blvd	Marlborough	MA	C +1 774 473 2196	General Manager MA140' < gm.ma140@choicehotels.com >
Quality Inn & Suites Middletown	936 West Main Road	Middletown	RI		agm agm < agm@qualityinnri.com >
Quality Inn Middleborough	30 East Clark St	Middleborough	MA	o: 781.819.2090 m: 617.819.4789	
Quality Inn Seekonk	341 Highland Ave	Seekonk	MA		sales@providenceramada.com
Quincy Marriott	1000 Marriott Dr	Quincy	MA	508-591-1029	Squillante, Lindsey < Lindsey.M.Squillante@marriott.com >; Natalie.Obssuth@marriott.com ; Vanslette, Terry < Terry.Vanslette@marriott.com >; Alanah.Sherman@marriott.com ; Freddy Rodriguez < freddy.rodriquez@columbiasussex.com >; Maher, Meg (F) < Meg.Maher@marriott.com >; General Manager Boston Marriott Quincy < gm1671@columbiasussex.com >
Radisson - Chelmsford	10 Independence Drive	Chelmsford	MA	978-726-1533 Cell	Arlene Blake < arlene.blake@radisson-chelmsford.com >; Karla Annis < karla.annis@jamsanhotels.com >; 'Nicole Pagan' < nicole.pagan@radisson-chelmsford.com >
Radisson Hotel Providence	2081 Post Rd	Warwick	RI		Janice Taylor < janice.taylor@pinnaclehm.com >
Ramada Middletown	425 East Main Road	Middletown	RI		ramada.middletown@gmail.com
Renaissance at Patriot Place	28 Patriot Place	Foxboro	MA		Noelle Fink < nfink@colwenhotels.com >; Ferreira, Monique (F) < Monique.Ferreira@marriott.com >; Socrates Ramirez < sramirez@colwenhotels.com >; Megan Narodowy < mnarodowy@colwenhotels.com >; Amy Medeiros < almedeiros@colwenhotels.com >; Lisa Kershaw < lkershaw@colwenhotels.com >; Scott Liebman < sliebman@colwenhotels.com >; Jennifer Tavares < jtavares@colwenhotels.com >

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
Renaissance Providence	5 Avenue of the Arts	Providence	RI		Aaron Messina <amessina@tpghotelsandresorts.com> ; Brenda Smith <brenda.smith@tpghotelsandresorts.com> ; 'Renee McCoole' <RMcCoole@tpghotelsandresorts.com>
Residence Inn - Chelsea	200 Maple St	Chelsea	MA		Karen Benavides <kbenavides@colwenhotels.com> ; RESIDENCEINNCHelsea <RESIDENCEINNCHelsea@colwenhotels.com>
Residence Inn - Marlborough	112 Donald Lynch Blvd	Marlborough	MA		
Residence Inn Braintree	180 Forbes Rd	Braintree	MA	D 781.917.9360	residenceinnbraintree@gmail.com ; <a href="mailto:Santarcangelo.Julia(F)<Julia.Santarcangelo@marriott.com>">Santarcangelo Julia (F) <Julia.Santarcangelo@marriott.com>
Residence Inn by Marriott Boston Concord	320 Baker Ave, Concord	Concord	MA		Marc Cohn <mcohn@colwenhotels.com>; Rafaela Medina <rmedina@colwenhotels.com>
Residence Inn by Marriott Boston/Woburn	300 Presidential Way	Woburn	MA	C: 781-904-0648 D: 781-904-0646	Moore, Tiffany <Tiffany.Moore2@marriott.com>; Brittany Dejesus <Bdejesus@Pyramidhotelgroup.com>; 'Jenna.cannava@marriott.com'
Residence Inn by Marriott Cambridge	6 Cambridge Center	Cambridge	MA	Direct: 617-577-2509	Roberts, Donovan' <Donovan.Roberts@marriott.com>
Residence Inn by Marriott Worcester	503 Plantation Street	Worcester	MA	o 508-363-1288 m 774-573-9406	<a href="mailto:WorcesterDOS(OniciaMends)<WorcesterDOS@ih-corp.com>">Worcester DOS (Onicia Mends) <WorcesterDOS@ih-corp.com>
Residence Inn Dedham	259 Elm St	Dedham	MA	(781) 407-2283 direct Cell: (617) 206-8294	Meaghan Everett <MEverett@ih-corp.com>
Residence Inn Providence Downtown	100 Sabin St.	Providence	RI		Danny A ba <da ba@residenceinnprovidence.com> ; Kathryn Martel <kmartel@tpghotelsandresorts.com>
Residence Inn West Greenwich(Coventry)	725 Centre of New England Blvd	West Greenwich	RI		Sophia Valverde <svalverde@thmc.biz>
Residence Inn Westboro	25 Connector Rd	Westboro	MA	508-836-4800 ext. 602	Vanslette, Terry <Terry.Vanslette@marriott.com>
Residence Inn Westford	7 Lan Dr	Westford	MA		Coates, Chelsea <Chelsea.Coates@marriott.com>
Sheraton Springfield	One Monarch Place	Springfield	MA	4132632024 Steve	Vanslette, Terry <Terry.Vanslette@marriott.com> ; Stephen Vinelli <svinelli@sheratonspringfield.com> ; Katie DiClemente <KDiClemente@sheratonspringfield.com>
Sonesta ES Suites Burlington Boston	11 Old Concord Rd	Burlington	MA	C: 978-494-2798/ C: 781.460.7759	Bourque, Melissa <MBOURQUE@sonesta.com>; Murphy, Michelle <MMURPHY1@sonesta.com>
Sonesta Select Boston Lowell	30 Industrial Ave E.	Lowell	MA	781.350.1540	Apelian (Kechejian), Amie <Amie.Apelian@marriott.com>; Botelho, Doreen <doreen.botelho@sonesta.com>
Sonesta Select Boston Woburn	240 Mishawum Rd,	Woburn	MA		Richardson, Frank <Frank.Richardson@marriott.com> ; Mirra, Tyler <Tyler.Mirra@marriott.com> ; Printz, Emily <Emily.Printz@marriott.com> ; Ramos, Craig <Craig.Ramos@marriott.com> ; Lynne Burkhardt <L.burkhardt@csmlcorp.net> ; Cagianello, Terese <terese.cagianello@sonesta.com>
Sonesta Select Foxborough	35 Foxboro Blvd	Foxboro	MA		Karen votta@sonesta.com ; Samantha ehrlich@sonesta.com ;
Sonesta Select Milford	10 Fortune Blvd	Milford	MA	508-836-4800 ext. 602	joey.tutela@sonesta.com

