Emergency Response Execution

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Procedure Title: **Emergency Response Execution**

Procedure # ____28_____ Revision # **1.2**

Security Classification Restricted_

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Procedure Development History

Revision Approved Date __/__/___ Approved by _____Title _____

Authored by _____ Title _____

Reason for Revision _____

Revision Approved Date __/__/___ Approved by _____ Title _____

Authored by _____ Title _____

Reason for Revision _____

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I. Executive Summary

This procedure is designed to provide guidance to system operations when responding to an emergency on the Luma Transmission & Distribution (T&D) System. The procedure provides detailed steps for responding to all types of emergencies that would adversely affect the operation of the T&D System and would be classified as either an event classification 3, 2, or 1 as described in the LUMA Emergency Operations Center (LEOC) Activation Table in Appendix A of the LUMA Emergency Response Plan, Annex A Major Outage Restoration document.

The Emergency Response Execution procedure was written as an additional aid and will be part of the LUMA Emergency Response Plan under Annex A - Major Outage Restoration.

The Emergency Response Execution procedure is divided into two parts:

1. Response to a terrorist or sabotage event on the T&D System.
2. Response to various types of emergencies including adverse weather conditions, system instabilities, earthquakes and other emergency situations that typically result in T&D System damage and loss of load.

II. Objectives/Scope/Roles

A. Objectives

To provide a procedure for the response and associated activities of the Operations Section of the Emergency Response Organization during an emergency affecting the T&D System. This procedure is part of the overall ERP Annex A – Major Outage Restoration.

The goal of this procedure is to provide for the safe, timely and efficient restoration of the T&D System due to all types of Event Classification levels 3, 2, or 1.

B. Scope

This procedure applies to Event Classification levels 3, 2, or 1, and requires the Operations Section to effectively respond, manage, and restore the T&D System following the declaration of an Event Classification Level 3, 2, or 1. This procedure also references generation, the Incident Commander, the Logistics Section, Planning and Intelligence Section, and Finance/Admin Sections and is written in conjunction with the Emergency Response Plan, Annex A – Major Outage Restoration and frequently references that document.

C. Roles

Emergency response organizational roles are delineated in the procedure as well as the required interactions between the various parts of the Emergency Response Organization as it functions under the overall umbrella of the Incident Commander. These roles include communications and coordination with generation facilities and liaisons with the overall LUMA Emergency Operations Center (LEOC). Also included are restoration approaches to minimize the duration of customer interruptions without adversely affecting the safety of the public or the utility workers. In addition, the

procedure addresses closeout considerations as all loads are restored and all damaged facilities are documented and safely secured from the public.

The role descriptions below include the positions for the Operations Section including the Operations Section Chief and all supporting staff. The Operations Section will lead all assessment, restoration and reporting during all emergency declarations affecting the T&D System and will staff these key emergency response organizational roles. Additional detail on these roles can be found in the LUMA Energy Emergency Response Plan, Annex A, Roles and Responsibilities.

1. Operations Section Chief

- Implements the Emergency Response Execution Procedure upon notification by the Incident Commander.
- Interfaces directly with Incident Commander and the Incident Commanders Staff.
- Manages the restoration of the T&D System during emergency events based on pre-approved procedures including, but not limited to, the Black Start Procedure.
- Directs T&D System restoration efforts in conjunction with the Operations Section.
- Collects system status information and provides system and restoration status updates to the Incident Commander and Staff.
- Participates in conference calls, provides updates to the Incident Commander and Staff, and makes recommendations regarding the LUMA Emergency Event Classification.
- Works with the Logistics Section Chief to determine proper resources and necessary staffing levels.

2. Deputy Operations Section Chief

- Assists the Operations Section Chief as directed.
- Develops and distributes hourly restoration status reports for the Operations Section Chief and the Incident Commander's Staff.
- Interfaces with the Planning and Intelligence Section Chief and provides a status of progression as T&D System restoration proceeds.
- Coordinates and disseminates information relating to generation and transmission availability, transmission and transmission Substation restoration, and the distribution system status and restoration progress.
- Monitors weather data and forecasts in conjunction with the Planning & Intelligence Section Chief.
- Coordinates with the Damage Assessment Unit Leader to determine the on-going extent of the emergency.
- Determines projected ongoing personnel and/or contractor and mutual aid requirements and communicates requirements to the Logistics Section Chief and Staff as deemed necessary.
- Coordinates materials, facilities, storerooms, and transportation needs with the Logistics Section Staff.
- Coordinates, on an ongoing basis, with the Damage Assessment Unit Leader to determine potential upcoming material, equipment, and personnel requirements.

