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Ms. Carlotta S. Stauffer
Commission Clerk
Florida Public Service Commission
Betty Easley Conference Center
2540 Shumard Oak Boulevard, Room 110
Tallahassee, FL 32399-0850

RE: Florida Power & Light Company's Revised Emergency Plan
Docket No. 150000

Dear Ms. Stauffer:

Pursuant to Rule 25-6.0185, F.A.C. and Order No. PSC-09-0232-PAA-EM, Florida Power & Light Company hereby submits its revised Emergency Plan for Capacity Shortages/Transmission Limitations and Long Term Fuel Shortages in both clean copy format and legislative (type/strike) format. Contemporaneous with this filing, FPL is also providing a copy of its Emergency Plan to the Florida Reliability Coordinating Council. Please do not hesitate to contact me at (561) 304-5795 if you have any questions regarding this filing.

Respectfully,

s/ Maria Jose Moncada

Maria Jose Moncada

cc: Rick Moses

FPL Emergency Plan
For
Capacity Shortages/Transmission Limitations
And
Long Term Fuel Shortages

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**FPL EMERGENCY PLAN FOR
CAPACITY SHORTAGES/TRANSMISSION LIMITATION
AND LONG TERM FUEL SHORTAGES**

1.0 – 1.4 GENERAL INFORMATION

1.1 Introduction

This plan identifies emergency conditions and delineates the responsibilities and duties of the FPL Emergency Response Organization. The plan is divided into two sections: 1) Capacity Shortages, and 2) Long Term Fuel Supply Shortages. The plan is a subset of FPL's overall emergency processes.

The plan describes the following topics:

- A. The organization for identifying, assessing and responding to emergency conditions
- B. Criteria for identification and classification of an emergency condition
- C. Notification of FPL emergency response personnel. Notification of local and state emergency management agencies. Notification of major commercial and industrial customers
- D. Emergency response actions by FPL, governmental agencies and the public including development of information for the media and the public for use both prior to and during an emergency
- E. Facilities, communications equipment and computer systems used in emergency response
- F. Maintaining a state of emergency preparedness

1.2 Purpose and Scope

The purpose of this plan is to document the policies and summarize the procedures used by FPL in responding to a power capacity shortage or transmission limitation which impacts or threatens to impact significant numbers of customers. Power capacity shortages may be caused by unusually hot or cold weather, short-term fuel supply shortages, transmission disruptions, or power plant outages. Section 3 of the plan covers long term fuel supply shortages which are anticipated to be protracted from events such as wars, disruptions in supplies by strikes, damage to refineries, or embargoes.

1.3 Concepts of Emergency Operation

When operating reserves are nearly exhausted and there is imminent possibility of curtailment of firm load, an appraisal of the situation is made by designated personnel and action taken in accordance with this plan. FPL Emergency Organization personnel are notified and mobilized to manage operations, communicate with the public and appropriate governmental agencies and to restore normal service when the emergency is over. These response actions are carried out to maintain system integrity and to minimize the impact to our customers.

1.4 Plan Revisions

The Emergency Response sections for capacity shortage/transmission limitation and long term fuel supply emergency shall be reviewed annually and updated as needed or in accordance with FPSC, FRCC and NERC requirements. The critique from annual system drills will be a primary source for revisions and improvements to the plan. The updated plan shall be provided to System Operations for distribution to FPL System Operators, FRCC Reliability Coordinator and neighboring entities within the same calendar year.

Capacity Shortages and/or Transmission Limitations

2.0 – 2.7 CAPACITY SHORTAGES/TRANSMISSION LIMITATIONS

2.1 Incident Identification

Capacity shortage conditions are those in which the supply of power to firm customers could be in jeopardy due to either generation capacity shortages and/or transmission limitations. Typically generation capacity shortfalls may occur when severe weather conditions exist, primarily in summer or winter seasons. However, unseasonable weather conditions could result in difficulties meeting peak loads due to the unavailability of multiple generating units for scheduled maintenance. Routine use of demand side management programs such as FPL's On Call program during scheduled usage periods is not considered a capacity shortage. However, use of these programs may precede the activation of other stages of the capacity shortfall plan. Activation of the On Call or the Commercial Industrial Load Control programs (CILC) outside of published hours, in a SCRAM mode or for extended hours may initiate activation of parts of the capacity shortfall plan.

Transmission limitations are the result of unplanned circumstances. These would include the loss of critical transmission lines, circuit breakers, autotransformers, and generating units. After taking all remedial steps a Transmission Operator or Balancing Authority with insufficient generation or transmission capacity shall shed customer load rather than risk uncontrolled failure of components or cascading outages of the interconnection.

The loss of firm load in a localized area due to a transmission or distribution outage, temporary problems or an isolated event may be reported but would not cause the implementation of the plan. Also, the loss of firm load due to automatic under-frequency relay operation would not necessarily cause the implementation of the plan, unless it is anticipated that the outage will extend over several hours.

2.2 Escalation Categories and Notification

All of the categories below are defined and based on a statewide process for assessment of capacity performed through the Florida Reliability Coordinating Council (FRCC). The FRCC State Capacity Emergency Coordinator (SCEC) agent is the entity that performs the comprehensive assessment for the FRCC region. FPL operating personnel coordinate internal assessments with the SCEC and initiate declarations and notifications relative to the FPL system. In addition, FPL has internal criteria to trigger preparation and/or action on the FPL distribution system due to extreme temperatures.

2.2.1 Generating Capacity Advisory

A "**Generating Capacity Advisory**" is primarily issued for information purposes when conditions that may affect BES (Bulk Electric System) operations are anticipated. It automatically initiates utility tracking activities, and it initiates inter-utility and inter-agency communication.

The **FRCC** issues a **Capacity Advisory** when either (1) extreme temperatures around the state are forecasted as defined in the table below, or (2) one or more utilities within the FRCC footprint have issued, or are planning to issue, public appeals for conservation of electricity.

Due to the geographical and electrical configuration of Florida, the state has been divided into two areas. Area 1 includes Gainesville, Tallahassee and Jacksonville (north Florida). Area 2 includes Orlando, Tampa, St. Petersburg and Miami (central and south Florida). Temperature thresholds have been set for each of these cities and when two of the cities in Area 1 or three of the cities in Area 2 exceed their

temperature triggers, the FRCC issues a Capacity Advisory. The temperatures are important since severe weather (hot or cold) can be accompanied by significant increases in electric demand.

	<u>Location</u>	<u>Winter</u>	<u>Summer</u>
Area 1	Jacksonville	Below 21 F	Above 98 F
	Gainesville	Below 24 F	Above 95 F
	Tallahassee	Below 20 F	Above 98 F
Area 2	Miami	Below 40 F	Above 92 F
	Orlando	Below 30 F	Above 95 F
	St. Petersburg	Below 32 F	Above 95 F
	Tampa	Below 31 F	Above 93 F

For FPL a **Capacity Advisory** will be issued when (1) three of the cities in Area 2 exceed their temperature threshold and one of those cities is Miami or (2) FPL appeals to the public for conservation of electricity.

In cases when the FRCC issues an Advisory and FPL does not, System Operations will contact key FPL personnel and continue to monitor the situation.

2.2.2 Generating Capacity Alert

The second stage of the plan is a "**Generating Capacity Alert**." A generating **Capacity Alert** is declared when (1) the "Capacity Assessment" of the state operating margin is such that the loss of the largest generating unit would necessitate interruption of firm load in Florida or (2) imminent loss of transmission capacity would necessitate interruption of firm load in Florida.

It is based on a reserve margin - the difference between available statewide resources and the amount of peak electric demand projected for that day. A **Capacity Alert** is initiated when FPL's total operating reserves fall below the size of the largest single contingency generating unit in the state.

The basis for this trigger is straightforward as the loss of one large generating unit due to mechanical failure could lead to blackouts somewhere since sufficient backup is not available. The **Capacity Alert** initiates actions to increase reserves. For example, available emergency supply options would be explored. Additionally, utilities can reduce electric demand through load management programs. These programs give utility dispatchers control over certain appliances and electrically-powered equipment according to pre-arranged customer agreements. Through remote control equipment and installation of special switches on appliances (such as electric water heaters, air conditioning/heating systems and pool pumps), the dispatcher can cycle appliances on and off as needed during a peak demand period. Utilities also can ask consumers to implement voluntary conservation measures.

2.2.3 Generating Capacity Emergency

A "**Generating Capacity Emergency**" is declared when (1) there is inadequate generating capacity, including purchased power, to supply firm load, or (2) generation fuel supplies and deliveries have decreased to a level that is not adequate to provide for continuous, uninterrupted service to firm customers.

Controlled interruptions, manually activated by utilities, are a last resort to avoid facility overload(s) and possible equipment damage. Without them, the electric system could experience an automatic shutdown that could result in more widespread and longer blackouts. When controlled interruptions are performed, utilities would have exhausted every available means to balance supply and demand.

Prior to controlled interruptions, actions taken will include bringing generating units to full capability, starting units that are available, purchasing energy from outside the state, reducing non-essential electric use at utility facilities, utilizing load management, curtailing interruptible customers, reducing voltage within established safe limits, and issuing appeals to consumers for emergency cutbacks of electricity use and voluntary conservation.

At this stage of the capacity shortfall plan, actions and information are coordinated among utilities, emergency agencies, the Governor, the Florida Public Service Commission, and the media. Frequent status reports are provided to agencies and the media

2.2.4 System Load Restoration

"**System Load Restoration**" is the last phase of the plan and is instituted when controlled interruptions have been terminated and generation capacity is adequate. **Restoration** is defined as being in a state where generating capacity, or transmission capacity, including purchased power is capable of meeting the demand of FPL firm load customers and service is being restored to customers whose service had been interrupted.

During the recovery stage frequent system status reports are provided to agencies and media. Messaging may include timing and location of facility repairs, appropriate safety information and consumer self-help instructions.

2.2.5 Transmission System Emergencies

The FPL System Operator shall have an emergency load reduction plan for all identified Interconnection Reliability Operating Limits (IROL's). The Florida Reliability Coordinating Council (FRCC) maintains a list of all IROL's within the FRCC Region. The FRCC Operating Reliability Subcommittee verifies that a mitigation plan is in place for each IROL identified within the FRCC Region. For all FPL IROL's, these mitigation plans describe the actions required (load reduction plan) to be taken by the FPL System Operator in order to resolve the IROL condition within 30 minutes to avoid system separation or a collapse of the FPL Transmission System. Typical mitigation plans could include re-dispatch of generation resources, reconfiguration of the Transmission System, following of the NERC Transmission Loading Relief (TLR) procedure, utilization of the FPL Demand Side Management programs, and shedding of firm load. Section 2.5 of this plan describes the Emergency Load Management options available for the FPL System Operator

to mitigate transmission system emergencies up to and including shedding of firm load. The FPL System Operator also has several procedures in the FPL System Operations manual to aide in the response of an emergency on the FPL Transmission System.

Transmission limitations are generally the result of unplanned circumstances. These would include the loss of critical transmission lines, circuit breakers, autotransformers, and generating units. After performing all available remedial steps a Transmission Operator or Balancing Authority with insufficient generation or transmission capacity shall shed customer load rather than risk uncontrolled failure of components or cascading outages of the interconnection.

2.3 Organization Roles and Responsibilities

The Incident Command System (ICS) organizational structure for a capacity/transmission limitation emergency is shown in fig. 2-1a & 2-1b. The ICS structure shown in fig 2-1b is implemented immediately for unanticipated events. The System Operator assumes the Incident Commander (IC) role in the initial response notifying System Operations and Distribution management. As System Operations management begins to arrive at the System Control Center (SCC), they will begin to fill the roles until the full ICS structure can be established as shown in fig. 2-1a at which point the T&S Vice President may fulfill the role of Incident Commander if the event warrants. Principal notification and communication links for identification and declaration of conditions are shown in fig. 2-2 through fig. 2-6. Declaration of the system condition is normally made by the System Operations Department following authorization by the Incident Commander. For loss of capacity or transmission, imminent or actual, the diagnosis of the situation and declaration of the condition must be made by the FPL System Operator. The actions to be taken will depend on the expected duration and severity and will be communicated to the Incident Commander as soon as practicable and the appropriate ICS Structure will be activated.

The System Operations Department will be responsible for the tasks that require coordination between the FRCC Reliability Coordinator (RC) and adjacent Transmission Operators & Balancing Authorities. They shall be notified of all Transmission Emergencies. The FRCC RC will then keep all entities aware of the emergency conditions. The State Capacity Emergency Coordinator (SCEC) and the affected Balancing Authorities shall be advised of all capacity issues including operating reserve margin, extreme temperatures, customer appeals, and any plans of demand side management or Load Shed. The SCEC will then make all other entities in the region aware of any operating issues.

The Incident Commander will be responsible for initiating the activation and staffing of the FPL Command Center (FPLCC) and the overall Area Command structure of the FPL Emergency Response Organization. The FPLCC is typically staffed during a foreseen capacity shortfall, transmission emergency, or long term fuel emergency with key members of each FPL Business Unit. Each Business Unit Head will also increase internal staffing as necessary during these emergency conditions.

FPL's Area Command organization establishes overall incident management and coordination for significant events and utilizes the capabilities of the FPLCC and activated emergency response roles. The Area Command organization shown below in figure 2-1a ensures seamless communications with local and state government emergency agencies, regulatory agencies and media as needed. Through this emergency structure, FPL can immediately activate necessary functions of its emergency response organization to establish comprehensive monitoring, and management of the incident. All key business units and stakeholders are represented at the FPL Area Command organization level.