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
Sonesta Select Stoughton	200 Technology Dr	Stoughton	MA		Casey.Williams@sonesta.com ; Webber.Christina@sonesta.com ; Gaspar.Megan@sonesta.com
Southbridge Hotel & Conference Center	14 Mechanic St	Southbridge	MA		Jessica.Lavenburg@southbridgehotel.com
Springhill Suites Boston Andover	550 Minuteman Rd	Andover	MA		Anastasiades, Melissa (Boston) < melissa.anastasiades@marriott.com >; Lori Silva < Lori.A.Silva@marriott.com >; Leahy, Samantha < Samantha.Leahy@marriott.com >
Springhill Suites Peabody	43 Newbury Street US 1 North	Peabody	MA	978-977-6478	Savoie.Pierre@marriott.com
SpringHill Suites West Warwick	14 James P Murphy Ind Hwy	West Warwick	RI		O'halloran, Maura (F) < Maura.E.OHalloran@marriott.com >
Staybridge Suites Quincy		Quincy	MA	Cell (508) 400-1379	Katelyn.Heerde@colwenhotels.com
Sturbridge Host Hotel (Avoid if possible, not great)	366 Main Street	Sturbridge	MA		dave@sturbridgehosthotel.com ; tobrien@sturbridgehosthotel.com
The Red lion Inn	30 Main St	Stockbridge	MA		Susan Coyne < susan.coyne@mshgmail.com >
Tiverton Casino Hotel	777 Tiverton Casino Blvd	Tiverton	RI	401-480-1987	hotelreservations@twinriver.com
TownePlace Suites Wareham Buzzards Bay	50 Rosebrook Place	Wareham	MA	781-290-5667	Jennifer.Do-Teixeira@lafrancehospitality.com
Twin River Casino Hotel	100 Twin River Rd	Lincoln	RI		hotelreservations@twinriver.com
UMASS Lowell Inn & Conference Center	50 Warren Street	Lowell	MA	O 978.506.5038	Scalesse.Carol@aramark.com ; derkrikorian-jirair@aramark.com ; bowen-john@aramack.com ; umassccfrontdesk@gmail.com
Wellington Resort Newport	551 Thames St	Newport	RI		info@wellingtonresort.com ; Donna Wing < dwing@twinriver.com >
Westford Regency Inn & Conference Center	219 Littleton Rd	Westford	MA	P: 978-392-1407	Allison.Woolf@Regencyhospitalitygroup.com ; Kimberly.Eidens@westfordregency.com ; Megan.D'Antoni@Regencyhospitalitygroup.com ; Erin.Valentin@iacarus.com
Westin Waltham	70 3rd Ave	Waltham	MA	C: 774-212-2506	Nicole.Chan@westinwalthamboston.com ; Patrick.Smith@westinwalthamboston.com ; Christine.Cormier@westinwalthamboston.com ; Meredith.Slovin@westinwalthamboston.com
Wiley Inn & Conference Center	295 Hale St	Beverly	MA		rbeauregard@wyliecenter.com
Wyndham Bay Voyage Inn Jamestown	150 Conanicus Ave	Jamestown	RI		Christine.fontaine@wyn.com
Wyndham Inn on Long Wharf Newport	142 Long Wharf	Newport	RI		Sami, Linda < Linda.Sami@wyn.com >
Wyndham Newport Hotel	240 Aquidneck Avenue	Newport	RI	Office: 401-236-2093	Mark Gervais < mgervais@wyndhamnewportri.com >; Kirby Arsenault < karsenault@wyndhamnewportri.com >;