- Maintains ongoing communications with the Damage Assessment Unit Leader and Logistics Section to anticipate and supply:
  - Field forces including substation operators
  - Patrollers
  - Emergency Operations Center support personnel
  - District Emergency Operation Centers personnel as determined by the Emergency Classification Level and Incident Commander
  - Approved Contractors as determined by Finance/Admin Section Chief's Staff
  - Crew guides/liaisons
  - Police, fire, and/or flagging personnel, for crew work area protection duties.
  - Wire Sitters
  - Specialized personnel (if requested by generation facilities)
  - Material Support personnel
  - Air Operations Unit Leader for aerial damage assessment and movement of personnel and equipment, and material
  - Transportation vehicles and drivers for the field delivery of material and/or personnel
  - Specialized equipment for access to remote sites
  - Emergency lighting equipment if requested
  - Generators and Pumps

3. T&D System Operations Branch Director

- Implements the Emergency Response Execution Procedure upon notification by the Operations Section Chief or the Incident Commander.
- Interfaces directly with Operations Section Chief and, as directed, with the Incident Commander and the Incident Commander's Staff.
- Manages the restoration of the T&D System during the emergency based on pre-approved procedures including, if necessary, the Black Start Procedure.
- Directs transmission and generation restoration efforts in conjunction with the Operations Section Staff.
- Collects system status information and provides system and restoration status updates to the Operations Section Chief.
- Participates in Incident Commander conference calls, provides updates to the Operations Section Chief, and makes recommendations regarding the LUMA Emergency Event Classification.
- Communicates with Transmission and Distribution Operations Centers personnel, in real time, to maintain a direct interface with Generating Stations and T&D System Operations.
- Disseminates generation status and any generation facility damage to the Operations Section Chief.
- Evaluates the need to initiate Black Start Procedure AND directs the Manager Control Center Operations (MCCO) to initiate and manage generation restarts AND the re-energizing of transmission facilities.

- Coordinates with the ETR Specialist in providing generating station, facility specific, real-time operating metrics including generation time to restore to the Operations Section Chief.
- Discusses and coordinates generating station personnel levels with each station and recommends personnel callouts as necessary.
- Requests any special assistance or equipment requirements, in coordination with Logistic Section, to expedite generation restart and complete all required T&D System facility repairs.
- Coordinates key actions and T&D System status reports, with the Operations Section Chief's and Staff.

4. Damage Assessment Unit Leader

- Coordinates and communicates with the Operations Section Chief, the Logistics Section Chief and Staff, as well as the Planning & Intelligence Section Chief.
- Receives, compiles, and communicates all damage assessments to all appropriate personnel and governmental authorities through the Communications and Information Coordinator Officer.
- Determines the extent of damage and interruptions to the T&D system, generation, and interconnected facilities, and estimated times to repair and restore the T&D system.

5. T&D System Operations Branch Director

- Directs the Transmission Operations Centers (TOCs), the Distribution Operation Centers (DOCs) personnel, in real time and maintains an interface with Generating Stations and interconnected facilities.
- Coordinates with the Operations Section Chief's Staff and the Logistics Section Support Branch Director in maintaining real-time TOC and DOC personnel availability and ensures that on-system personnel remain at required levels throughout the emergency.
- Disseminates, on a real-time basis, generation statuses and any generation facility damage, including estimated time to repair.
- Evaluates the need to initiate Black Start Procedure and directs Transmission Operations Center to initiate and manage generation restarts and the re-energizing of transmission facilities.
- Provides generating station, facility specific, real-time operating metrics including time to restore to the Operations Section Chief and Staff.
- Discusses and coordinates generating station personnel levels with each station and recommends personnel callouts as necessary.
- Maintains contact with Incident Commander's staff, Damage Assessment Unit Leader, and Communications and Information Coordinator.
- Requests any special assistance or equipment requirements to expedite generation restart and complete all required facility repairs.