FIGURE 2-1a
FPL INCIDENT COMMAND STRUCTURE FOR
CAPACITY SHORTAGES AND TRANSMISSION LIMITATIONS
(Anticipated Event)

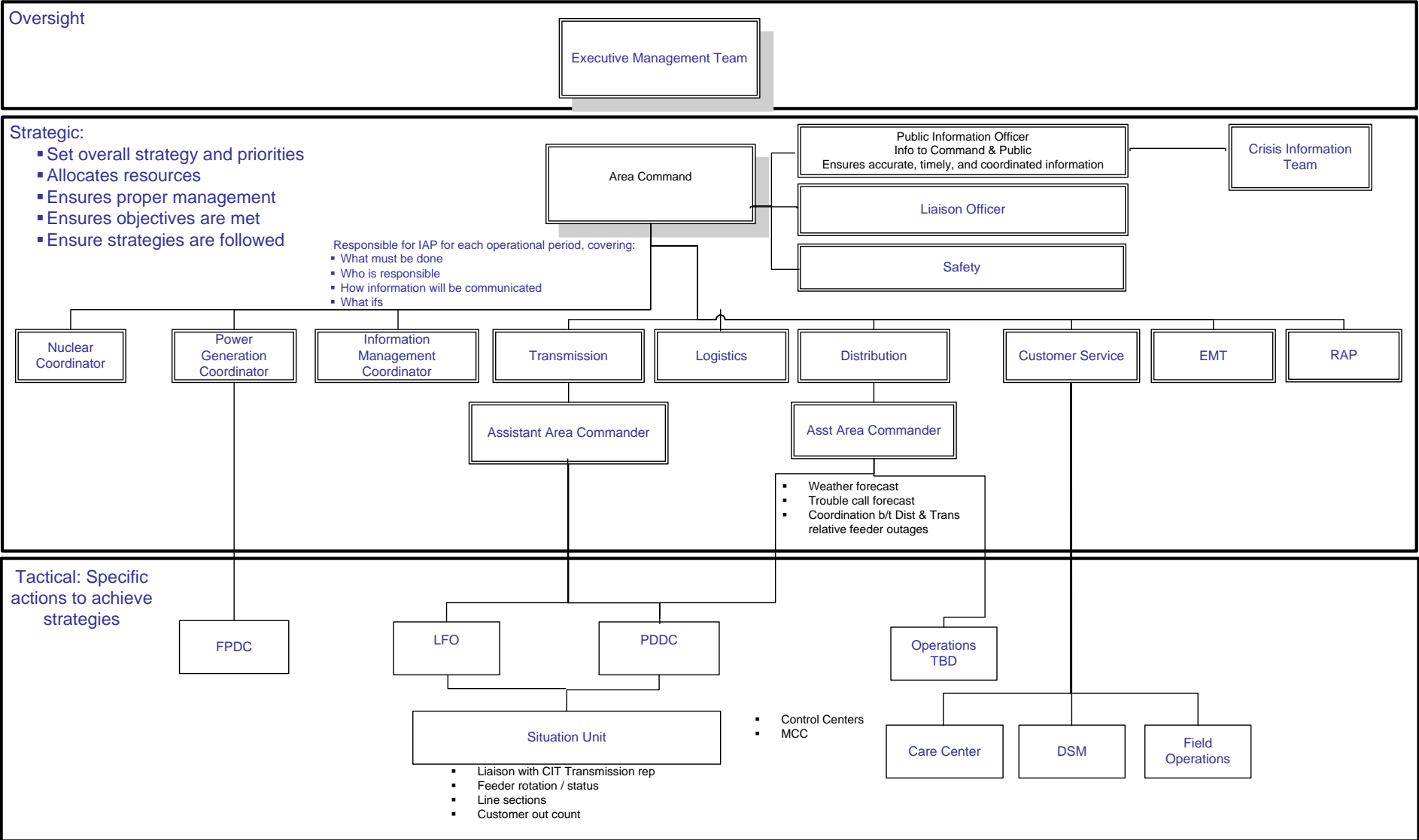
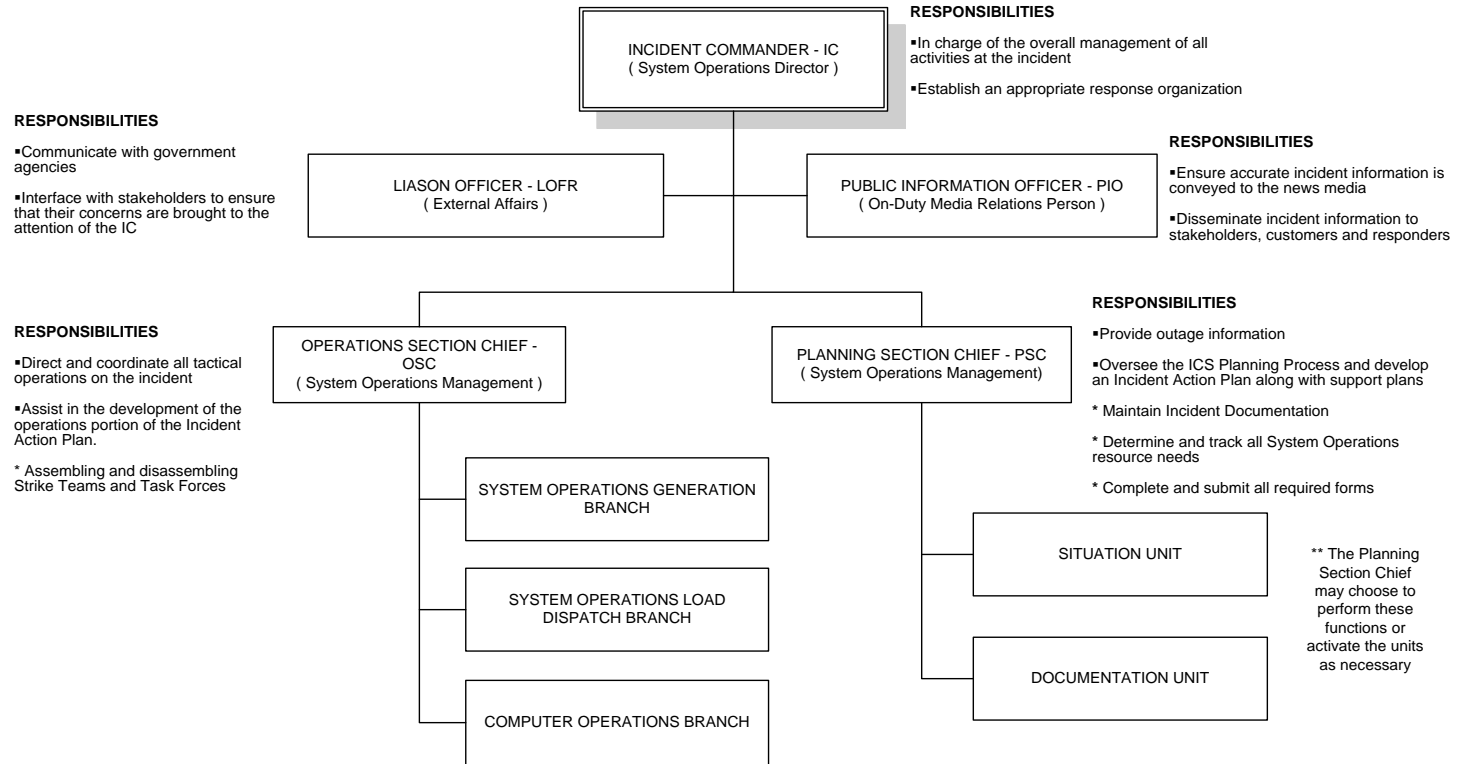


FIGURE 2-1b FPL INCIDENT COMMAND STRUCTURE FOR CAPACITY SHORTAGES AND TRANSMISSION LIMITATIONS (Unanticipated Event)



Interim ICS Organization chart until Full ICS can be set up.

FIGURE 2-2 RESPONSE TO ANTICIPATED LOAD SHED EVENTS

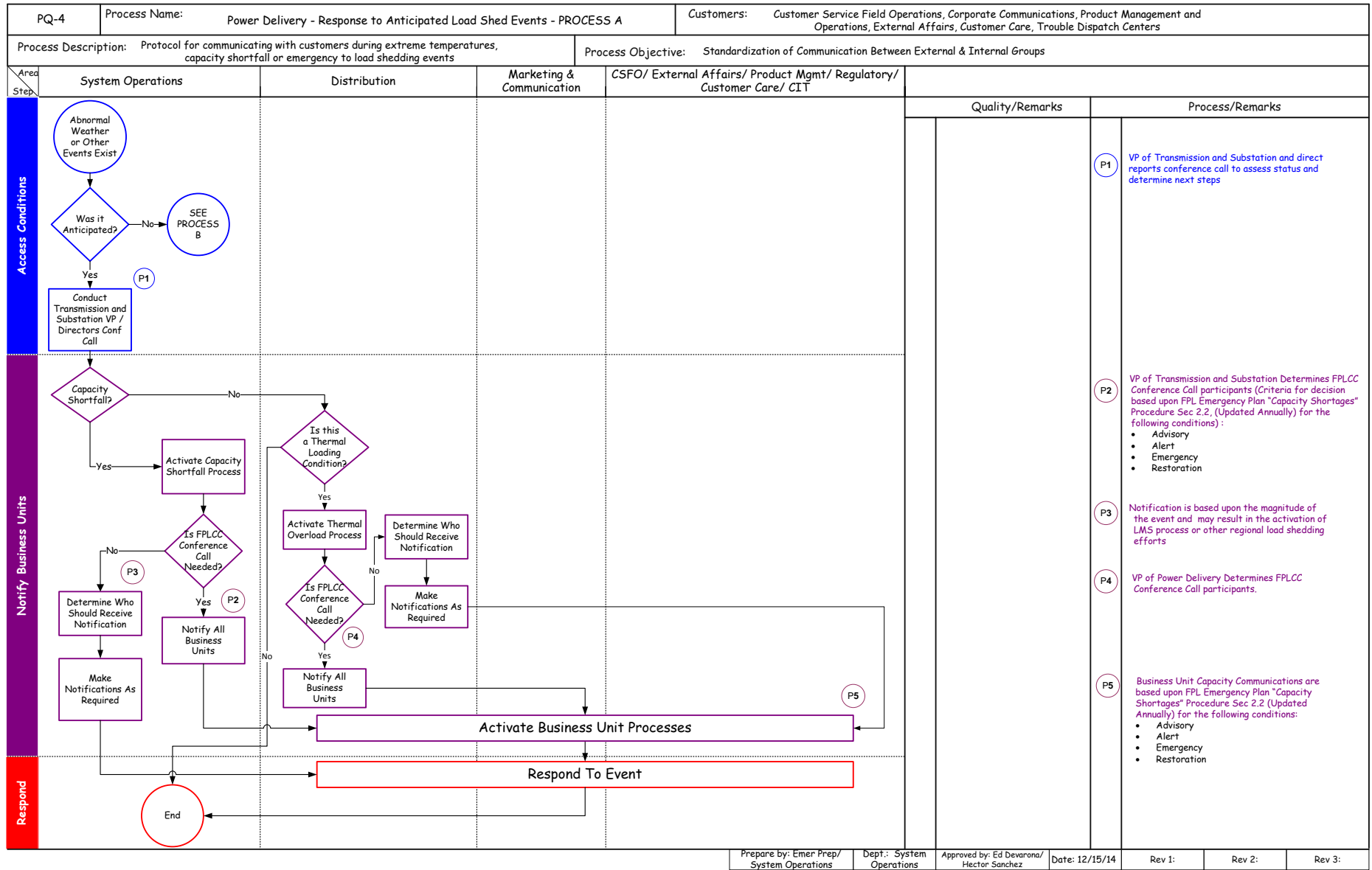
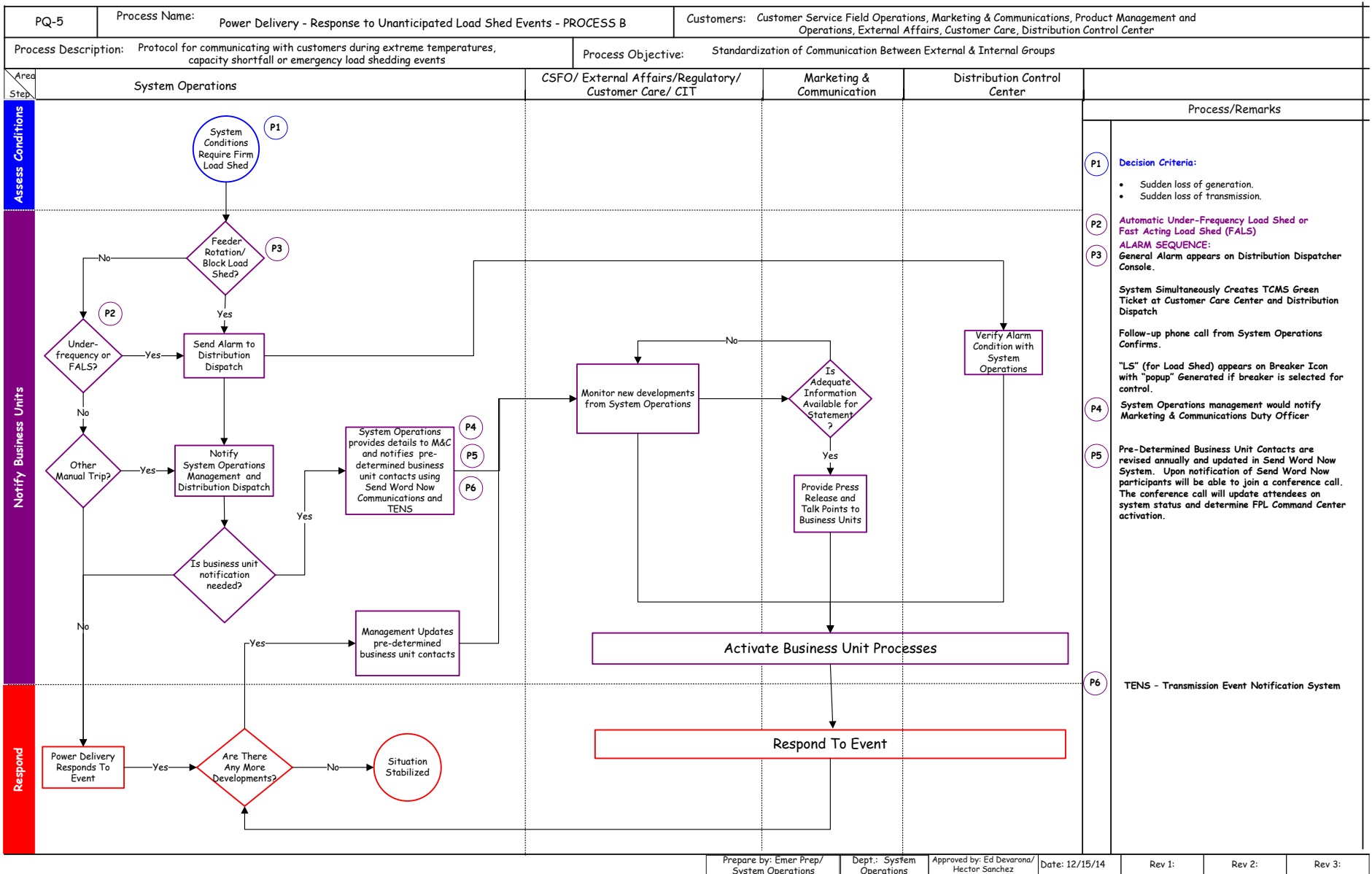
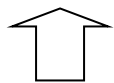


FIGURE 2-3 RESPONSE TO UNANTICIPATED LOAD SHED EVENTS



**FIGURE 2-4
ADVISORY COMMUNICATION MATRIX**

	FRC	State Capacity Emergency Coordinator Florida Public Service Commission	FRC Region Natural Gas Pipeline Operators Executive Office of the Governor	Incident Commander	Power Delivery - System Operations	Regulatory Affairs	External Affairs	Power Delivery Distribution Operations	Customer Service & Load Mgmt.	System Operations - FPLCC Coordinator	Marketing & Communication	EMT Fuel Management	Information Management	Nuclear Div. & PGD	Customer Care Command Center Team	Power Delivery Response Team	Local & County Officials	Major C & I Customers	State Dept. Community Affairs	Media
Incident Commander					x	x	x	x		x		x								
Operations Section Chief (System Operations)	x			x							x		x							
Regulatory Affairs		x																		
External Affairs																x				
Power Delivery Distribution Operations																				
Customer Service & Load Mgmt.																		x		
System operations - FPLCC Coordinator	x	x		x																
Marketing & Communication				x		x	x													x
EMT Fuel Management					x								x(PGD)							
Information Management																				
Nuclear Div. & PGD																				
Customer Care Command Center Team																				
Power Delivery Response Team																				

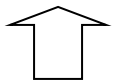


For specific information and intradepartmental communication refer to Organizational Duties on pages 18-24

Business Units/Departments in this column are responsible for contacting the appropriate party listed in the matrix.