REDACTED

SITE NAME	ADDRESS	CITY	STATE	CONTACT NUMBER	EMAIL CONTACT
					Stathi Kyriakides <stathi@wyndhamnewportri.com>
Wyndham Newport Overlook Jamestown	150 Bay View Dr	Jamestown	RI		Darcy.ORourke@wyn.com
Wyndham Providence Airport - Warwick	1850 Post Rd	Warwick	RI		<u>Guest Engagement</u> <questengagement@wyndhampvd.com>; mac@wyndhampvd.com, Rita Harfouch <rita@wyndhampvd.com>; Jay Patel <jay@wyndhampvd.com>

REDACTED

32.5. Chapter 15 Exhibits

Exhibit A: ETR Report (example)

REDACTED

CMS Status of Outages														
Date / Time	SHUT DOWN PHASE GAS							TURN ON PHASE GAS					Comments	
AREA NAME	Total # of Gas Meters Visited	# of Gas Meters with "no action" required or taken or gas left on and affected appliance isolated	# of Gas Meters Shut Off	# of meters that the customers equipment needs inspection prior turning back on	# of CGI's (may include multiple meters @ premise)	Service shut off @ Gate / Curb Vlv or cut off (may include multiple meters @ premise)	Total # of Gas Meters Shut off at meter or shut off @ gate/curb valve or cut off	# of Gas Meters Turned Back On	# of Gas Meters unable to turn back on due to premise access issues (CGI)	# of Gas Meters Unable to Turn On because inspection required	# of Gas Meters Unable to Turn On because premise condemned	Total Customers Without Gas		
Town Name	0						0					0		
Town Name	0						0					0		
Town Name	0						0					0		
Total	0	0	0	0	0	0	0	0	0	0	0	0		

WARNING TAG STATUS					
AREA NAME	# Of Warning Tags Issued	A Tags	B Tags	C Tags	Comments
Town Name	0				
Town Name	0				
Town Name	0				
Total	0	0	0	0	

REGULATOR STATUS						
AREA NAME	Total # of Regulators	# inspected	# Left to Inspect	Needs Replacement	Replaced	Comments
Town Name			0			
Town Name			0			
Town Name			0			
Total	0	0	0	0	0	

STAFFING	CMS Tech	CMS Supv	Mutual Aid	Mutual Aid Supv	GFO Mechanics	GFO Supv	OHL/ OPC	Total
Town Name								0
Town Name								0

REDACTED

Exhibit B: Estimated Analysis of Resources (example)

Turn Off											Assumptions For FTE Calculations				
Visit	Job type description	Total Productive Jobs	Total Visits (unprod + prod)	UTC Rate	UTC Volume	Total Prod MOJ	Prod Hours	Travel Hours	UTC Hours	Total Hours	Total FTE's	UTC Min	UTC Rate	Travel Min	# of Jobs
Wave 1	Shut off and Clear											10	20%	5	8000
Wave 2	Shut off and Clear														
Total Hours/Jobs/FTE															

Turn On											Assumptions For FTE Calculations				
Visit	Job type description	Total Productive Jobs	Total Visits (unprod + prod)	UTC Rate	UTC Volume	Total Prod MOJ	Prod Hours	Travel Hours	UTC Hours	Total Hours	Total FTE's	UTC Min	UTC Rate	Travel Min	# of Jobs
Wave 1	Turn On and Relight											10	30%	5	8000
Wave 2	Turn On and Relight														
Total Hours/Jobs/FTE															