6. Priority Restoration Group Branch Director

- Schedules crews in accordance with anticipated needs and shift schedules and communicates with the OSC regarding personnel scheduling and potential extra-ordinary personnel needs or issues.
- Disseminates dispatch instructions to crews and maintains contact with personnel in the LEOC regarding issues or unique emergency situations occurring in the field.
- Conducts the closeout of OMS tickets including specific steps taken in the field to restore load and/or eliminate hazards and ensures that the DOC and/or DOC is aware of the as-left system configuration.
- Communicates with the Customer Experience Team, Community Affairs, and Regional and Municipal agencies as necessary.

7. Air Operations Unit Leader

- Implements and directs all air operation activities requested in support of LEOC activities including load restoration activities.
- Determines availability of fixed wing, and rotary wing, aircraft, and crews for piloting and maintaining including aircraft.
- Determines aircraft lift capabilities and passenger carrying capabilities.
- Determines potential aircraft fueling needs and the operational status of both private and public airfields and helipads.
- Arranges for remotely operated drones as requested for damage assessment duties and arranges for transporting drones and pilots to locations on system as requested.
- Coordinates with governmental officials and the FAA regarding any flight restrictions including weather related issues that could adversely affect aircraft use.

8. Debris Management Unit Leader

- Directs personnel and equipment for use in the clearance, removal, transport, sorting, storage, recycling, and ultimate disposal of disaster debris including the containment, collection, and disposal of hazardous waste including, but not limited to transformer oil, diesel, and gasoline spills.
- Contacts and coordinates with selected debris removal contractors, designated local (public and nongovernmental) support agencies and organizations, and involved state support agencies, (as applicable).
- Provides technical expertise to the LEOC in all facets of debris management and disposal operations.
- Coordinates with contractors, federal and state agencies, nongovernmental organizations, and tribal governments (as applicable).
- Establishes systems for receiving and addressing inquiries from the public, and governmental agencies.
- Maintains communications with the Public Relations Officer and the Community Relations Specialist regarding debris related issues.
- Manages the required documentation of all debris disposal and/or storage in accordance with local, municipal, and governmental regulations.

9. Section Controller

- Documents all pertinent LEOC activities assigned to the LEOC staff.
- Utilizes Maps, SharePoint and other programs or applications, and develops spreadsheets or other forms as appropriate for data retention.
- Collects all informal notes and other written information from the LEOC Staff at LEOC closeout. Collects and/or secures any voice communication records that were made during the operation of the LEOC.
- Maintains a vigil to ensure that LEOC Staff are continuing to document all pertinent conversations, directives, and conversations on a continuing basis throughout the emergency event.
- Coordinates with other Controllers to ensure that significant events are being captured through notes or other mediums for later reference as needed.

III. Procedure

This procedure **shall** be initiated whenever the potential exists for the declaration of an Emergency Event Level 3, 2 or 1 as declared by the Crisis Management Committee (CMC) and the Incident Commander (IC) as outlined in the ERP Annex A.

This procedure outlines the requirements of the:

- Operations Section Chief (OSC)
- Deputy Operations Sections Chief (D/OSC)
- Damage Assessment Unit Leader (DAL)
- Division Branch Director (DBD)
- Priority Restoration Group Branch Director (PRG)
- Section Controller (CONT)
- Air Operations Unit (AOUL)
- Debris Management Unit Leader (DML)
- T&D System Operations Branch Director (TDO)

The OSC receives and evaluates all information relating to adverse weather forecasts, electrical system anomalies, Imminent Threat Alerts, Elevated Threat Alerts or other potential threats to electrical system reliability or possible damage to the T&D physical plant. The OSC contacts the IC who **shall** then determine the appropriate initial LEOC Activation Level (3, 2 or 1).