**FIGURE 2-5
ALERT COMMUNICATION MATRIX**

	FRCC	State Capacity Emergency Coordinator	Florida Public Service Commission	FRCC Region	Pipeline Operators	Natural Gas Executive Office of the Governor	Incident commander	Power Delivery System Operators	Regulatory Affairs	External Affairs	Power Delivery Distribution Operations	Customer Service & Load Mgmt.	System Operations - FPLCC Coordinator	Marketing & Communication	EMT Fuel Management	Information Management	Nuclear Div. & PGD	Customer Care Command Center Team	Power Delivery Response Team	Local & County Response	Major C & I Customers	State Representatives/Senators & Governor's Staff	State Governmental Affairs Rep.	Co-Generators & IPP's	State Dept. Community Affairs	Media
Incident Commander								x	x	x	x			x		x										
Operations Section Chief (System Operations)		x				x										x		x								x
Regulatory Affairs			x																							
External Affairs																				x		x		x		
Power Delivery Distribution Operations																										
Customer Service & Load Mgmt.																		x								x
System Operations - FPLCC Coordinator																										
Marketing & Communication						x		x	x																	x
EMT Fuel Management				x																						
Information Management																										
Nuclear Div. & PGD																										
Customer Care Command Center Team																										
Power Delivery Response Team																										



For specific information and intradepartmental communication refer to Organizational Duties on pages 18-24

Business Units/Departments in this column are responsible for contacting the appropriate party listed in the matrix.

**FIGURE 2-6
EMERGENCY COMMUNICATION MATRIX**

	FRCC	State Capacity Emergency Coordinator	Florida Public Service Commission	FRCC Region Natural Gas Pipeline Operators	Executive Office of the Governor	Incident Commander	Power Delivery - System Operations	Regulatory Affairs	External Affairs	Power Delivery Distribution Operations	Customer Service & Load Mgmt.	System Operations - FPCLCC Coordinator	Marketing & Communication	EMT Fuel Management	Information Management	Nuclear Div. & PGD	Customer Care Command Center Team	Power Delivery Response Team	Local & County Officials	Major C & I Customers	State Representatives, Senators & Governor's Staff	State Governmental Affairs Rep.	Co-Generators & IPP's	State Dept. Community Affairs	Media	
Incident Commander							X	X	X	X		X		X												
Operations Section Chief (System Operations)		X			X									X		X										
Regulatory Affairs			X																							
External Affairs																		X		X	X					
Power Delivery Distribution Operations					X																					
Customer Service & Load Mgmt.																X		X								
System operations - FPCLCC Coordinator					X																					
Marketing & Communication					X		X	X								X									X	
EMT Fuel Management			X		X(PGD)										X(PGD)											
Information Management																										
Nuclear Div. & PGD																										
Customer Care Command Center Team																	X									
Power Delivery Response Team																X										



For specific information and intradepartmental communication refer to Organizational Duties on pages 18-24

Business Units/Departments in this column are responsible for contacting the appropriate party listed in the matrix.

The following pages show the responsibilities, duties and actions to be taken by the various organizational departments at different stages of a capacity shortage. These tables show broad areas of responsibility and assignments may be delegated or reassigned as necessary to perform the work.

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

Incident Commander
(Vice President,
Transmission &
Substations)

Advisory	Alert	Emergency	Restoration
Notify key FPL Emergency Organization members	Notify key FPL Emergency Organization members	Notify key FPL Emergency Organization members	Notify key FPL Emergency Organization members of the system condition
Consider staffing the FPLCC	Direct staffing of the FPLCC as appropriate	Direct staffing of the FPLCC as appropriate	
	Consider issuance of Public appeals for voluntary conservation	Authorize the issuance of Public appeals for voluntary conservation	

Operations Section Chief
(Director System Operations)

Advisory	Alert	Emergency	Restoration
Notify FRCC, State Capacity Emergency Coordinator and Incident Commander	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander	Maintain overall coordination of the restoration
Ensure PGD and Nuclear Division are advised of the system condition	Ensure PGD and Nuclear Division are advised of the system condition.	Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander
Ensure Fuel Department is Notified of system condition.	Communicate the dispatch steps taken to the Emergency Control Officer and recommend any additional steps as warranted	Direct the emergency dispatch of company Generation	Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions
Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Communicate priority of load reduction measures to the System Operator	Direct the development of Reports required by the US DOE concerning interruption of the bulk firm load and all other reports required by reporting organizations such as FRCC, SERC and NERC
		Monitor the effectiveness of The dispatch/load reduction steps to the Emergency Control Officer and recommend additional steps as warranted	
		Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

Liaison Officer
(Regulatory Affairs)

Advisory	Alert	Emergency	Restoration
<p>Notify FPSC, State Division of Emergency Management and maintain contact as necessary</p> <p>Notify the State Watch Office</p>	<p>Notify FPSC and maintain contact as necessary</p> <p>Notify the State Division of Emergency Management through the duty officer at the State Watch Office in Tallahassee</p> <p>Ensure that the process for obtaining a governor's order is initiated</p>	<p>Notify FPSC and maintain contact as necessary</p> <p>Notify the State Division of Emergency Management through the duty officer at the State Watch Office in Tallahassee</p> <p>Assure that a Governor's Executive order is obtained by the FPSC if necessary</p>	<p>Notify FPSC and maintain contact as necessary</p> <p>Notify the State Division of Emergency Management through the duty officer at the State Watch Office in Tallahassee</p>

External Affairs Manager
(External Affairs & Governmental/ CI Representatives)

Advisory	Alert	Emergency	Restoration
<p>Ensure smooth flow of accurate/timely information to state, local and county officials</p> <p>Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory.</p> <p>Initial contacts with local & county officials to be made by External Affairs Manager in cooperation with Governmental Commercial Industrial Mgrs. (If more than 8 counties affected, the Florida Division of Emergency Mgt will notify the affected county's Emergency Management Agency).</p>	<p>Ensure smooth flow of accurate/timely information to state, local and county officials</p> <p>Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory.</p> <p>Initial contacts with local & county officials to be made by External Affairs Manager in cooperation with Governmental Commercial Industrial Mgrs. (If more than 8 counties affected, the Florida Division of Emergency Mgt will notify the affected county's Emergency Management Agency).</p> <p>Inform State Governmental Affairs Rep of alert</p> <p>Notify appropriate state reps, Senators and members of the Governor's staff after consultation with Regulatory Affairs</p>	<p>Ensure smooth flow of accurate/timely information to state, local and county officials</p> <p>Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory.</p> <p>Initial contacts with local & county officials to be made by External Affairs Manager in cooperation with Governmental Commercial Industrial Mgrs.</p> <p>Inform State Governmental Affairs Rep of emergency</p> <p>Notify appropriate state reps, Senators and members of the Governor's staff after consultation with Regulatory Affairs</p> <p>With assistance from the Gov. C/I Org. provide info, convey requests for assistance and Secure cooperation from City, County & State</p>	<p>Ensure smooth flow of accurate/timely information to state, local and county officials</p> <p>Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory.</p> <p>Initial contacts with local & county Officials to be made by External Affairs Manager in cooperation with Gov. C/I Mgrs.</p> <p>Inform State Governmental Affairs Rep of restoration</p> <p>Notify appropriate state reps, Senators and members of the Governor's staff after Consultation with Regulatory Affairs and in cooperation with State Governmental Affairs</p> <p>With assistance from the Gov C/I Org. provide info, Convey requests for assistance and secure cooperation from City, County & State</p>

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

Distribution Branch Directors
--

Advisory	Alert	Emergency	Restoration
Provide technical and logistical support to the Distribution Area Managers for problems involving the distribution system as warranted	Provide technical and logistical support to the Distribution Area Managers for problems involving the distribution system as warranted	Communicate with Areas Assess status of the Distribution system Determine any needed actions Advise areas of needed actions Advise Incident Commander of any condition that needs attention Monitor all load shifting activities Determine any equipment Adjustment received and advise Incident Commander and Areas Assign Power Delivery Response Team members to FPLCC duties	Communicate with Areas Assess status of the Distribution system Determine any needed actions Advise areas of needed actions Advise Incident Commander of any condition that needs attention Monitor all load shifting activities Determine any equipment Adjustment received and advise Incident Commander and Areas Assess long term effect of the event on the system

Customer Service DSM Demand Response, Planning, & Field Operations

Advisory	Alert	Emergency	Restoration
Verify Notification of Customer Care Centers Notify the major commercial and industrial customers	Verify Notification of Customer Care/Field Operations response teams Put the Customer Care Centers/Field Operations response team members on stand by Establish contacts with Major Account Managers Coordinate calls to Customers with special Circumstances (MESP), and record of each call Notify the major commercial and industrial customers	Maintain communication with the Customer Care Centers Assign Customer Care/Field Operations response team members to FPLCC duties Maintain contacts with Major Account Managers Notify the major commercial and industrial customers	Maintain communication with the Customer Care Centers Assign Customer Care/Field Operations response team members to FPLCC duties Maintain contacts with Major Account Managers Notify the major commercial and industrial customers Coordinate call to customer with special circumstances, (MESP) and the preparation of a record of each of these calls

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

SYSTEM OPERATIONS LFO

Advisory	Alert	Emergency	Restoration
<p>Issue notification of staffing requirements for the System Control Center</p>	<p>Issue notification of staffing requirements for the center at the direction of the Incident Commander</p> <p>Consider issuing request for reduction of non-essential FPL load</p>	<p>Issue notification of staffing requirements for the System Control Center at the direction of the Incident Commander</p> <p>Consider issuing request for reduction of non-essential FPL load to Corp Building Services</p> <p>Communicate with the Emergency Trans. Oper. & Planning Manager</p> <p>Advise the Incident Commander and other key managers at the FPLCC of the system status</p>	<p>Communicate with the Emergency Trans. Oper. & Planning Manager</p> <p>Advise the Incident Commander and other key managers at the FPLCC of the system status</p>

Emergency Communication Team PUBLIC INFORMATION OFFICER (Marketing & Communication)
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Advisory	Alert	Emergency	Restoration
<p>Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort</p> <p>In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted</p> <p>All news releases and/or statements to the media will be written by the staff and approved in conjunction with the Incident Commander</p> <p>Ensure statements are Distributed to:</p> <ol style="list-style-type: none"> 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Other emergency service organizations, as appropriate 	<p>Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort</p> <p>In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted</p> <p>All news releases and/or statements to the media will be written by the staff and approved in conjunction with the Incident Commander</p> <p>Ensure statements are Distributed to:</p> <ol style="list-style-type: none"> 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Other emergency service organizations, as appropriate 	<p>Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort</p> <p>In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted</p> <p>Maintain communications with spokespersons from other utilities and state agencies in the event of a Statewide emergency that requires a coordinated communications plan</p> <p>Ensure statements are Distributed to:</p> <ol style="list-style-type: none"> 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Other emergency services organizations, as appropriate 	<p>In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted</p> <p>All news releases/statements to the media will be written by the staff and approved in conjunction with the Incident Commander</p> <p>Ensure statements are Distributed to:</p> <ol style="list-style-type: none"> 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Other emergency services organizations, as appropriate

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

**Energy Marketing &
Trading
Fuel Management**

Advisory	Alert	Emergency	Restoration
<p>Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.</p> <p>Develop and implement fuel switching action plans as necessary.</p> <p>Advise System Operations and Fossil Generation Ops of potential trouble areas.</p> <p>Takes appropriate actions to re-supply the power plants as necessary.</p> <p>Arrange interchange transactions to provide for emergency capacity or energy transfers.</p>	<p>Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.</p> <p>Develop and implement fuel switching action plans as necessary.</p> <p>Advise System Operations and Fossil Generation Ops of potential trouble areas.</p> <p>Takes appropriate actions to re-supply the power plants as necessary.</p> <p>Notify Co-Generators and Independent Power Producers and inform them of payment Provisions of the GOC3 Tariff through the Resource Planning Group.</p> <p>Arrange interchange transactions to provide for emergency capacity or energy transfers.</p>	<p>Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.</p> <p>Develop and implement fuel switching action plans as necessary.</p> <p>Advise System Operations and Fossil Generation Ops of potential trouble areas.</p> <p>Takes appropriate actions to re-supply the power plants as necessary.</p> <p>Arrange interchange transactions to provide for emergency capacity or energy transfers.</p>	<p>Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.</p> <p>Develop and implement fuel switching action plans as necessary.</p> <p>Advise System Operations and Fossil Generation Ops of potential trouble areas.</p> <p>Takes appropriate actions to re-supply the power plants as necessary.</p>

**Information
Management (IM) &
Telecommunication**

Advisory	Alert	Emergency	Restoration
<p>Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center.</p> <p>Ensure that FPL's employee Communications network is operational and give priority to any restoration of equipment that affects the internal network.</p> <p>Ensure that computers, telephones and information systems in FPLCC are operational.</p>	<p>Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center.</p> <p>Ensure that FPL's employee Communications network is operational and give priority to any restoration of equipment that affects the internal network.</p> <p>Ensure that computers, telephones and information systems in FPLCC are operational.</p>	<p>Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center.</p> <p>Ensure that FPL's employee Communications network is operational and give priority to any restoration of equipment that affects the internal network.</p> <p>Ensure that computers, telephones and information systems in FPLCC are operational.</p>	<p>Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center.</p> <p>Ensure that FPL's employee Communications network is operational and give priority to any restoration of equipment that affects the internal network.</p> <p>Ensure that computers, telephones and information systems in FPLCC are operational.</p>

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

Nuclear Division and Power Generation
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Advisory	Alert	Emergency	Restoration
Prepare and review procedures for maximizing output and energy conservation.	Prepare and review procedures for maximizing output and energy conservation.	Prepare and review procedures for maximizing output and energy conservation.	Prepare and review procedures for maximizing output and energy conservation.