REDACTED

32.6. Chapter 16 Exhibits

Exhibit A: Gas Emergency Organization Event Update Agenda

MEETING INFORMATION	
Date:	Time:
Event Name:	
Call Details:	1-866-844-9417, Participant code:

KEY MEETING PARTICIPANTS			
D = Delegate X = in attendance			
State Incident Commander/		Public Information Officer/	
Gas Control Center Lead/		Logistics Section Chief/	
Operations Section Chief/		Finance/	
Instrument and Regulation/		Security/	
Planning Section Chief/		Jurisdiction Team/	
Dispatch/		Regulatory/Compliance Liaison/	
Emergency Planning/		Info Services/	
Safety and Health Officer/		Customer Contact Center Lead/	
Environmental Officer		Human Resources/	
Liaison Officer/			

***Attendees speak only upon request.** Names in blue-grey cells may or may not participate in smaller emergency events.

Insert names to designated assignments above.

REDACTED

#	Agenda Item
1	Safety Message
2	Weather Forecast (EP or Schneider Electric)
3	Opening Comments (Incident Commander)
	<ul style="list-style-type: none"> a. As IC, your role is to determine/drive the development of “Strategic” objectives. The On-Scene Branch Directors will develop the “Tactical” objectives and report out on development and progress updates during this meeting. NOTE: For emergency events that do not require activation of the EOC, you may be required to support development of tactical objectives. b. The items included within this meeting agenda are for guidance purposes only and can be omitted or modified by you dependent on the current situation.
4	Gas Control Center(s) - Considerations
	<ul style="list-style-type: none"> a. Request information of any extenuating operational issues. b. Request information regarding gas supply status. c. Evaluate gas system needs and ask if communication with/support of LNG or I&R facilities is necessary.
5	Operations Section Chief (region as applicable to event) - <u>Event with Advance Warning</u> Considerations
	<ul style="list-style-type: none"> a. Obtain an update of planned or current staffing requirements. b. Request information regarding any planned or current leak/tidal/etc. patrols. c. Request information regarding any planned or current drip monitoring or pumping. d. Request information re: sealing any openings and shut-down of construction projects. e. Obtain update on any plans to relocate critical vehicles from low lying areas to higher ground. f. Establish operational period objectives and obtain feedback objectives already developed. g. Evaluate need for the Mobile Emergency Operation Center. If so, contact EP for activation.
6	Operations Section Chief (region as applicable to event) – <u>Event with No Warning</u> Considerations
	<ul style="list-style-type: none"> a. Obtain a determination of the impact to the system and customer. b. Obtain an update of planned or current staffing requirements. c. Obtain feedback on exposure to the Company to determine actions necessary. d. Define need to establish Operational Organization Incident Command structure based on the Gas Emergency Response Plan. Provide support if needed. e. Determine size of the response organization and need to establish multiple command locations. f. Determine outage scenario and whether or not other dangers are involved. g. Is the Mobile Emergency Operation Center required? If so, contact EP for activation.
7	Planning Section Chief - Considerations
	<ul style="list-style-type: none"> a. Develop / Update current Incident Command Emergency Organizational Structure b. Evaluate initial / Update current personnel resource requirements c. Establish process to gather / update Incident Action Planning process. d. Evaluate needs to implement Mutual Assistance process. e. Evaluate needs to implement a damage assessment organization. f. Determine support needed for “on-boarding” process when mutual assistance is required. g. Establish resourcing needs / request update on current personnel resourcing and actualization of plan developed by Planning Section and Gas Operations.
8	Health and Safety Officer
	<ul style="list-style-type: none"> a. Request establishment of support that informs of safety impacts and concerns during the event. b. Request information regarding outside emergency agency response and additional resources requested.