A. Terrorism or Sabotage Threat Procedure

1. The OSC **shall** coordinate physical security measures for the T&D System and communicate to all T&D system staff and generation facilities throughout the T&D System.
2. The OSC **shall** communicate credible threats over the All-Call system or best method to the OSC Staff.
3. The OSC **shall** notify all T&D personnel using the All-Call System or other methods as appropriate of the nature of any terrorism threat, and the absolute need for all personnel to maintain vigilance and report any suspicious activity, equipment, persons, or any suspicious objects.
4. This notice **shall** be in effect until the threat alert has been cancelled or determined to be over.

5. OSC **shall** notify the T&D System Operations Branch Director that all Transmission Operations Centers (TOCs) and the Distribution Operation Centers (DOCs) **shall** be locked down until such time as the OSC confirms that the IC has determined the sabotage or terrorism threat is over.
6. OSC **shall** analyze all Maintenance Outages and determine/confirm emergency return times.
7. The TDO **shall** Order and analyze a Generator Capability review per the procedure.
8. OSC **shall** perform Satellite Phone Checks at least daily.
9. OSC **shall** order Enhanced Voice Communications Security — Operators who do not recognize another operator **shall** call back to the entity or organizations and they **shall** have a password to validate directives.
10. TDO **shall** lead periodic Conference Calls with all interconnected facilities and Transmission and Distribution to review Crisis response status.

B. All Other Emergencies Response Procedure

1. Operations Section Chief

1. Instructs the DOSC to commence a general call-out of all Operations Section Staff and field personnel who are not currently on-shift and holds over all on-shift field and office personnel.
2. Notifies all interconnected facilities of an impending/present LEOC Activation level 3,2, or 1.

2. Deputy Operations Section Chief

1. Initiates the call-out of key Operations Section personnel including Chiefs, directors, and Unit Leaders

3. Operations Section Chief

1. Notifies the IC that the LEOC is Operational and that hourly conference calls with the Operations Section Directors and Unit Leaders are being initiated.
2. Monitors weather tracking forecasts, and immediately notifies the IC of any changes to the present forecast.
3. Commences Hourly conference calls that **shall** cover the following:
   - Any immediate public, governmental, or employee safety issues.
   - Current weather and weather forecast.
   - Current overall Energy Operating Condition including estimated generation, transmission, and distribution time to restore.
   - Personnel availability and discussion of shift coverage.
   - Report-outs by each conference call participant.
   - Significant unresolved issues.
   - Time of next conference call.
4. Report pertinent information and actions from hourly conference calls to IC.

4. T&D System Operations Branch Director

1. Reviews Plant Level Communication in anticipation of the need to implement its conditions and agreements.

2. Reviews Black Start Procedures in anticipation of the need to implement the procedure.
3. Receives current generating Station statuses and key plant parameters from the DAL.
4. Requests Activation of on-call generation personnel, plant operators and generating station transmission substation operators.
5. Determines, based on available information, if transmission line patrols **shall** be required to properly assess the transmission system integrity.
6. Initiates, if necessary, transmission line patrols who report to the DAL If transmission line damage is suspected.
7. Coordinates with the DOSC to provide qualified transmission line patrollers.
8. Works through the AOUL in requesting, drone, and/or helicopter or fixed wing air support.

5. Deputy Operations Section Chief

1. Receives requests from the Public Information Officer (PIO) and/or the Liaison Officer (LNO) for news media escorts as needed.
2. Working through the OSC, informs the PIO of key updates on critical load T&D customers.

6. T&D System Operations Branch Director

1. After discussions with the OSC, the TDO will determine if they recommend that any/all District Emergency Operations Centers are required.
2. The OSC will then make the appropriate recommendation to the Incident Commander.

7. Damage Assessment Unit Leader

1. Receives damage reports, outage reports, and operational status from sources including:
   - Generation facilities through the TDO
   - Field Patrollers
   - Public Information Officer by way of the OSC
   - Police, Fire, and governmental agencies through the LNOs
   - Data form the Planning and Intelligence Section
   - Electronic (SCADA) circuit lockout information both electronically and from Field reports
2. Analyzes the above information and refers to the Emergency Event Classifications to determine that the existing classification is appropriate
3. The TDO **shall** then make a recommendation to the OSC who **shall** in turn communicate with the IC

C. System Restoration Approach

1. The T&D Systems Operations Branch Director and staff **shall** coordinate with the Priority Restoration Group Branch Director and the Damage Assessment Unit Leader staffs to ensure

that the restoration of dangerous conditions and Critical Loads (see Procedure 16, Critical Loads) are made priorities when directing the restoration of the Transmission Lines, Transmission Substations, Distribution substations, and distribution circuits.