Customer Care Command Center Team
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Advisory	Alert	Emergency	Restoration
Maintain contact with Customer Care Command Center personnel Monitor and record system load and provide periodic reports to Customer Care Command Center Communicate with the Power Delivery Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Command Center on customer care issues and needs related to the emergency	Maintain contact with Customer Care Command Center personnel Monitor and record system load and provide periodic reports to Customer Care Command Centers Communicate with the Power Delivery Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Command Center on customer care issues and needs related to the emergency	Establish contact with Customer Care Command Center personnel to secure lines of communication Monitor and record system load and provide periodic reports to Customer Care Command Centers Communicate with the Power Delivery Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Command Center on customer care issues and needs related to the emergency	Establish contact with Customer Care Command Center personnel to secure lines of communication Monitor and record system load and provide periodic reports to Customer Care Command Centers Communicate with the Power Delivery Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Command Center on customer care issues and needs related to the emergency

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

Power Delivery Response Team

Advisory	Alert	Emergency	Restoration
Maintain contact with Area Managers	Maintain contact with Area Managers	Establish contact with Area Managers to secure lines of communications	Establish contact with Area Managers to secure lines of communications
Monitor system load and provide reports to Areas	Monitor system load and provide reports to Areas	Monitor system load and provide reports to Areas	Monitor system load and provide reports to Areas
Communicate with the Customer Care Command Center Team in order to address needs as they are identified	Communicate with the Customer Care Command Center Team in order to address needs as they are identified	Communicate with the Customer Care Command Center Team in order to address needs as they are identified	Communicate with the Customer Care Command Center Team in order to address needs as they are identified
Analyze system response and status	Analyze system response and status	Analyze system response and status	Analyze system response and status
Monitor load restoration activities and communicate with the Areas on the activities	Monitor load restoration activities and communicate with the Areas on the activities	Monitor load restoration activities and communicate with the Areas on the activities	Monitor load restoration activities and communicate with the Areas on the activities
Assess equipment status and advise management of alternative strategies	Assess equipment status and advise management of alternative strategies	Assess equipment status and advise management of alternative strategies	Assess equipment status and advise management of alternative strategies

2.4 Coordination and Communications with Governmental and Outside Agencies

2.4.1 Florida Division of Emergency Management (FDEM)

During system conditions, which warrant notifying the FDEM under this plan, the FDEM will maintain contact with the FRCC and FPL throughout the event. Contact with FPL will be through the Liaison Officer. FPL will initially notify FDEM through the duty officer at the State Watch Office in Tallahassee. If more than eight counties are affected, FDEM will notify those county emergency management agencies.

2.4.2 Florida Public Service Commission (FPSC)

The FPSC will maintain communications with electric utilities and Florida Division of Emergency Management as appropriate

2.4.3 Governor's Energy Office (GEO)

The GEO will maintain contact with the Florida Division of Emergency Management and other parties as appropriate

2.4.4 County Emergency Management Agencies

If the system conditions warrant notifying the FDEM under the plan and affect eight or less Florida counties, those counties will maintain the communications with FPL through the External Affairs Organization. (If more than eight counties are affected see section 2.4.1) and coordinate with their respective local public service agencies such as police, fire, hospitals and schools in accordance with their emergency plans

2.4.5 Florida Reliability Coordinating Council (FRCC)

During system conditions which warrant notifying the FRCC under this plan, the FRCC State Capacity Emergency Coordinator (SCEC) will become the central communication link between FRCC utilities. The FRCC SCEC will coordinate information with the FRCC Reliability Coordinator and will coordinate state response to expected or actual energy emergency alerts.

2.5 Emergency Load Management (ELM)

2.5.1 Load Reduction Plan

The Emergency Load Management (ELM) programs are designed to reduce system load under capacity shortage alert or emergency conditions in order to maintain the match between load and generation. The FPL System Operator follows the FPL Priority Order of Dispatch Procedure which can be found in the FPL System Operations Manual. This procedure identifies each step the System Operator shall take to elevate a Capacity Shortage or a Transmission System Emergency including load reduction in sufficient quantity to resolve the emergency within the NERC established timelines. The ELM programs are divided into two groups, manual and automatic, as follows:

ELM Programs

Manual (Dispatcher Action Required)

1. Feeder voltage reduction
2. Tripping of feeder breakers/feeder rotation
3. Continuous interruption of appliances (SCRAM)

Automatic

1. Fast-Acting Load Shedding (FALS)
2. Under-frequency Load Shedding

Some basic information regarding the ELM programs is given in the following table and listed in order of increasing severity of the system condition they are intended to address:

PROGRAM	DESCRIPTION	PROBABLE CONDITION	LOAD RELEASED
Voltage reduction	Lowering of feeder voltage up to 2.5% by biasing	Capacity shortage emergency	Approx. 200-400 MW dependent on Projected system peak
SCRAM	Complete interruption of all appliances for participants in the Residential/Small Commercial Industrial Load Control Program	Capacity shortage emergency	Approx. 2000 MW depending on system Load level.
Tripping of feeders/ feeder rotation	Load reduction by opening feeder breakers via supervisory control (affected feeders would be scheduled off of approximately 15 minutes. The actual number of feeder breakers opened at one time, duration of the outage and frequency of outages will depend on the duration and magnitude of the shortfall).	Capacity shortage emergency	Up to 6,000 MW based on projected system peak
FALS	Computer-controlled load reduction by tripping of transmission breakers when a set of predetermined conditions is met	Sudden, unexpected loss of certain specified contingencies, loss of transmission or generation. Mitigates condition so under frequency tripping will not occur	Approx 800 MW depending on system load level
Underfrequency Load Shedding	Automatic tripping of transmission and/or feeder breakers at specified underfrequency levels	Sudden, unexpected loss of major transmission or generation. Mitigates condition if separation occurs.	At least 56% of system load based on Fla. Reliability Coordinating Council requirements

2.5.2 Customer Prioritization

Definitions of priority customers and their ranking for emergency load management are given below. The 17 priority customer types identified below are listed in overall priority order from highest (Critical FPL Facilities) to lowest (Irrigation Pumps and Processing Plants). Based on local conditions, a particular customer's ranking may move within a group. (For example, prioritizing a Bridge above a Radio/TV customer.)

TYPE I - Critical FPL Facilities - Facilities determined by the Distribution Planning & Reliability Department or Transmission Operations and Planning Operation which are considered to be critical to FPL operations during capacity shortfalls or other system emergency conditions. For example: The System Control Center, Dispatch Offices and Gas Compressor Stations.

TYPE II - Military Bases - Military bases vital to national defense as specified by military authorities.

TYPE III - Direct Effect on Public Health, Safety, or Welfare.

- a. **Hospitals** - major surgical and critical care hospitals.
- b. **Airports** - major airports with scheduled commercial flights.
- c. **Navigational Aids** - key air and sea beacons/transmitters as specified by the FAA or military authorities.
- d. **Police and Fire Stations** - critical police and fire facilities.
- e. **Essential Governmental Facilities** - critical facilities including emergency preparedness centers and 911 emergency centers. Specifically includes National Weather Service and Hurricane Center facility in Sweetwater.

TYPE IV - Indirect Effect on Public Health, Safety, or Welfare.

- a. **Telephone Facilities** - critical facilities as specified by telephone company authorities which if interrupted result in widespread loss of telephone service.
- b. **Water Facilities** - treatment plants and well fields that cannot tolerate interruptions in excess of 30 minutes.
- c. **Sewage Facilities** - treatment plants and major lift stations which cannot tolerate interruptions in excess of 30 minutes.
- d. **Radio/TV** - major TV studios and radio and TV transmitting facilities.
- e. **Newspapers** - large daily newspapers.
- f. **Bridges** - Electrically-operated drawbridges on single-route public accesses to islands or on key traffic thoroughfares.
- g. **Transportation** - Miami Metrorail, the New River tunnel in Fort Lauderdale, and other similar major public transportation facilities.
- h. **Public Arenas** - large stadiums or other facilities where many people may be congregated.

TYPE V - Serious Economic Impact

- a. **Major Commercial/Industrial Facilities** - customers who may experience a significant monetary loss as a result of an interruption.
- b. **Irrigation Pumps and Processing Plants** - irrigation facilities for cold-sensitive food crops and processing plants for such crops (intended for winter load season only).

Notes:

1. FPL will attempt to notify customers participating in the Medical Essential Service Program (MESP) prior to expected system emergency conditions in which manual tripping of feeders is anticipated. Application of the above definitions to determine specific priority customers is left to the Customer Service Field Operations Management.

2. In deciding if particular customers should or should not be counted as priority, customer contacts are made as necessary to determine the critical nature of loads. This may be necessary for the following

customer types: Military Bases, Navigational Aids, Police and Fire Stations, Essential Governmental Facilities, Telephone Facilities and Major Commercial/Industrial Facilities.

3. In addition to (1) and (2) above, FPL has a database of priority customers for use in making customer contacts prior to an anticipated system emergency.

During **EMERGENCY** conditions company facilities that can do so will transfer load to emergency generators. All company facilities will turn off unnecessary lights consistent with safe operating and security practices and will reduce air conditioning and other load to the extent possible.

2.6 Public Information

Public Information consists of both "preparatory" Emergency Information, Emergency Media Information programs, and internal distribution of publicly disseminated information.

2.6.1 Emergency Public Information

Preparatory emergency public information programs consist of pre-scripted **public appeal messages** that have been pre-positioned with radio, television and newspaper outlets in FPL's service territory. In conjunction with the Incident Commander (IC), the Public Information Officer would authorize and activate callouts by authorized FPL representatives requesting use of the appropriate Public Service Announcement (PSA). Compliance with FPL's request to broadcast the message would be voluntary on the part of the media contacted.

Public appeal messages for capacity shortfall situations (hot and cold weather, and sudden loss of generation) cover voluntary safety and conservation appeals, as well as information on what to do to facilitate safe and timely power restoration following a blackout. Prompt activation of these messages, with support from the media, can help customers prepare for an emergency and may help prevent an emergency from escalating.

The Emergency Communication Team provides timely and accurate information to all stakeholders before, during and after an incident. In order to ensure effective communications, the ECT provides relevant and transparent information across more than 30 channels including social media, traditional media, company websites, email and robocalls. The communication channel strategy will be determined by the type of incident. Messaging will be developed by the ECT Messaging team and approved by the ECT Officer/PIO and the Incident Commander prior to dissemination.

In the case of a potentially widespread and sustained capacity shortfall emergency, FPL could request activation of the Emergency Broadcast System (EBS) by the State Division of Emergency Management.

Additionally, the Public Information Officer and staff are prepared to mobilize for media news briefings, provide interviews and otherwise assist with media requests for visual aids, photography and video, as appropriate.

2.6.2 Internal Communications

Notification of potential capacity shortage situations or the status of current capacity shortage situations is critical to many personnel within the FPL organization especially to those responsible for communications with customers. The methods by which capacity status information is communicated within the organization are described below. It is the responsibility of the individual parties needing this information to obtain access to these programs and understand the information contained therein. Information is provided to employees so that they may take appropriate actions and if appropriate respond to questions. In general, inquiries to the exact nature of the problem should be referred either to the customer care centers or, if from the media, to Marketing & Communication.

FPL Employee Communication ---- FPL's Marketing & Communication department will issue internal communications covering events via several channels (eWeb, Digital signage, and email communications). In the event of the activation of demand side management or the activation of the FPLCC, Marketing & Communication can advise the general FPL workforce of the capacity situation and the activation of the various demand side management or other load curtailment programs through these various channels and Send Word Now, if necessary.

System Status Report ----- A morning capacity assessment report is issued through Outlook email notes each morning. This report contains the expected peak megawatt demand for the day, the expected generation capacity for the day, and the expected generation reserves. It also shows what generating units are off line or limited. If a high morning peak or cold weather event is expected for the following morning, a status report will be issued on the afternoon of the prior day by Customer Service DSM to all internal and external stakeholders.

Transmission Operations and Planning Capacity Status Report ----- In the event of a capacity alert a capacity status report will be sent out via the Transmission Event Notification System (TENS). This report shows the current system forecasted peak, the current generation capacity available, the amount of capacity available from FPL's demand side management programs, and a forecasted time at which the various capacity conditions will be reached. This report shows whether the FPLCC will be open and at what time, if FPL's internal conservation measures are to be activated and at what time, and other status data.

Transmission & Substation Capacity Dashboards ----- The dashboards show the real time system forecasted peak, generation capacity available, amount of capacity available from FPL's demand side management programs and capacity available in each of the FPL service area territories (South, Southeast, East, West and North) for feeder rotation. The dashboards also allow for drill down functions that enables the user to very detailed information that fits their needs.

The FPL Command Center (FPLCC) will be the central point of communication and coordination of the various business units. See section 4.5.

The FPLCC will have pre-scheduled conference calls with all affected groups during emergency situations. These calls are to monitor the progression of plans and to ensure coordination between all groups. They will be scheduled during times the system is not experiencing peak loads so not to interfere with operations. For summer events calls should not be held between 2:00 – 7:00 PM and for winter events calls should not be held between 5:00 – 10:00 AM and 5:00 – 8:00 PM.