REDACTED

	<ul style="list-style-type: none"> c. Request establishment of consistent approach to ensure safety of the public, employees and facilities. d. Request securing of hazardous areas following the incident and to protect integrity of any evidence. e. Determine need to implement safety communications to employees or the public based on strategic safety plan. f. Request review and communication for use of proper PPE and any issues with supplies on-hand.
9	Logistics Section Chief
	<ul style="list-style-type: none"> a. Based on event needs, evaluate Logistical support and obtain updates on activities being performed. b. Review Operational Fleet fueling needs. c. Establish meal support at pre-determined locations and schedules. d. Determine support needs at non-Company locations set up in support of field operations (Fire houses, town centers, etc.). e. Evaluate hoteling or overnight arrangements for mutual assistance support.
10	Customer Contact Centers (NY/NE) - Considerations
	<ul style="list-style-type: none"> h. Request reporting on planned Customer Contact Center staffing support. i. Obtain a review of current issues impacting the organization. j. Develop outbound communication and messaging needs for the affected customers. k. When outbound messaging has been established, ensure messaging is updated based on any changes and obtain feedback on communication campaign w/ Customers. l. Obtain a determination of Elderly, Blind, Disabled customers within the affected area(s).
11	Liaison Officer- reports on behalf of Community / Government / Regulatory/Jurisdiction Team
	<ul style="list-style-type: none"> a. Request update on establishment of team / current activities to coordinate implementation of a customer outreach program in proximity to the affected locations. b. Obtain feedback on level of support needs to ensure appropriate incident relationship at field locations/external agency facilities (EOCs). c. Verify establishment of rotational support and personnel contact information.
12	Public Information Officer reports on behalf of all Comms
	<ul style="list-style-type: none"> a. Request feedback on implementation of the Media Playbook used to communicate appropriately with external agencies based on the type of incident. b. Ensure Contact Center messaging is in alignment with Corporate Message to external stakeholders.
13	Human Resources Section Chief
	<ul style="list-style-type: none"> a. Request update on activities to coordinate implementation of support with employees and bargaining unit leadership. b. Based upon size of incident, evaluate cancelling of vacation days and recall employees from vacation.
14	Finance Section Chief
	<ul style="list-style-type: none"> a. Request establishment of accounting for the current emergency event. b. Request communication with employees (when appropriate) to ensure time is appropriately accounted.
15	Security Officer
	<ul style="list-style-type: none"> a. Request Security work with Operations teams to evaluate their security and provide support as necessary. b. Request Security re-evaluation when conditions change.
16	IT Lead
	<ul style="list-style-type: none"> a. Request Field Organizations evaluate IT support needs based on current gas incident conditions. b. Obtain active and on-call support contact information.

REDACTED

17	Final Comments:
18	Next Scheduled Call: Date _____ Time _____

KEY ACTION ITEMS					
#	Action Item	Owner	Due Date	Status	Action Taken
1.					
2.					
3.					
4.					
5.					
6.					
7.					

REDACTED

Exhibit B: Job Aid for Gas Emergency Event Briefing

Based on the size or complexity of an emergency event, the Incident Commander may initiate performance of incident briefings to obtain a report on the current event status.

This is not a planning meeting; it is a briefing on status only.

The Incident Commander will establish the briefing time, frequency, and define attendees.

The Incident Commander has the responsibility to determine the size of the Emergency Organization and assignment of Incident Command roles and responsibilities.

- Incident Command Organization is scalable to meet the needs of the event.
- Personnel assigned Incident Command roles are the potential briefing attendees.

Attendees will be assigned specific Incident Command roles and responsibilities.

- Speaking roles will be established based on role assignments

Typical role assignments would be:

- Incident Commander
- Planning Section Chief
- Operations Section Chief
- On-Scene Branch Director
- Public Information Officer
- Safety and Health Officer
- Logistics Section Chief
- Liaison Officer
- Emergency Planning

Additional role assignments that can be assigned based on type/size of event would be:

- Instrument and Regulation
- Gas Control
- Gas Dispatch
- Customer and Community
- Customer Call Center
- Environmental Officer

REDACTED

Following determination of the Incident Command Organization structure, Emergency Planning will develop an attendee distribution listing and distribute meeting invitations to appropriate personnel.

Facilitation of each briefing will be initially be administered by Emergency Planning using an established agenda template for continuity purposes.

Following opening of meeting and communication of weather forecasted (when necessary) Emergency Planning may transfer meeting management to the Incident Commander to provide event situational overview and gathering of attendee briefing information.

The briefings can include the following:

- Establishment of strategic objectives by the Incident Commander for large scale events. Note: Support may be required to develop tactical objectives for smaller events that are only field based.
- An overview of the current situational conditions
- Report/update on current status of tactical activities planned/performed by On-Scene Directors on meeting of field performance objective completion (are we meeting objectives?)
- Report/update on support activity objectives by respective role assignment holders.
- Safety report-out, communication of issues
- Implementation of emergency procedures
- Current organizational structure info (initial establishment, changes made, etc.)
- Facilities information and associated work areas
- Communications protocols in place
- Establishment of Logistics structure and progress with acquiring resources, supplies, and meals, hotels, equipment.
- Operational period (8, 10, 12-hour period, start/end times) and field work schedules.
- Changes in role assignments and transfer of command.
- Next scheduled briefing (date/time)

Emergency Planning serves as the briefing scribe.

- EP assembles a simple listing of notes for each session.
- EP obtains approval of notes.
- EP distributes notes following each session to appropriate personnel.
- EP files all notes on Emergency Planning SharePoint site for archival purposes.