2. Transmission Lines and Distribution circuits will not be "Tried Back" if they have been de-energized for more than 24 hours. Once 24 hours has elapsed, the non-fused/breaker, portions of the lines or circuits shall be patrolled for damage or hazardous conditions.
3. Any switching performed on the transmission or distribution system requires prior approval by the appropriate designated authority.
4. Switching will be used whenever possible to isolate any damaged facilities.
5. If switching is not possible or practicable in the case of physical damage to the facilities employ "cut and run" strategy to reenergize as much of the line or circuit as possible without the need to repair any facilities.
6. If the location of the damaged facilities is such that "cut and run" (see glossary) cannot be used, repairs will be temporary, and the minimum required to re-energize the line or circuit pending permanent repairs.
7. Permanent repairs will be undertaken before all load is restored only if no other alternative is possible.
8. Temporary repairs will be used to restore transmission and distribution substations unless no other alternative is possible to restore substation functionality.
9. Reenergize critical load in accordance with the Emergency response Plan Annex A and the Critical Loads Procedure.
10. Perform the minimum work required to restore load. Permanent repairs shall only be undertaken after all load is restored, unless permanent repairs are a matter of immediate public or employee safety and wire sitters, police, or fire personnel are not available to secure the area from the public so crews can move to critical load off, damaged, or dangerous conditions locations as prioritized by the T&D System Operations Branch Director.
11. Employ "Cut and Run," feeding from other undamaged facilities, or other temporary measures whenever possible to get load restored as quickly as possible to as many customers as possible.
12. Document all repair work and/or temporary measures and immediately communicate this information to the Emergency Operations Center, and the TOC or DOC as appropriate.
13. All temporary/non-permanent repair work will be noted by the repair crew in writing and a list of materials needed to complete permanent repairs completed and forwarded to the Damage Assessment Unit Leader to generate a written work order.

Please refer to page 15 for the System Restoration Approach Flow Chart (Figure 1).

1. Restoration Priority Order

Isolate or eliminate immediate threats to the public from damaged transmission or distribution facilities, including Downed wires Priority Levels 1 – 5 (see LUMA Emergency Response Plan Annex A Page 38, Table 9). Then restore Critical load in the following order in accordance with ERP Annex A Major Outage Restoration Annex A Page 41 Table 13) as summarized below.

1. Critical generation, micro grids, and mini grids
2. Key transmission lines connecting generation to transmission substations
3. Transmission substations

4. Critical transmission and Distribution Load including hospitals, emergency shelters, water systems, communications towers, fire, and police stations (refer to the Major Outage Restoration (Annex A) of the ERP, Page 41, Table 13)
5. Areas with highest number of customers with load off
6. Individual customers