Call Objectives:

Objectives:

- Weather Update
- Load Forecast / System Impact
- Generation, and Fuel status
- Business Unit Reports
 - Operational Issues
 - Care Center Staffing
 - Information for External stakeholders
 - Community and Governmental Update
 - FPSC and State Issues
 - FRCC/NERC Issues
 - Employee Issues
 - Safety Issues/ Updates
- Review decisions and actions
- Transmission Report

The following three pages contain the planned agenda for the calls:

FPLCC – Capacity Shortfall Pre-Event Planning Conference Call Agenda (Sample – Actual Agenda To be created and sent out per event)

Capacity Shortfall – Senior Management Call	
Telephone Conference Information:	
Number: <u>1-888-808-6929</u> Participant Code: <u>683203</u> Date: _____	
Pin: _____ Time: _____	
Conference Host: Ed Devarona Purpose: Capacity Event Notification	
Call Information (<i>Choose one of the following as applicable</i>):	
<input type="checkbox"/> Day 1	
<input type="checkbox"/> Day 2	
<input type="checkbox"/> Day 3	
<input type="checkbox"/> Other: _____	
Note: Remember not to discuss any Transmission Issues while EMT is on the call.	
Conference Call Attendance	
Business Unit:	Representing:
Power Delivery -Transmission/Substation	Manny Miranda, Michael Spoor, Ed Devarona, Alissa del Sol
Power Delivery - Distribution	Bryan Olnick
Power Delivery - System Operations	Hector Sanchez, Andy Pankratz, Juan Quintana
Customer Service	Marlene Santos, Ken Getchell
IM / Telecommunications	Lakshman Charanjiva, Anita Sharma
Human Resources	Julie Holmes, Joe Suarez
Corporate Safety	Mark Morgan
Power Generation	Mike Arechabala, Roxane Kennedy, Carine Bullock, Al Schriver
Nuclear	Peter Polfleit
Emergency Communication Team	Rob Gould, Mike Waldron, Nancy Francis
Corporate Security	Jim Burke
External Affairs	Pam Rauch, Thomas Bean, Irene White
Regulatory Affairs	Ken Hoffman, Kory Dubin
Energy Market Trading	Sam Forrest, Gerry Yupp, Jeff Dunn
Weather Report	Tim Drum
Reliability Standards & Compliance	Scott Seeley, Silvia Parada Mitchell, Summer Esquerre
Logistics	Rich Lee, Barry Wilkinson
Finance	Kim Ousdahl, Scott Bores
Fleet	Art Macey
Demand Side Management	Wayne Besley, Mike Lang
Corporate Real Estate	Alex Rubio, Kevin Hughes, Bob Simm
Business Continuity	Terry Ostergard
Senior Management Call- Incident Briefing	

Topic	BU/Functional Area	Reporting:
1. Weather Update <input type="checkbox"/> Expected impact for FPL	Distribution	Tim Drum
2. Load Forecast / impact <input type="checkbox"/> Condition Status (Advisory/Alert/Emergency) <input type="checkbox"/> Cause of anticipated Capacity shortfall <input type="checkbox"/> Expected timing/duration <input type="checkbox"/> Expected Load/Peak Capacity <input type="checkbox"/> FRCC/NERC related issues <input type="checkbox"/> Immediate Actions to be taken <input type="checkbox"/> Planned events / # customers impacted/MW load	System Operations	Hector Sanchez
3. Generation and Fuel Issues & Other exceptions to report <input type="checkbox"/> Power Generation <input type="checkbox"/> Nuclear <input type="checkbox"/> EMT o Fuel Issues o Status of Purchased Power Agreements o Cogen Issues o Other Contractual Issues	PGD Nuclear EMT	Mike Arechabala Peter Polfleit Sam Forrest
Business Unit Reports – Exceptions / Requests		
4. Power Delivery: Distribution <input type="checkbox"/> Operational issues <input type="checkbox"/> System issues	Power Delivery: Distribution	Bryan Olnick
5. Customer Service <input type="checkbox"/> Care Center Staffing / messages <input type="checkbox"/> Customer notifications (MESP and C/I)	Customer Service	Marlene Santos Ken Getchell
6. Information Management <input type="checkbox"/> Systems / telecommunications	Information Management	Lakshman Charanjiva Anita Sharma
7. External Affairs (Community and Governmental Notifications) <input type="checkbox"/> Emergency management offices <input type="checkbox"/> Information Needs	External Affairs	Pam Rauch Thomas Bean
8. Regulatory Affairs (FPSC and State Issues) <input type="checkbox"/> Information to Release	Regulatory Affairs	Kory Dubin
9. Human Resources <input type="checkbox"/> Employee instructions and information (FYI faxes)	Human Resources	Julie Holmes Joe Suarez
10. Safety – Issues and Updates	Corp. Safety	Mark Morgan
11. Emergency Communication Team <input type="checkbox"/> Information for public and media <input type="checkbox"/> Employee communications	Marketing & Communication	Rob Gould Nancy Francis
12. Corporate Real Estate – Issues and Updates <input type="checkbox"/> FPL Facilities	Corp. Real Estate	Alex Rubio Kevin Hughes
13. Reliability Standards & Compliance <input type="checkbox"/> Reporting Issues	Reliability Standards & Compliance	Scott Seeley Silvia Parada Mitchell
14. Summary & Review of decisions and actions <input type="checkbox"/> Summary of System Status <input type="checkbox"/> Schedule for FPLCC activation <input type="checkbox"/> Summary of estimated restoration resources <input type="checkbox"/> Summary expected actions <input type="checkbox"/> Expected Outcomes	Power Delivery: Transmission	Michael Spoor
Excuse EMT from the Call		Ed Devarona
15. Transmission / Substation – Transmission Issues	Power Delivery: Transmission	John Lessin
16. Closing	Power Delivery: Transmission	Michael Spoor

FPLCC Activities Checklist – for use during conference calls (All Capacity Emergency Events)

<p>System Operations & Distribution</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Provide Weather Updates <input type="checkbox"/> Determine event severity level (Advisory , Alert, Emergency, Restoration) <input type="checkbox"/> Status of internal business unit notifications <input type="checkbox"/> Operations & Staff directors / managers <input type="checkbox"/> Status of FPLCC business unit notifications <input type="checkbox"/> Provide information of System Status / Response activities, exclude discussions on transmission grid status if EMT is on the call <input type="checkbox"/> System Capacity Status <input type="checkbox"/> Shortfall Cause & Expected duration <input type="checkbox"/> Current vs. Planned capacity & reserve margin <input type="checkbox"/> Summary & Timing of Actions Taken, exclude discussions on transmission grid status if EMT is on call <input type="checkbox"/> Pending Mitigation Activities & Location <input type="checkbox"/> Customer Outage Information - Anticipated and / or Actual, exclude discussions on transmission grid status if EMT is on the call <input type="checkbox"/> Field Operations Activities, exclude discussions on transmission grid status if EMT is on call <input type="checkbox"/> Restoration Updates & Projections, exclude discussions on transmission grid status if EMT is on the call
<p>Customer Service</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Care centers : Plans for contingency staffing & high call volume <input type="checkbox"/> Customer communications - care center messages <input type="checkbox"/> Notifications & Status of major C/I customers <input type="checkbox"/> Notification to MESP customers
<p>Information Management</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Status of FPL emergency systems, software, & employee communications network operational and given priority <input type="checkbox"/> Status of FPLCC equipment/systems - fully operational <input type="checkbox"/> Other IMSC emergency status updates
<p>Power Generation & Nuclear & Energy Marketing & Trading</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Status of fossil generation operations <input type="checkbox"/> Status of nuclear plant operations <input type="checkbox"/> Status of Purchase Power agreement units / schedules <input type="checkbox"/> Availability of power from other sources <input type="checkbox"/> Status of QF – Co-generation units <input type="checkbox"/> Communication / coordination of fuel issues
<p>External Affairs & Regulatory Affairs</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Avoid discussion of the status of other utilities. EMT can discuss only their knowledge of other utility status during the portion of the call that they participate in. <input type="checkbox"/> Notifications to local / state / federal regulatory agencies <input type="checkbox"/> Coordinate information to / from governmental entities <input type="checkbox"/> Emergency management plans and actions - evacuations, etc.
<p>Human Resources & Corporate Services</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Corporate Safety Activities & Safety messages <input type="checkbox"/> FPL Facility procedures <input type="checkbox"/> Employee communications (with Corporate Communications) <input type="checkbox"/> Internal policies & procedures
<p>Emergency Communication Team</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Coordination of appropriate Media releases / advisories <input type="checkbox"/> Employee communications / intranet / email, etc. <input type="checkbox"/> Update of internal/ external websites

2.7 Training, Exercises, and Drills

Capacity Shortage Emergency Plan Dry Run will be conducted annually for the purpose of training and review of all procedures, customer restoration plans and communications systems. Training/Dry Run shall be conducted during the Fall or Spring of each year by all personnel involved in the execution of this plan. At the end of each training/dry run there will be a critique session. This plan will also be implemented as part of the annual System operators' training sessions.

**LONG-TERM
FUEL SUPPLY
SHORTAGE**

3.0 – 3.8 LONG-TERM FUEL SUPPLY SHORTAGE

3.1 Purpose

The purpose of this Plan is to establish the organizational structure and corresponding responsibilities for anticipating, assessing, and responding to long-term energy emergencies occasioned by a fuel supply shortage.

3.2 Definition

An energy emergency exists when an electric utility has inadequate energy generating capability by reason of a fuel supply shortage, and is thereby prevented from operating at required levels to supply its energy obligations. An energy emergency differs from a short-term capacity emergency in that energy requirements cannot be met over an extended period of time. The period of advanced warning and expected duration of an energy emergency is generally measured in terms of weeks or months as opposed to minutes or hours for a short-term capacity deficiency.

3.3 Overview

The Plan is designed to address the organization, communication, environmental, legal, political, technical, and economic concerns which may arise during a long-term energy emergency. To address these issues, the Plan has been divided into three basic elements:

1. Fuel Supply Advisory
2. Fuel Supply Alert
3. Fuel Supply Emergency

Each basic element relates to a number of sub-elements which, when coupled, form the integrated plan. Following is a description of the basic elements and sub-elements of the plan which may be implemented during a fuel supply shortage.

This plan provides general guidelines and structure but is not intended to be rigid as each event may be unique. Implementation of the plan will be consistent with the severity of the situation.

3.4 Fuel Supply Advisory

The Energy Marketing and Trading Department is responsible for fossil fuel supply, transportation, scheduling fuel deliveries, managing fuel inventories, implementing fuel switching actions as necessary and projecting a Fuel Supply Advisory.

3.4.1 Designation

If in the judgment of the Vice President of Energy Marketing and Trading there is a threat to the continued availability of any fossil fuel used in the FPL system he will notify the Vice President of Power Delivery and initiate a Fuel Supply Advisory. The initiation of a Fuel Supply Advisory will trigger the actions indicated below.

3.4.2 Response

Upon initiation of a Fuel Supply Advisory, the Vice President of Energy Marketing and Trading will notify the President of FPL. The President of FPL or their designee will assume the role of an Energy Emergency Executive.

Energy Emergency Executive

The Energy Emergency Executive will have primary responsibility for implementing the fuel shortage plan strategies and for the communication protocol and coordination of the activities of the various business units. The Energy Emergency Executive will report and update the President of FPL and the Operating Committee on the fuel supply status and the progress and effects of the fuel supply shortage plan strategies. The Energy Emergency Executive is responsible for activating in whole, or in part, the Energy Emergency Organization as described in this plan. The Energy Emergency Organization, led by the Energy Emergency Executive, is comprised of six functional groups, each led by a Group Executive.

Group Executives

To implement the various actions required under each step in the Energy Emergency Plan, six key functional areas have been identified. The activities of each functional area are assigned to a Group Executive. The Group Executives will review and if necessary modify their elements of the Plan and notify the Energy Emergency Executive as to the readiness of their functional groups.

3.5 Fuel Supply Alert

3.5.1 Designation

If at any time under a Fuel Supply Advisory condition, despite actions taken under the direction of the Energy Emergency Executive:

Fuel inventories are projected to fall below seventy-five percent of the target level during a forward three-month period and projected fuel receipts will fall below expected usage such that FPL's ability to supply its energy obligations will be impaired within the next forty-five days, the Vice President of Energy Marketing and Trading will initiate a Fuel Supply Alert. The initiation of a Fuel Supply Alert will trigger the actions indicated below.

3.5.2 Response

Upon the initiation of a Fuel Supply Alert, the Energy Emergency Executive will direct the Group Executives to implement all Fuel Supply Alert actions, monitor the fuel supply situation, implement fuel switching actions as necessary and inform the President of FPL.

3.6 Fuel Supply Emergency

3.6.1 Designation

If at any time following the designation of a Fuel Supply Alert, and despite actions taken under the direction of the Energy Emergency Executive:

Fuel inventories reach or actually fall below seventy-five percent of the target level and projected fuel receipts will fall below expected usage such that FPL's ability to supply its energy obligations will be impaired within the next thirty days and thereafter for an extended period, the Vice President of Energy Marketing and Trading, will initiate a Fuel Supply Emergency. The initiation of a Fuel Supply Emergency which will trigger the actions indicated below.

3.6.2 Response

Upon the initiation of a Fuel Supply Emergency, the Energy Emergency Executive will direct the Group Executives to initiate all Energy Emergency actions. The Energy Emergency Executive will monitor the fuel supply situation and inform the President of FPL of the status and effects of the fuel supply shortage plan strategies including fuel switching actions as necessary.

Group Executives will direct the department representatives in their groups to implement the respective departments' Fuel Supply Emergency actions.

3.7 Energy Emergency Organization

The President of FPL has overall responsibility for the strategy to mitigate the effects of a fuel supply shortage.

The Energy Emergency Executive is responsible for directing the development and implementation of FPL's strategy through the Energy Emergency Organization, and maintaining coordination and information flow among the Energy Emergency Groups.

The responsibilities of the Energy Emergency Executive in conjunction with the Group Executives include:

- Review forecasts of fuel price and availability; inventory level, estimated power demand, availability of power purchases, and the expected impact of a fuel supply shortage on FPL's ability to serve its load.
- Provide a mechanism for making day-to-day policy recommendations.
- Develop action plans for eliminating or mitigating the impact of the supply shortage to the extent possible.

Exhibit 1 presents an overview of the Energy Emergency Organization and the make-up of each functional group. The activities of the department representative(s) to the group will be supported by the responsible

Executive for that department. The Energy Emergency Organization will, at such time as is deemed appropriate by The Energy Emergency Executive, operate from the Energy Emergency Coordination Center which will be located in FPL's Juno Beach Office.