REDACTED

32.7. Chapter 17 Exhibits

Exhibit A: Website Outage Report

WEBSITE OUTAGE REPORT		
Town	# of Customers Affected	Estimated Time of Restoration

REDACTED

32.8. Chapter 21 Exhibits

Exhibit A: Executive Summary

"Outage Name "
System Status Update
Executive Summary
Date (mm/dd/yr) @ Time (hr)

[If third party damage ; Made safe by Field Operations at Date/Time .]

	Customer Accounts Affected	Customer Accounts (Restored)				
		Gas Restored to Service Valve	Heat / HW Restored	Cooking Restored	Unable to Restore - CGI	Unable to Restore - Violation Tag Issued
Isolation Section #1						
Isolation Section #2						
Isolation Section #3						
Isolation Section #4						
Isolation Section # Etc.						
Total:	0	0	0	0	0	0

REDACTED

32.9. Chapter 25 Exhibits

Exhibit A: Rhode Island Emergency Management Director Contact Listing

Community Emergency Management Directors (EMD) List		
Barrington	Deputy Alan Corvi	acorvi@barrington.ri.gov
Bristol	Michael DeMello	mdemello@bristolri.gov
Burrillville	Glen Biddiscombe	gbiddiscombe@burrillville.org
Central Falls/Pawtucket	David Deloge	ddeloge@Pawtucketpolice.com
Coventry	Jill D'Abrosca	ema@coventrypd.org
Cranston	Chief Steven MacIntosh	firechief@cranstonfireri.gov
Cumberland	Chief John Desmarais	jdesmarais@cumberlandpolice.com
East Greenwich	Andy Nota	anota@eastgreenwichri.com
East Providence	Chief Glenn Quick	gquick@eastprovfire.com
Exeter	Stefan Coutulakis	emadirector@town.exeter.ri.us
Glocester	Gerry Mosca	gerrymosca@glocesterri.org
Hopkinton	Ronald MacDonald, III	ema@hopkintonri.org
Johnston	Chief Peter Lamb	PLamb@johnstonfire.us
Lincoln	Chief Robert Fisher	rfisher@saylesvillefd.necoxmail.com
Middletown	Chief Robert McCall	rmccall@middletownri.com
Narragansett	Chief Scott Partington	spartington@narragansetttri.gov
Newport	Deputy Gary Silva	gsilva@cityofnewport.com
North Kingstown	Chief Scott Kettelle	skettelle@northkingstown.org
North Providence	Chief John Silva	firechief@northprovidenceri.gov
Pawtucket	David Deloge	ddeloge@Pawtucketpolice.com
Portsmouth	Ray Perry	rperry@portsmouthri.com
Providence	Clara DeCerber	cdecerbo@providenceri.gov

REDACTED

Richmond	Joseph Arsenault	rema@richmondri.com
Scituate	John Robinson	ema@scituateri.org
Smithfield	Todd Manni	tmanni@smithfieldema.org
South Kingstown	Craig Stanley	cstanley@skpd.org
Tiverton	Acting Chief Bruce Reimels	breimels@tivertonfire.com
Warren	Chief James Sousa	jsousa@townofwarren-ri.gov
Warwick	Chief Peter McMichael	peter.k.mcmichael@warwickri.com
West Greenwich	Brooke Lawrence	blawrence@ridmat.org
West Warwick	Chief Jeffrey Varone	jvarone@westwarwickri.org
Westerly	Amy Grzybowski	agrzybowski@westerlyri.gov
Woonsocket	Chief Timothy Walsh	twalsh@woonsocketri.org

REDACTED

Exhibit B: After-Action Report Template

After-Action Report/
Improvement Plan (AAR/IP)

Add Event Title Here

nationalgrid

Emergency Planning After Action Review Program

Add Event Title Here

After-Action Report/Improvement Plan
Month/ Date/ Year

After Action Review - Overview

1

Emergency Planning

nationalgrid

REDACTED

After-Action Report/
Improvement Plan (AAR/IP)