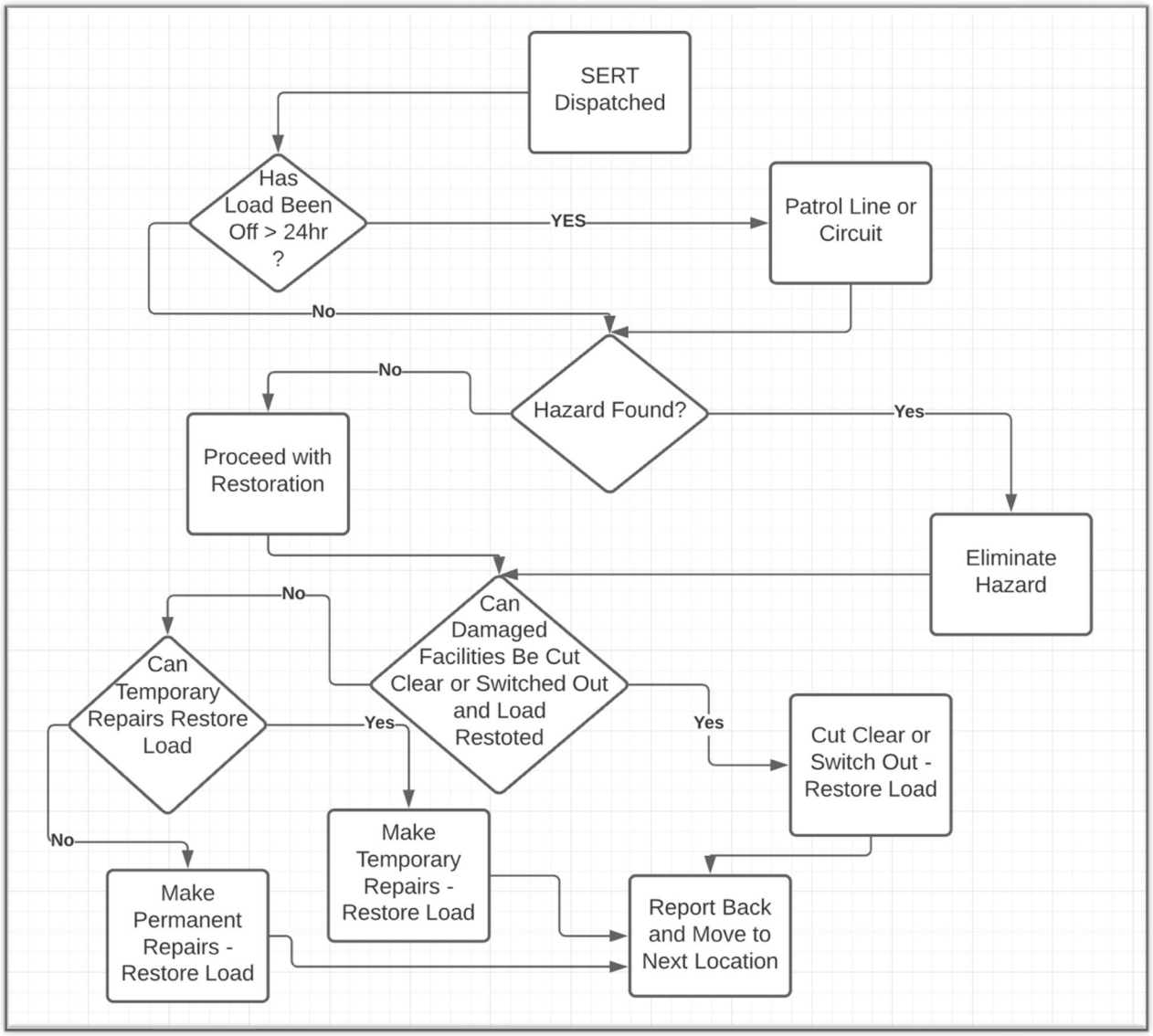

Figure 1: The System Restoration Approach Flow Chart

D. Recovery Plan and Emergency Procedure Closeout

1. Post Emergency

1. Patrols, crews, and other personnel **shall** be immediately reassigned to Transmission and Distribution circuit patrolling in the areas affected by the emergency as load is restored AND damaged facilities then repaired either temporarily or permanently.

2. These personnel **shall** visually inspect all facilities to ensure that no hazards or equipment damage has gone unreported.
3. All findings from these patrols **shall** be reported to the Damage Assessment Unit Leader who **shall** initiate work orders as appropriate to effect permanent repairs AFTER all load is restored.

2. Subcenter

1. Preliminary deactivation **shall** commence as final field restoration work, post load-off patrolling and non-load off hazard work orders are all dispatched to field forces within each Subcenter operational area.
2. Subcenters **shall** collect and log all work orders that do not require immediate dispatching to the field AND transmit that information to the Damage Assessment Unit Leader.
3. Each subcenter **shall** remain activated until all:
   - Field forces have completed their assigned work.
   - Unused material, and specialized equipment is returned to each Subcenter.
   - Field personnel have completed and handed in all required paperwork.
   - All Field and support personnel connected to the Subcenter are accounted for.