3.7.1 FPL Emergency Organization for Long-Term Fuel Supply Shortage

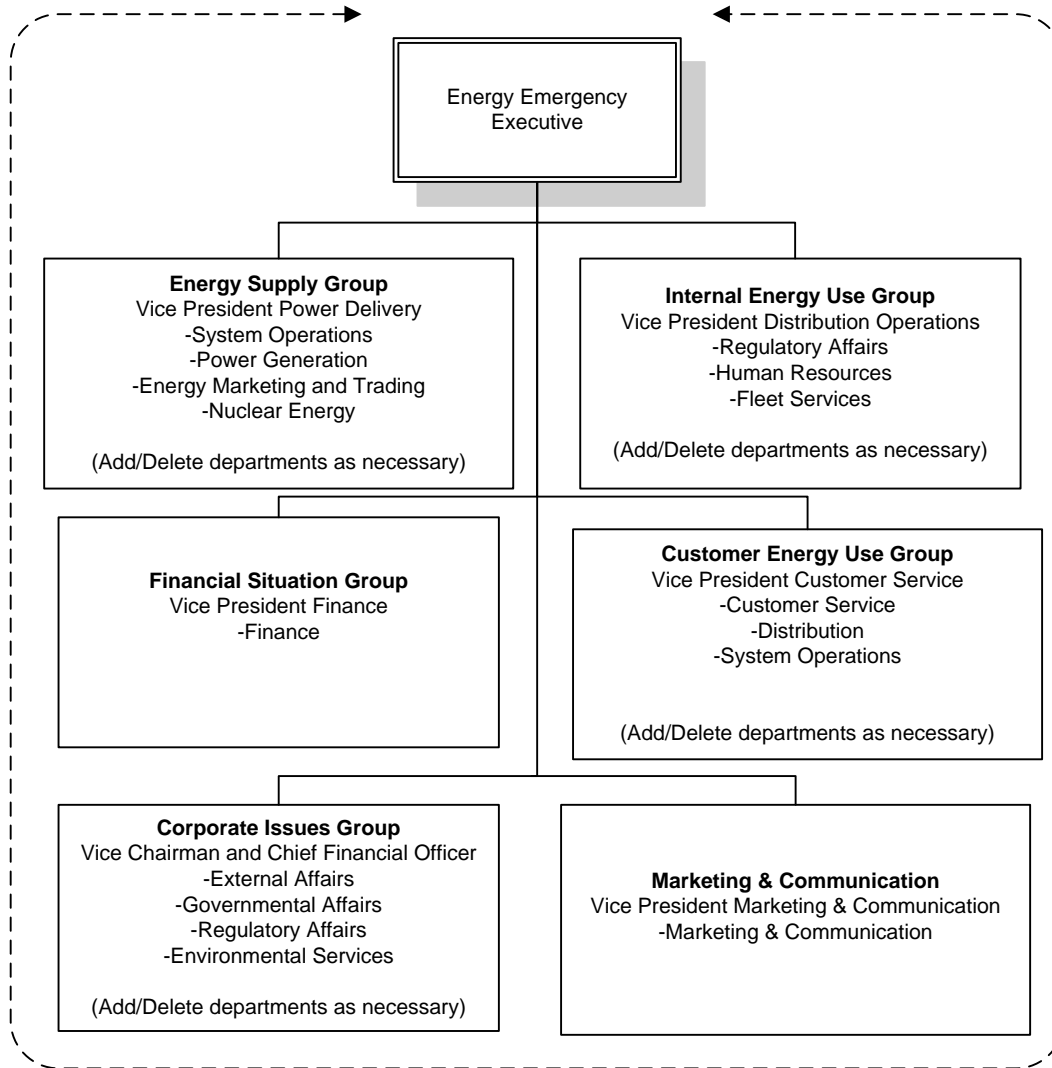
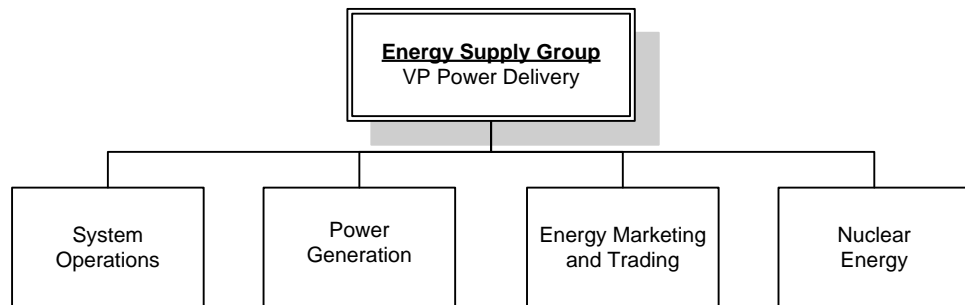


Exhibit 1
Energy Emergency Organization

3.8 Group Objectives and Accountabilities

The objectives and the individual accountabilities of the six key functional areas of the Long-Term Energy Emergency Fuel Supply Organization are described below.

3.8.1 Energy Supply Group



Primary Objectives

1. Obtain acceptable fuels for electric generation in FPL's system under the fuel shortage conditions.
2. Maximize the use of sources of energy that are not affected by the fuel supply shortage.
3. Keep other groups in EEO informed regarding the availability and cost of fuel used in the generation of electricity during fuel shortage conditions.

Accountabilities

System Operations

- Direct implementation of appropriate action plans by the various participants in the Energy Supply Group.
- Implement emergency dispatch procedures including the use of interruptible and curtailable loads to reduce capacity requirements or to conserve fuel in short supply.
- Coordinate transmission and generator maintenance schedules to maximize capacity or conserve fuel in short supply.
- Advise FPL and FRCC of projected power shortages.
- Notify all other operating entities as steps in the emergency plan are executed.

Power Generation

- Develop and implement action plan to review and, if appropriate, revise the plant outage schedule.
- Develop and implement action plan to review and, if appropriate, broaden the range of fuel specifications for fuel used in the generation of electricity.
- Develop and implement action plan to maximize efficiency of fuel utilization in fossil plants with fuels available to FPL during the fuel shortage period.
- Maximize generator output and availability including winterizing units and plants during extreme cold weather.
- Operation of all generating sources to optimize fuel supply availability.

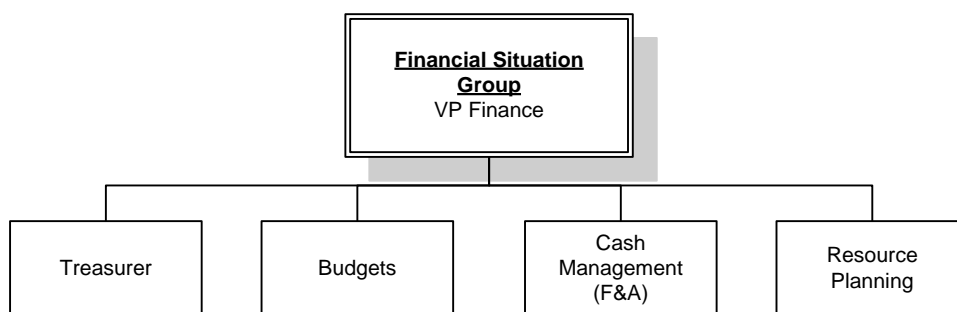
Energy Marketing and Trading

- Initiate Fuel Supply Advisory, Fuel Supply Alert and Fuel Supply Emergency.
- Develop and implement action plan to maximize availability of energy supply from interchange suppliers during the fuel shortage period.
- Assure that all interchange suppliers are informed of FPL's efforts and objectives regarding the Energy Emergency Plan.
- Coordinate interchange to assure cooperation with Energy Emergency Plan objectives and concurrence with the terms and conditions of the underlying contractual provisions.
- Develop dispatch scenarios to conserve fuel in short supply.
- Monitor, forecast and report fuel availability, price and inventory level conditions to EEO.
- Develop and implement Action Plan to obtain acceptable fuels for electric generation in FPL's system during the fuel shortage period.
- Administer fuel switching procedures.
- Notify IPP's and Co-Gen producers to maximize output and availability.

Nuclear Energy

- Develop and implement action plan to review and, if appropriate, revise the nuclear plant outage schedule.
- Develop and implement action plan to maximize electric generation from the nuclear units.

3.8.2 Financial Situation Group



Primary Objectives

1. Update financial plan for the expected fuel supply emergency and develop contingency scenarios.
2. Implement cash conservation measures that are deemed necessary.
3. File required reports (8-K) with Securities and Exchange Commission (SEC) as needed and prepare any necessary disclosures.
4. Provide information to NextEra Energy Investor Relations so they can inform present and potential investors, security analysis and stock exchanges as needed.
5. Work with Marketing & Communication to issue financial disclosure press releases.

Accountabilities

Treasurer or Assistant Treasurer

- Advise the Vice Chairman and CFO regarding the initiation of the Finance Department Emergency Plan.

- Provide information to NextEra Energy Investor Relations so they can inform present and potential investors, security analysts and stock exchanges as needed.
- Work with Marketing and Communication to issue financial disclosure press releases as needed and review releases and proposed statements that may have financial disclosure implications.
- Direct implementation of appropriate action plans by the various participants in the Finance Situation Group.

Financing and Accounting

- Monitor, forecast and report operating and capital expenditures to the Finance Situation Group.
- Track incremental costs for recovery under the FPSC prescribed Incremental Cost and Capitalization Approach (ICCA) methodology.
- Assign priority ratings, as appropriate, to capital and operating expenditure for use by the Finance Situation Group in implementing cash conservation countermeasures.

Cash Management (F&A)

- Monitor, forecast and report to the Finance Situation Group the efforts of various contingency scenarios on the economy (U.S. and Florida), FPL customers, FPL energy sales and net energy for load.

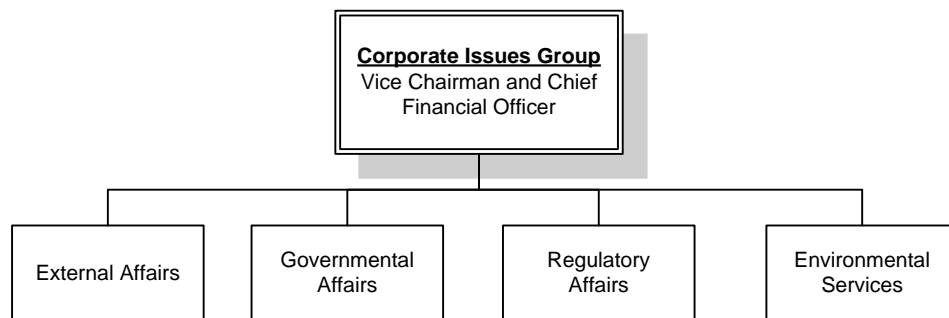
Resource Planning

- With input from other key departments, as necessary, develop and report production forecasts for various contingency scenarios to the Finance Situation Group.

3.8.2.1 Financial Plan

The Financial Plan developed during a fuel supply emergency will be used to state the effect of various contingency scenarios on FPL's earnings, cash flow and projected capital availability, and to provide information which may be necessary for financial disclosure purposes.

3.8.3 Corporate Issues Group



Primary Objectives

1. Inform and secure support for the FPL Fuel Shortage Plan from various local, state and federal governmental agencies and elected officials.
2. External communication coordination with Marketing & Communication (message

- consistency, content and audience).
3. Contacts with appropriate governmental agencies and elected officials to ensure that these agencies and officials understand the seriousness of the supply problems, the various alternatives which have been investigated and the necessity for the successful operation of the plan.
 4. Obtain the necessary emergency orders and variances to enable FPL to use fuels available during the fuel shortage period.
 5. Recovery of FPL's costs incurred in implementing the plan.

Accountabilities

External Affairs

- Maintain liaison with local authorities, including county and city administrative bodies and county emergency response agencies.
- Coordinate local external communications with other activities of the Task force to ensure consistency with actions taken at the state and federal level, such as emergency orders and variances.

Governmental Affairs

- Maintain liaison with federal and state public official, including legislators and appropriate agencies to implement programs to achieve necessary energy reductions.
- Coordinate with Environmental Services in the effort to obtain needed variances and orders.
- Notify appropriate governmental agencies as the various steps of the Emergency Plan are implemented.

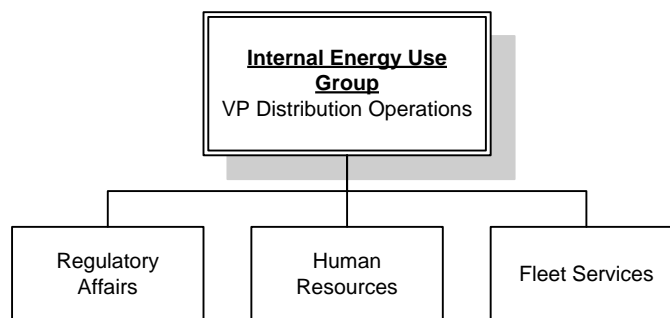
Regulatory Affairs

- Maintain liaison with FPSC and keep Commissioners and Staff informed regarding FPL's Emergency Plan.
- Prepare documentation necessary for FPL to recover costs incurred in the implementation of the Plan.

Environmental Services

- Interact with environmental agencies as required to obtain emergency orders and variances to seek removal of environmental constraints for generating units and plants.
- Coordinate with Governmental Affairs to obtain emergency authorizations.
- Provide environmental impact and regulatory status information to the EEO.

3.8.4 Internal Energy Use Group



Primary Objectives

1. Implement FPL's Internal Energy Use Reduction Plan to reduce the system's own energy use to a minimum.
2. Assure that all non-essential uses of energy at power plant sites is conserved or curtailed as necessary.
3. Assure energy conservation or curtailment of consumption is implemented at all FPL locations as appropriate.
4. Implementation and enforcement of conservation or curtailment at specific facilities will be the responsibility of local management with the exception of the General Office and Juno Beach buildings which will be assigned to Administrative Services and the Regional Customer Service Centers that will be the responsibility of the General Manager.

Accountabilities

Regulatory Affairs

- Assure FPL compliance with corresponding emergency plans promulgated by Federal and State agencies.

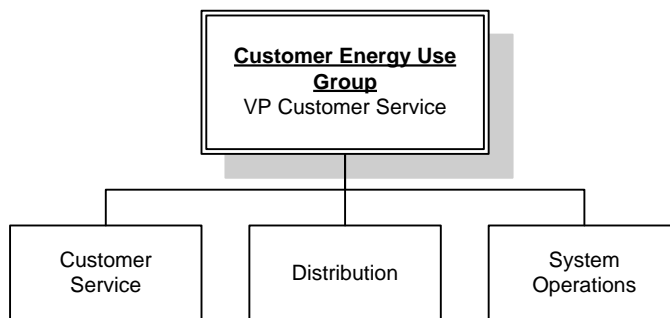
Human Resources

- Coordinate employee conservation measures.
- Ensure participation in conservation or curtailment activities by FPL employees.
- Ensure appropriate fuel-conserving practices and measures are implemented for FPL vehicles and employee-owned vehicles used on FPL business (Fleet Vehicles, Pool Vehicles, Contract Cars).
- Facilitate the use of employee car pools and alternate means of transportation in getting employees to and from work while conserving fuel.

Power Delivery – Fleet Services

- Implement prioritization of vehicle fuel deliveries.
- Ensure that alternative sources of vehicle fuels are obtained.
- Priority distribution.
- External sourcing.
- Allocations.
- Notify FPL Energy Use Group corporate officer pending vehicle fuel shortage situation any time an FPL supplier is unable to make a vehicle fuel delivery.

3.8.5 Customer Energy Use Group (Demand Side Management)



Primary Objectives

1. Coordinate customer energy reduction efforts with appropriate field operations organization.

2. Implement the New Customer Additions Reduction Plan.
3. Implement the Electricity Allocation Plan.

Accountabilities

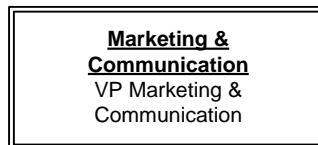
Customer Service

- Ensure implementation of all components of customer Energy Use Reduction Plan including appeals to large industrial and commercial customers to reduce non-essential energy use.
- Assure that all appropriate information related to customer energy reductions is transmitted to and from the regional customer service centers.
- Coordinate with the Director of System Operations and others, as necessary, to ensure that all aspects of the Emergency Load Management Plan are properly communicated and enforced.
- Address all critical loads essential to the health and safety of the community.
- Maximize the use of customer-owned generation that relies on fuels other than those in short supply.

System Operations

- Oversee the preparation and distribution of the Emergency Load Shedding Manual.
- Ensure implementation of feeder rotation and other DSM programs.

3.8.6 Marketing & Communication



Primary Objectives

1. Provide timely information concerning the fuel supply shortage and conservation to the media and to FPL employees.
2. Enhance the effectiveness of measures taken as part of the Energy Emergency Plan.
3. Ensure that the information is consistent with that provided to investors, governmental agencies and FPL's customers.