Add Event Title Here

INCIDENT EVALUATION OVERVIEW

Event Name	Add Event Title
Event Dates	Month/Date – Month/Date, Year
Scope	This After Action Review was performed based on requirements defined within the _____ Gas Emergency Response Plan. The scope includes a review to evaluate actions taken and conditions that require improvement.
Mission Area(s)	Evaluation of activities performed in response the incident management, repair, and restoration of gas service to customers.
Core Capabilities	Develop a description of core capabilities that should be implemented based on the type of event. Examples of possible core capabilities include: activate the Gas Emergency Plan based on customer outages greater than 500, implement efficient work schedules and practices, provide internal and external progress communications that are timely and approved for dissemination, assure customers affected by the outage are supported in an appropriately and effectively.
Objectives	Develop a set of objectives pertinent to the feedback received from AAR session participation. Examples of objectives for consideration include: implementation of the Gas ERP, implement proper management of personnel resources, implement effective internal and external communications, and provide effective customer support.
Threat or Hazard	Describe the conditions that caused the emergency event..
Scenario	Describe the event scenario requiring implementation of AAR actions.
Sponsor	Emergency Planning and _____.
Participating Organizations	National Grid participation included personnel from: Add organizational participants (e.g., CMS, Field Operations, Emergency Planning, etc.).
Point of Contact	Enter name of person(s), title, location, and contact information for report developer(s).

After Action Review - Overview

2

Emergency Planning

nationalgrid

REDACTED

After-Action Report/
Improvement Plan (AAR/IP)

Add Event Title Here

TABLE OF CONTENTS

Exercise Overview	1
Table of Contents	3
Executive Summary	4
Analysis of Core Capabilities	5
Objective 1	6
Core Capability Analysis 1.1	6
Objective 2	7
Core Capability Analysis 2.1	7
Objective 3	8
Core Capability Analysis 3.1	8
Objective 4	8
Core Capability Analysis 4.1	9
Appendix A: Improvement Plan	A-1
Appendix B: Exercise Participants	B-1

REDACTED

After-Action Report/
Improvement Plan (AAR/IP)

Add Event Title Here

EXECUTIVE SUMMARY

Develop an event summary (1 or 2 paragraphs) that includes the following, as a minimum:

On month/day/year, _____ conditions occurred ...

National Grid field crews and support personnel communicated with ...

National Grid implemented a special emergency response program to facilitate ...

ANALYSIS OF CORE CAPABILITIES

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Implement proper preparatory actions for storm response.	Monitor weather, anticipate actions, and perform advance planning.				
Implement the Gas ERP	Activate the Gas Emergency Plan based on ...	?	?	?	
Implement proper management of Personnel Resources	Implement efficient work schedules and practices.	?	?	?	
Implement effective internal and external Communications	Provide internal and external progress communications that are ...	?	?	?	
Provide effective Customer Support	Assure customers affected by the outage are ...	?	?	?	
Ratings Definitions: <ul style="list-style-type: none"> Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s). 					

REDACTED

**After-Action Report/
Improvement Plan (AAR/IP)**

Add Event Title Here

Table 1: Summary of Core Capability Performance

The following sections provide an overview of the performance related to the _____ event objectives and associated core capabilities, highlighting strengths and areas for improvement.

REDACTED

After-Action Report/
Improvement Plan (AAR/IP)

Add Event Title Here

Preparation

The strengths and areas for improvement for each core capability aligned to this objective are described in this section.

Preparatory Actions

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1.1.1.1:

Strength 1.1.1.2:

Areas for Improvement

The following area requires improvement to achieve the full capability level:

Area for Improvement 1.2.1.1:

Reference: N/A

Analysis:

Areas for Improvement

The following area requires improvement to achieve the full capability level:

Area for Improvement 1.2.2.1:

Reference:

Analysis:

Areas for Improvement

The following area requires improvement to achieve the full capability level:

Area for Improvement 1.2.3.1:

Reference:

Analysis:

Operational Response

The areas for improvement for each core capability aligned to this objective are described in this section.

Strengths

The partial capability level can be attributed to the following strengths:

REDACTED

**After-Action Report/
Improvement Plan (AAR/IP)**

Add Event Title Here

Strength 2.1.1.1:

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 2.2.1.1:

Reference:

Analysis:

Area for Improvement 2.3.1.1:

Reference:

Analysis:

Area for Improvement 2.4.1.1:

Reference: N/A

Analysis:

Communications

The areas for improvement for each core capability aligned to this objective are described in this section.

**Implementation of the Internal and External Communications
Process**

Strengths

The partial capability level can be attributed to the following strengths:

Strength 2.1.1.1:

**Internal and External Customer Outage and Restoration
Reporting**

Area for Improvement

The following area requires improvement to achieve the full capability level:

Area for Improvement 3.1.1.1:

Reference:

Analysis:

REDACTED

After-Action Report/
Improvement Plan (AAR/IP)

Add Event Title Here

Area for Improvement 3.1.1.1:

Reference:

Analysis:

Area for Improvement 3.2.1.1:

Reference:

Analysis:

Customer Support

The areas for improvement for each core capability aligned to this objective are described in this section.