3. The Operations Section Chief

1. After discussions with Operations Staff, the Operations Section Chief **shall** recommend to the Incident Commander that the Subcenter(s) be deactivated. Upon approval from the Incident Commander, the Subcenter staff personnel **shall**:
2. Notify the Material, Supply and Support Coordinator of any material or specialized equipment remaining at the Subcenter and determine if it should:
   - Remain in place.
   - Be relocated to another Subcenter.
   - Be relocated to a field crew location for immediate use.
3. Police the area.
4. Secure the facility.
5. Ensure that all required documentation has been transmitted to the Damage Assessment Unit Leader.

Appendix A - Glossary

Term	Definition
Cut and Run	To expedite load restoration to the largest number of customers in the shortest possible time crews will remove damaged facilities from the system by disconnecting them from the system by cutting, unbolting, or sawing them clear from the undamaged facilities.
Locked Down	Limiting personnel access to a facility, room, or area to only those persons who have an absolute need to be admitted. Access control can be obtained either through guards, key access, card access or visual confirmation of identity.
Wire Sitters	Personnel who are assigned to secure a location where damaged facilities could be a safety hazard to the public. Their responsibility is to protect the public from those damages facilities until qualified personnel arrive to eliminate the hazard.
Field Patrollers	Personnel trained in the identification of electrical equipment configurations and can recognize facilities that have been damaged.
Emergency Response Organization	A structured organization with overall identified responsibilities for initial and ongoing emergency response and mitigation.

Appendix B – Procedure Cross-Reference Matrix

Procedure Reference Matrix, Part 1 of 2	Load Forecasting	New Facilities Interconnections	Resource Adequacy Assessments	Retirements	Legacy T&G Demarcation	Interconnected Facilities Capabilities	Black Start	Telemetry	Data/Cybersecurity	Root Cause & Lessons Learned	Public Reporting	Performance Reporting	Stakeholder Management	Policy on Reserve
Load Forecasting														
New Facilities Interconnections														
Resource Adequacy Assessments														
Retirements														
Legacy T&G Demarcation														
Interconnected Facilities Capabilities														
Black Start														
Telemetry														
Data/Cybersecurity														
Root Cause & Lessons Learned														
Public Reporting														
Performance Reporting														
Stakeholder Management														
Policy on Reserves														
Reducing Risk Exposure to Contingencies														
Critical Loads														
Loads Shedding														
Contingency & System Operating Limits														
Energy Dispatch, Scheduling & Merit Order														
Transmission Operations														
Plant Level Agreement														
Balancing Frequency & Voltage														
Demand-Side Resources														
Shift System Operator Training Requirements														
Scheduling Planned T&G Outages														
Forced Outage Response														
Outage Execution & Closeout														
Emergency Response Execution						X	X				X			
Emergency Drills														

Procedure Reference Matrix, Part 2 of 2	Reducing Risk Exposure to Contingencies	Critical Loads	Load Shedding	Contingency & System Operating Limits	Energy Dispatch, Shedding & Merit Order	Transmission Operations	Plant Level Agreement	Balancing Frequency & Voltage	Demand Side Resources	Shift System Operator Training Requirements	Scheduling Planned T&G Outages	Forced Outage Response	Outage Execution & Closeout	Emergency Response Execution	Emergency Drills
Load Forecasting															
New Facilities Interconnections															
Resource Adequacy Assessments															
Retirements															
Legacy T&G Demarcation															
Interconnected Facilities Capabilities															
Black Start															
Telemetry															
Data/Cybersecurity															
Root Cause & Lessons Learned															
Public Reporting															
Performance Reporting															
Stakeholder Management															
Policy on Reserves															
Reducing Risk Exposure to Contingencies															
Critical Loads															
Load Shedding															
Contingency & System Operating Limits Response															
Energy Dispatch, Scheduling & Merit Order															
Transmission Operations															
Plant Level Agreement															
Balancing Frequency & Voltage															
Demand Side Resources															
Shift System Operator Training Requirements															
Scheduling Planned T&G Outages															
Forced Outage Response															
Outage Execution & Closeout															
Emergency Response Execution		X												X	X
Emergency Drills															

Appendix C – Operations Section Organizational Chart

For the LUMA Emergency Operations Center (LEOC) Operations Section organizational chart, please refer to the Emergency Response Plan – Major Outage Restoration Annex (Annex A), Appendix A.