Accountabilities

Marketing and Communication

- Coordinate the release of timely information concerning the fuel supply shortage and conservation to the media.
- Develop and implement the Energy Emergency Communication Plan.
- Maintain liaison with the FRCC Public Information Committee.
- Ensure that all employees are informed as to the nature of the fuel supply shortage, conservation and curtailment actions recommended for employees and their families, and appropriate information for dissemination to friends and neighbors.

**EMERGENCY
FACILITIES
&
EQUIPMENT**

4.0 – 4.6 EMERGENCY FACILITIES AND EQUIPMENT

4.1 **Communications Equipment**

4.1.1 FPL Phone System

Telephones in most FPL locations may access the FPL telephone system. Through the FPL phone system, other company office locations may be directly dialed and local telephone calls may be placed. This system uses a combination of telephone company lines and FPL lines depending upon office location.

4.1.2 Cellular and Satellite Phone System

This system is to be the first line of backup communications in case the FPL phone system is unavailable and is also capable of providing access to the FPL computer system or for facsimile transmissions. FPL managers, plants and facilities have listed cellular phones for normal business purposes.

Following a hurricane, it is possible that communications equipment will be damaged and may prevent conventional communication between FPL sites and command centers. To mitigate this scenario, satellite phones have been installed at all FPL power plants including nuclear sites, at the system control center, at the FPLCC, and provided to each of the Station Managers.

4.1.3 FPL FM Radio System

The FPL radio system consists of fixed base FM radio equipment in the System Control Center, Dispatch Centers, service centers, power plants and the FPLCC. In addition, numerous mobile units are installed in FPL company automobiles, trucks, and mobile service vehicles.

In the event of interruption of electric service to the base radio stations, emergency power can be supplied to the equipment. The FPLCC radio is typically able to communicate with the SCC, Southeast Control Center, and the Juno office. The other areas are accessed through a relay of radio communications. The FM radio system is the next level of communications backup after the phone system and the cellular phone system.

4.1.4 Emergency Broadcast System

The Florida Emergency Broadcast System (EBS) is organized into three networks that can activate (1) statewide; (2) any of 12 "operational areas"; or (3) individual counties. Spanish language stations are included in the south Florida region. Tallahassee is the "State Warning Point" (SWP) and is responsible for activating (1) or (2). The EBS system would ensure timely notification of the public since the entire system could be activated within 30 minutes. Based on information FPL provides, an emergency could be declared and EBS activation requested.

4.1.5 FPL Computer Systems - SCADA, CIS, E-MAIL, TCMS

4.1.5.1 Supervisory Control and Data Acquisition (SCADA)

The SCADA system is a series of programs, which runs in the System Control Center. In brief, SCADA provides communications with and control of the power system equipment in the field to the dispatchers responsible for reliable delivery of power to the customers.

The data acquisition portion of SCADA collects information from each substation. This information consists of breaker/switch position (open/closed), station voltages, line flows (MW, MVAR, AMP), generator outputs (MW, MVAR) and where available transformer loads (MW, MVAR) and tap positions. In addition to collecting this information, SCADA also checks it for abnormalities. An abnormal status or out of range value is alarmed to the dispatcher. Different types of alarms can be prioritized to make the most efficient use of the dispatchers' attention and initial response.

The supervisory control portion of SCADA enables the dispatcher in the control center to operate circuit breakers or change transformer tap positions in the substations. Control of different substations can be organized such that each area dispatcher has responsibility for a subset of all substations in their area. This allows a dispatcher to concentrate on a smaller number of substations and prevents confusion of which dispatcher is handling which problem.

The SCADA system provides a series of summary displays, which provide the dispatcher with the most critical information at a glance. These summaries are organized according to the assignments of station responsibility of each dispatcher. The alarm summary provides a chronological list of current alarms, where they occurred and what happened. The abnormal summary provides a list of devices that are in an abnormal state or position. The Tag summary is a list of devices that have been "tagged" as part of an equipment clearance. The SCADA system prints out all the alarms and events so that there is a permanent record of their occurrence.

4.1.5.2 Customer Information System (CIS)

CIS is FPL's Customer Information System, the on-line computer system that allows every customer service representative and every customer accounting representative to access the account records of every customer.

This mainframe-based system is used extensively by employees in customer service locations. Telephone representatives access this system many times each day to answer customer inquiries, change names or mailing addresses, or maintain customer accounts in many other ways. CIS is the primary repository for all information related to individual customers: name, street address, mailing address, telephone number, account history, and current account status.

4.1.5.3 Electronic Mail (Outlook)

Outlook is an on-line electronic mail system whereby anyone with network access (and authorization) can send messages electronically to any other E-Mail user. The message is received instantly at the receiver's location and can be read from the screen or printed

on a local or network printer. E-Mail has the ability to provide information to many FPL locations quickly. Pre-determined distribution lists can be installed E-Mail, from which messages, emergency or routine, can be sent.

Outlook may be used during conditions outlined in this plan as a data gathering and information-disseminating tool, provided other more important systems such as TCMS are not affected. Critical storm information and status updates are contained within the Distribution Storm ICONS including substation map coordinates, critical phone lists, procedures, SRR summaries, and general storm data.

4.1.5.4 Trouble Call Management System (TCMS)

One of the most important types of calls that FPL receives from customers is the "trouble call". Examples of such calls occur when something goes wrong: customers have no electricity; lights are flickering; wires are sparking in the trees; wires are down across the road, etc.

FPL uses an on-line computer system called TCMS (Trouble Call Management System) to aid in handling such calls. This system allows customer service representatives to take and enter trouble call data. TCMS conveys the relevant data so that it is available to the dispatch center nearest the customers. TCMS sorts the trouble calls according to priority, and collects them geographically to look for duplications and diagnose possible transformer or lateral problems. The Distribution dispatcher then has the best information possible to dispatch appropriate field personnel.

TCMS also provides the ability for the dispatcher to update the trouble calls; these updates are available to the customer service representatives who can then give up-to-the-minute information regarding trouble conditions to inquiring customers.

4.1.6 Service Restoration Reporting System (SRR)

SSR is the on line system to report on ground patrol efforts, material requirements, and workload information when the extent of damage does not make it practical to utilize TCMS. This system organizes information about distribution facilities from each substation out within each restoration manager's geographical area. Material, equipment and restoration personnel by crew type can be more effectively assigned.

The system is remotely deployable to the damaged areas, even if there is not network connection available.

4.2 System Control Center (SCC)

The central component of FPL's Energy Control System is the System Control Center (SCC). The SCC consists of computer systems used for processing large scientific programs, data communications, power system accounting and control of the power system. Each computer has a redundant computer and an automatic throw-over to maintain a high degree of reliability.

Data from all the generating units, substations, and interconnections with other power systems

are transmitted to the SCC via reliable dedicated telephone lines. Because of FPL's large use of energy purchases, the SCC also collects data from neighboring power systems via computer links to their control centers. The SCC can thereby provide for the initial accounting of energy purchases and sales since it collects the power system measurements and controls the scheduled/intended energy transactions. Personal computers connected to the SCC then collect all of this data for further processing and billing. The SCC also has links to the Load Management computer system. This allows the System Operator to control the residential load as needed

The most basic function of the SCC is Supervisory Control and Data Acquisition (SCADA). (Refer to Section 4.1.5.1) The SCC also performs Automatic Generator Control (AGC) for all of FPL's (non-nuclear) generators. The AGC program maintains a constant balance between the energy demanded by the customers and the energy supplied, either through FPL generation or purchased from other utilities. This balance is maintained by sending control signals to the generators to either increase or decrease their output. This control also maintains the system frequency at 60 Hz. Another major function of the SCC is to evaluate the security of the power system as conditions change and provide this evaluation as an aid to the operators and dispatchers who are controlling the system. These security programs periodically collect a complete set of measurements from SCADA and then perform a series of contingency analyses. Potential problems are presented to the operators so that they can be prepared to take action if necessary.

4.3 Power Delivery Transmission & Substation Command Center (PDTSCC)

The PDTSCC overlooks the System Control Center in the LeJeune-Flagler Office (LFO). The command center is equipped with telephones and computer consoles to monitor the system conditions.

The Manager of Technical Services is responsible for the operations of the TSCC.

4.4 Physical Distribution Center (PDC)

The T&D Material Operations Logistics Group is responsible for maintaining the PDC facility which is located in West Palm Beach, Florida. This group is responsible for all logistics in providing material, tools and equipment to support the restoration efforts. They are also responsible for coordination of the logistics efforts (food, housing, ice, water, etc.) to support initial FPL crew movements and the processing of external manpower from other utilities and other contractors. They maintain the Personnel Resource Emergency Preparedness System (PREPS) database for all employees & external forces used in the restoration efforts.

4.5 Florida Power & Light Command Center (FPLCC)

The FPLCC is located at 4233 Up the Grove Ln in West Palm Beach. The facility will be staffed during hurricane response, other severe weather condition with significant customer outages, and if a capacity alert or emergency is declared.

The FPLCC facility is intended to ensure accurate and timely communications between business units. It also provides the capability for each business unit's field forces to have a single point of contact to provide updates and receive the most accurate information available.

4.5.1 Facilities Description

The FPLCC is a large room which is configured for communication operation. The room is organized to accommodate the emergency organization and provides tables and phones for the Incident Commander (IC) and emergency staff managers and their representatives. Directly in front of the IC are status boards, system maps and TV screens to record system load and conditions.

The Customer Service Response Team (CSRT) which is responsible for all customer service issues during the event and the Power Delivery Response Team (PDRT) which is responsible for crew movements (FPL and foreign crews), emergency restoration and coordination of all distribution operations issues, are also located in the FPLCC room.

Additionally, following a severe storm the FPLCC may be manned by representatives from several additional FPL departments such as the Nuclear Division, Regulatory Affairs, Aviation, Inventory Services, Automotive, Telecommunications, etc at the discretion of the IC.

4.5.2 Telephone, Radio and Other Equipment

The FPLCC is equipped with a phone system consisting of assigned blocks of phone numbers. The IC and emergency staff managers have a block of numbers which roll over or are answerable by the other staff managers. The CSRT members have a similar block of numbers which are assigned to the individual areas for calls to report their damage and problems. These phones roll over and are answerable by any of the team. Likewise the DRT members have a block of numbers which are designated for specific events or problems/needs. There are cellular phones available in case of FPL phone system failure as well as fixed base FM radio equipment for use in the event of total phone system failure. The general location of phones can be seen in figures 5-5a & 5-5b. Also available in the FPLCC are four fax machines, three computer terminals tied into the FPL computer systems, personal computers which are used for manpower analysis, a SCADA terminal to assess system status and two TV sets; one set up on cable and the Instanews network and the other on an independent antenna in case the cable is lost. Weather data is also readily available via fax or printer.

4.5.3 Staffing

Staffing will be determined by the Incident Commander and will depend on the nature and severity of the emergency.

4.5.4 Emergency Communication Team (ECT)

The Emergency Communication Team (ECT), located at the FPLCC, can be activated if needed in an emergency. It is used as a central location for gathering and distributing emergency information to the news media and to employees. Media inquiries, the distribution of news releases, press kits and other information is coordinated from this area. Personnel in the ECT are also responsible for coordinating the setup of the media room at the FPLCC for news briefings and coordinating the scheduling of those briefings.

Appendix

Capacity Shortfall/Transmission Emergency Terms & Definitions

TLR – Transmission Load Relief

A North American Electric Reliability Corporation (NERC) procedure to reduce loading on key transmission facilities to prevent overloads, voltage collapse, or stability problems from occurring either in real time or that would result from the “next contingency” event on the bulk transmission system.

Power Plant Operating Modes

1. **On-Control Continuous Capability** – The first level of operations which uses Automatic Generation Control (AGC) to economically regulate the system’s generation to meet load demands. This level is normal power plant operations.
2. **OCC – OFF CONTROL CONTINUOUS** – The second level of operations which requires that plants operate OFF System Control. This level of operations allows the power plant operator to fine tune the generating facility for maximum sustained power output, normally greater than normal ON Control capability. The plant can operate at this level efficiently for a prolonged period of time.
3. **PEAK Capability** – The third and final level of power plant operations. This level allows the power plant operator to further increase the power output of the generating facility at a cost in unit efficiency. The plant can only run for a limited time at this level of operation.

DSM – Demand Side Management

DSM is a collection of systems and programs which are administered by the utility to achieve reductions in energy demand. Examples of these programs are the On-Call Load Management System, the Commercial/Industrial Load Control Program, and Curtailable Load.

LMS – Load Management System

This refers to the Residential Load Management “On Call” system. The system is operated by the Generation Coordinator at the System Control Center and has the effect of reducing the overall system load demand. The system controls customer appliances such as water heaters and pool pumps, air conditioner appliances in the summer and heating appliances in the winter. The system is broken down into several areas corresponding to FPL service areas as follows:

1. Southern Area – Miami / Dade County
2. Southeast Area – Broward County
3. Eastern Area – From Palm Beach north to St. Lucie Counties
4. Western Area – all counties on the west coast from Naples through Bradenton
5. North Area – FPL territory north of St. Lucie County to the state line

The system is also broken down by mode of operation. Under normal operations customers choosing the “Cycle” option will have their Air Conditioning and/or Heating appliances cycled OFF & ON for periods of 15 minutes each for up to 3 hours. Customers choosing the “Shed” option will have their appliances turned off with no cycling for up to 3 hours. The control of the Water Heaters and Pool Pumps has no cycling option, and will result in customer appliances being turned off a period of up to 4 hours.

LMS – SCRAM

The other mode of operation for the On Call Load Management System is the **SCRAM mode**. This mode is used only in emergencies and has no contractual time limits. The FPL System Operator will use this mode as a last resort in Capacity Emergencies or in response to a system emergency. During this mode of operation all appliances in the area of control will be turned off until restored by the System Operator.

CILC – Commercial / Industrial Load Control

The objective of the CILC Program is to reduce the current and future growth of coincident peak demand and energy consumption by controlling customer loads during capacity shortages and system emergencies.

The CILC Program is available to Commercial or Industrial customers with demands of 200 kW or greater that allow FPL to control at least 200 kW of their load. Participants in this program contract for a firm demand level of use which they agree not to exceed during a load control period. Participants must also allow FPL to directly control their selected electrical switch gear or to transfer the load to their stand-by emergency generator. Control of the customer's load is accomplished through FPL's Load Management System by use of control circuits connected directly to the customer's switching equipment.

The customer receives service under a lower rate in return for allowing FPL to control its load.

FPL provides the customers with advance notification of upcoming load control events via an FPL provided printer/alarm device that is installed at the customer's premise. The pre-notification is typically given 1 hour prior to the start of a load control event. On rare emergency conditions, the minimum pre-notification is 15 minutes. The following is the series of messages that are sent to the CILC printer/alarms when the CILC system is activated:

Initial message: typically 1 hour prior to the start time of the load control event- customers receive free form message explaining the reason for the upcoming load control event and alerting them of the event start/end times.