Support of Customers during Outages

Area for Improvement 4.1.1.1:

Reference:

Analysis:

Area for Improvement 4.2.1.1:

Reference:

Analysis:

REDACTED

After-Action Report/
Improvement Plan (AAR/IP)

Add Event Title Here

APPENDIX A: IMPROVEMENT PLAN

This Improvement Plan has been developed specifically for the _____ Organization as a result of an After Action review conducted on Month/Date, Year.

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1: Emergency Response Plan Implementation			1.2.1.1			X/XX/2017	

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 2: Personnel Resources		Establishment of...	2.1.1.1			X/XX/2017	

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 4: Customer Support			4.1.1.1				

Appendix A: Improvement Plan

A-1

Emergency Planning

nationalgrid

REDACTED

After-Action Report/
 Improvement Plan (AAR/IP)

Add Event Title Here

APPENDIX B: AFTER ACTION REVIEW SESSION PARTICIPANTS

Participating Personnel / Organizations
Internal Organizations
XXXXXXXXXX – Field Operations
XXXXXXXXXX – Field Operations
XXXXXXXXXX – Customer and Community
XXXXXXXXXX – Customer and Community
XXXXXXXXXXXXXXXXXX – Instrument and Regulation
XXXXXXXXXXXXXXXXXX – System Network Engineering
XXXXXXXXXXXXXXXXXX – Customer Meter Service
XXXXXXXXXXXXXXXXXX – Customer Meter Service
XXXXXXXXXXXXXXXXXX – Dispatch and Scheduling
XXXXXXXXXXXXXXXXXX – Customer Meter Service
XXXXXXXXXXXXXXXXXX – Gas Control
XXXXXXXXXXXXXXXXXX – Gas Control NYC
XXXXXXXXXXXXXXXXXX – Strategic Communications
XXXXXXXXXXXXXXXXXX – Strategic Communications
XXXXXXXXXXXXXXXXXX – Emergency Planning
XXXXXXXXXXXXXXXXXX – Emergency Planning
External Organizations
XXXXXXXXXXXXXXXXXX – Name of external organization
XXXXXXXXXXXXXXXXXX – Name of external organization

Appendix B: Exercise Participants

B-1

Emergency Planning

nationalgrid

REDACTED

After-Action Report/
Improvement Plan (AAR/IP)

Add Event Title Here

APPENDIX B: ATTENDANCE SIGN-IN SHEETS

Insert AAR Session attendance sign-in sheets here.

Appendix B: Exercise Participants

B-2

Emergency Planning

nationalgrid

REDACTED

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

This Emergency Response Plan describes the provisions made by the National Grid Gas Organization to effectively coordinate their activities with other response groups both internal and external to National Grid. The specific detail of the response to be provided by these groups is contained within their own plans and procedures which have been developed to restore service to customers in a safe and reasonably prompt manner during an emergency event.

RHODE ISLAND	
PROCEDURE NUMBER	TITLE
CM4	Leak Classification Chart
CM6	Distribution Systems; Leakage Classification
CNST02001 – RI	Leakage Survey Policy - RI
CM10	Main Repair
CM22	Repair of Service Lines
CMS03004	Turn on and Turn Off Gas Meters
CMS04001	Relighting Gas Appliances
CNST2017	Investigate Pressure and/or No Gas
CNST02013-RI	First Responder-RI
CNST04015	Repairing Transmission Mains
DISP01002	Handling of Gas Leaks by Dispatch
GCON02020	Voluntary Load Reduction Request Policy
GCON02030	Strategic Supply Interruption Plan
GEN02001	Mutual Aid Policy
GEN02002	Issuing a “Gas Leak or Odor” Complaint
GEN02003	Response to Unplanned Shutdown and Restoration of Service Guideline
GEN02005	Emergency Gas Outage Management Plan
GEN02006	Emergency Mobile Command Centers
GEN02009	Rhode Island Gas Emergency Response Plan
GEN02010	Gas Pipeline Public Awareness and Communications Plan
RIOM1200	Incident Reporting
RIOM1300	Reports- Safety Related Conditions
RIOM6201	Classification of Leaks

REDACTED

RIOM6202	Leakage Classifications
RIOM6211	Method of Aerating
RIOM6212	Leak Procedures-Customer Service
RIOM6603	Temporary Remedial Measures

National Grid Emergency Management Process

PROCEDURE NUMBER	TITLE
Extreme Weather Plan	All Region Gas Organization Extreme Weather planning and preparation plan.
Gas Control Room Management Procedure	This procedure includes actions required by a controller during an emergency.