Pre-notification: 15 minutes prior to the start of the load control event-customers receive pre canned message alerting them that "15 minutes to load control period".

Notification: at the start of the load control event, the customers receive pre canned message alerting them that "load control period is underway".

Pre-notification: 15 minutes prior to the termination time of the load control event-customers receive pre canned message alerting them that "15 minutes to end of load control period".

Notification: at the end of the load control event, the customers receive pre canned message alerting them that "load control period is concluded".

The CILC-1 rate is currently closed to new participants. A similar rate offering, Commercial Industrial Demand Reduction Rider (CDR), is available to interested customers.

Curtable Load

The objective of the Curtable Program is to reduce peak demand and energy consumption by requesting customers to reduce their loads during capacity shortages and system emergencies.

The Curtailable Program is available to Commercial or Industrial customers whose measured or contracted monthly billing demand equals or exceeds 500 kW and agree to curtail this demand by at least 200 kW when requested by FPL. Participants in this program contract for a firm demand level of use which they agree not to exceed during the period in which curtailment is being requested. Participants must **manually** reduce their own loads by turning off selected switch gear or **manually** transfer the load to their stand-by emergency generator. Control of the customer's load is strictly at the customer's discretion.

The customer receives a monthly credit per kW for any kW curtailed above their contracted firm demand.

FPL typically provides the customer with advance notification of upcoming curtailable events via telephone. It is the FPL's Account Managers or their designee's responsibility to contact the customer and inform them of the upcoming event, including the start and end time of the curtailment period. The advance notice is typically given 1 hour prior to the start of the curtailment. The following is the typical process that is followed to activate curtailment:

PS- System Operations System Operator determines the need to request curtailment.

PS- System Operations System Operator informs PDM-Product Development & Management of the need to request curtailment.

PDM-Product Development & Management informs Account Managers or designees of the need to curtailment.

PS-System Operations issues POET Page notifying FPL staff of the need to request curtailment.

Account Manager or designee contacts external customer and requests them to curtail for a specified period of time.

External Customer prepares for curtailment and turns off selected loads during the curtailment period specified by the Account Manager.

The Curtailable Rate is currently available to interested Commercial or Industrial customers.

ELM – Emergency Load Management

The Emergency Load Management program provides methods of load curtailment in the event of system emergencies. The ELM program contains the **Feeder Rotation (Block Load Shed)** program as well as the **Voltage Reduction** program.

Feeder Rotation (Manual Trip- Block Load Shed)

Feeder Rotation is a method of reducing system load by manually shedding pre-defined distribution feeders. The program is divided into **4 Levels** with **20 Groups** of feeders in each level. Each Group contains several feeders distributed among the five FPL service areas. The total load per feeder rotation group is approximately 100 MW or 25,000 customers on average. In the event of a system emergency, the FPL System Operator may choose to shed a determined amount of load off the system via manually tripping specific groups/levels in the ELM program. Each Feeder Rotation will be restored in approximately 20 minutes with an additional number of groups being shed if system conditions persist.

Voltage Reduction

Voltage Reduction is a method of reducing System Load by manually reducing distribution feeder voltages by 2.5%. This program is also executed by the FPL System Operator at the System Control Center

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FPL Emergency Plan

For

Capacity Shortages/Transmission Limitations

And

Long Term Fuel Shortages

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**FPL EMERGENCY PLAN FOR
CAPACITY SHORTAGES/TRANSMISSION LIMITATION
AND LONG TERM FUEL SHORTAGES**

1.0 – 1.4 GENERAL INFORMATION

1.1 Introduction

This plan identifies emergency conditions and delineates the responsibilities and duties of the FPL Emergency Response Organization. The plan is divided into two sections: 1) Capacity Shortages, and 2) Long Term Fuel Supply Shortages. The plan is a [subset synopsis](#) of FPL's overall emergency processes.

The plan describes the following [basic](#) topics:

- A. The organization for identifying, assessing and responding to emergency conditions
- B. Criteria for identification and classification of an emergency condition
- C. Notification of FPL emergency response personnel. Notification of local and state emergency management agencies. Notification of major commercial and industrial customers
- D. Emergency response actions by FPL, governmental agencies and the public including development of information for the media and the public for use both prior to and during an emergency
- E. Facilities, communications equipment and computer systems used in emergency response
- F. Maintaining a state of emergency preparedness

1.2 Purpose and Scope

The purpose of this plan is to document the policies and summarize the procedures used by FPL in responding to a power capacity shortage or transmission limitation which impacts or threatens to impact significant numbers of customers. Power capacity shortages may be caused by unusually hot or cold weather, short-term fuel supply shortages, transmission disruptions, or power plant outages. Section 3 of the plan covers long term fuel supply shortages which are anticipated to be protracted from events such as wars, disruptions in supplies by strikes, damage to refineries, or embargoes.

1.3 Concepts of Emergency Operation

When operating reserves are nearly exhausted and there is imminent possibility of curtailment of firm load, an appraisal of the situation is made by designated personnel and action taken in accordance with this plan. FPL Emergency Organization personnel are notified and mobilized to manage operations, communicate with the public and appropriate governmental agencies and to restore normal service when the emergency is over. These response actions are carried out to maintain system integrity and to minimize the impact to our customers.

1.4 Plan Revisions

The Emergency Response sections for capacity shortage/transmission limitation and long term fuel supply emergency shall be reviewed and updated annually and updated as needed or in accordance with FPSC, & FRCC and NERC requirements. The critique from annual system drills will be a primary source for revisions and improvements to the plan. In compliance with NERC Standard EOP-001 upon implementation of these emergency plans documentation shall be provided to System Operations stating the date the plan was implemented, that the plan was followed and any changes that occurred to the plan due to the plans use. The updated plan shall be provided to System Operations for distribution to FPL System Operators, FRCC Reliability Coordinator and neighboring entities within the same calendar year.

Capacity Shortages and/or Transmission Limitations

2.0 – 2.7 CAPACITY SHORTAGES/TRANSMISSION LIMITATIONS

2.1 Incident Identification

Capacity shortage conditions are those in which the supply of power to firm customers could be in jeopardy due to either generation capacity shortages and/or transmission limitations. Typically generation capacity shortfalls ~~would may~~ occur when severe weather conditions exist, primarily in summer or winter seasons. However, unseasonable weather conditions could result in difficulties meeting peak loads ~~as due to the unavailability of multiple generating~~ multiple generating units ~~normally are off due to for~~ – scheduled maintenance. Routine use of demand side management programs such as FPL's On Call program during scheduled usage periods is not considered a capacity shortage. However, use of these programs may precede the activation of other stages of the capacity shortfall plan. Activation of the On Call or the Commercial Industrial Load Control programs (CILC) outside of published hours, in a SCRAM mode or for extended hours may initiate activation of parts of the capacity shortfall plan.

Transmission limitations are the result of unplanned circumstances. These would include the loss of critical transmission lines, circuit breakers, autotransformers, and generating units. After taking all remedial steps a Transmission Operator or Balancing Authority with insufficient generation or transmission capacity shall shed customer load rather than risk uncontrolled failure of components or cascading outages of the interconnection.

The loss of firm load in a localized area due to a transmission or distribution outage, temporary problems or an isolated event may be reported but would not cause the implementation of the plan. Also, the loss of firm load due to automatic under-frequency relay operation would not necessarily cause the implementation of the plan, unless it is anticipated that the outage will extend over several hours.

2.2 Escalation Categories and Notification

All of the categories below are defined and based on a statewide process for assessment of capacity performed through the Florida Reliability Coordinating Council (FRCC). The FRCC State Capacity Emergency Coordinator (SCEC) agent is the entity that performs the comprehensive assessment for the FRCC region. FPL operating personnel coordinate internal assessments with the SCEC and initiate declarations and notifications relative to the FPL system. In addition, FPL has internal levels criteria to trigger ~~actions and~~ preparation and/or action on the FPL distribution system due to extreme temperatures.

2.2.1 Generating Capacity Advisory

A "Generating Capacity Advisory" is primarily issued for information purposes: ~~it anticipates when~~ conditions that may affect BES (Bulk Electric System) operations are anticipated. It automatically ~~kicks off~~ initiates utility tracking activities, and it initiates inter-utility and inter-agency communication.

The FRCC issues a **Capacity Advisory** when either (1) ~~a forecast of~~ extreme temperatures around the state are forecasted as defined in the table below, or (2) one or more utilities within the FRCC footprint have issued, or are planning to issue, public appeals for conservation of electricity.

Due to the geographical and electrical configuration of Florida, the state has been divided into two areas. Area 1 includes Gainesville, Tallahassee and Jacksonville (north Florida). Area 2 includes Orlando, Tampa, St. Petersburg and Miami (central and south Florida). Temperature thresholds have been set for each of these cities and when two 2 of the cities in Area 1 or three 3 of the cities in Area 2 exceed their

temperature triggers, the FRCC issues a [Capacity](#) Advisory. The temperatures are important since severe weather (hot or cold) can be accompanied by significant increases in electric demand.

	<u>Location</u>	<u>Winter</u>	<u>Summer</u>
Area 1	Jacksonville	Below 21 F	Above 98 F
	Gainesville	Below 24 F	Above 95 F
	Tallahassee	Below 20 F	Above 98 F
Area 2	Miami	Below 40 F	Above 92 F
	Orlando	Below 30 F	Above 95 F
	St. Petersburg	Below 32 F	Above 95 F
	Tampa	Below 31 F	Above 93 F

For FPL a **Capacity Advisory** will be issued when (1) three of the cities in Area 2 exceed their temperature [threshold triggers](#) and one of those cities is Miami or (2) [FPL appeals to the public for conservation appeals by FPL of electricity](#).

In cases when the FRCC issues an Advisory and FPL does not, System Operations will contact key FPL personnel and continue to monitor the situation.

2.2.2 Generating Capacity Alert

The second stage of the plan is a "Generating Capacity Alert." [A generating Capacity Alert is declared when \(1\) the "Capacity Assessment" of the state operating margin is such that the loss of the largest generating unit would necessitate interruption of firm load in Florida or \(2\) imminent loss of transmission capacity would necessitate interruption of firm load in Florida.](#)

It is based on a reserve margin - the difference between available statewide resources and the amount of peak electric demand projected for that day. A **Capacity Alert** is initiated when FPL's total operating reserves fall below the size of the largest single contingency generating unit in the state.

The basis for this trigger is straightforward as the loss of one large generating unit due to mechanical failure could lead to blackouts somewhere since sufficient backup is not available. The **Capacity Alert** initiates actions to increase reserves. For example, available emergency supply options would be explored. Additionally, utilities can reduce electric demand through load management programs. These programs give utility dispatchers control over certain appliances and electrically-powered equipment according to pre-arranged customer agreements. Through remote control equipment and installation of special switches on appliances (such as electric water heaters, air conditioning/heating systems and pool pumps), the dispatcher can cycle appliances on and off as needed during a peak demand period. Utilities also can ask consumers to implement voluntary conservation measures.

[A generating Capacity Alert is declared when \(1\) the "Capacity Assessment" of the state operating margin is such that the loss of the largest generating unit would necessitate interruption of firm load in Florida or \(2\) imminent loss of transmission capacity would necessitate interruption of firm load in Florida.](#)

2.2.3 Generating Capacity Emergency

A "Generating Capacity Emergency" is declared when (1) there is inadequate generating capacity, including purchased power, to supply firm load, or (2) generation fuel supplies and deliveries have decreased to a level that is not adequate to provide for continuous, uninterrupted service to firm customers.

Controlled interruptions, manually activated by utilities, are a last resort to avoid ~~system-facility~~ overload(s) and possible equipment damage. Without them, the electric system could experience an automatic shutdown that ~~could would~~ result in more widespread and longer blackouts. ~~When By the time~~ controlled interruptions are ~~performed~~~~used~~, utilities would have exhausted every available means to balance supply and demand.

Prior to controlled interruptions, actions taken will include bringing ~~all~~ generating units to full capability, starting ~~all~~ units that are available, purchasing energy from outside the state, reducing non-essential electric use at utility facilities, ~~utilizing using~~ load management, curtailing interruptible customers, reducing voltage within established safe limits, and issuing appeals to consumers for emergency cutbacks of electricity use and voluntary conservation.

At this stage of the ~~shortage-capacity shortfall~~ plan, actions and information are coordinated among utilities, emergency agencies, the Governor, the Florida Public Service Commission, and the media. Frequent status reports are provided to agencies and the media

2.2.4 System Load Restoration

"System Load Restoration" is the last phase of the plan and is instituted when controlled interruptions have been terminated and generation capacity is adequate. ~~Restoration is defined as being in a state where generating capacity, or transmission capacity, including purchased power is capable of meeting the demand of FPL firm load customers and service is being restored to customers whose service had been interrupted.~~

~~It is During~~ the recovery stage ~~and concerted efforts are made to provide~~ frequent system status reports ~~are provided to agencies and media. Messages to consumers Messaging may include would focus on the~~ timing and location of facility repairs, appropriate safety information and consumer self-help instructions.

~~Restoration is categorized as being in a state where generating capacity, or transmission capacity, including purchased power is capable of meeting the demand of FPL firm load customers and service is being restored to customers whose service had been interrupted.~~

2.2.5 Transmission System Emergencies

The FPL System Operator shall have an emergency load reduction plan for all identified Interconnection Reliability Operating Limits (IROL's). The Florida Reliability Coordinating Council (FRCC) ~~shall~~ maintains a

list of all IROL's within the FRCC Region. The FRCC Operating Reliability Subcommittee ~~shall verify~~ verifies that a mitigation plan is in place for each IROL identified within the FRCC Region. For all FPL IROL's, these mitigation plans describe the actions required (load reduction plan) to be taken by the FPL System Operator in order to resolve the IROL condition within 30 minutes to avoid system separation or a collapse of the FPL Transmission System. Typical mitigation plans could include re-dispatch of generation resources, reconfiguration of the Transmission System, following of the NERC Transmission Loading Relief (TLR) procedure, utilization of the FPL Demand Side Management programs, and shedding of firm load. Section 2.5 of this plan describes the Emergency Load Management options available for the FPL System Operator to mitigate transmission system emergencies up to and including shedding of firm load. The FPL System Operator also has several procedures in the FPL System Operations manual to aide in the response of an emergency on the FPL Transmission System.

Transmission limitations are generally the result of unplanned circumstances. These would include the loss of critical transmission lines, circuit breakers, autotransformers, and generating units. After taking performing all available remedial steps a Transmission Operator or Balancing Authority with insufficient generation or transmission capacity shall shed customer load rather than risk uncontrolled failure of components or cascading outages of the interconnection.

2.3 Organization Roles and Responsibilities

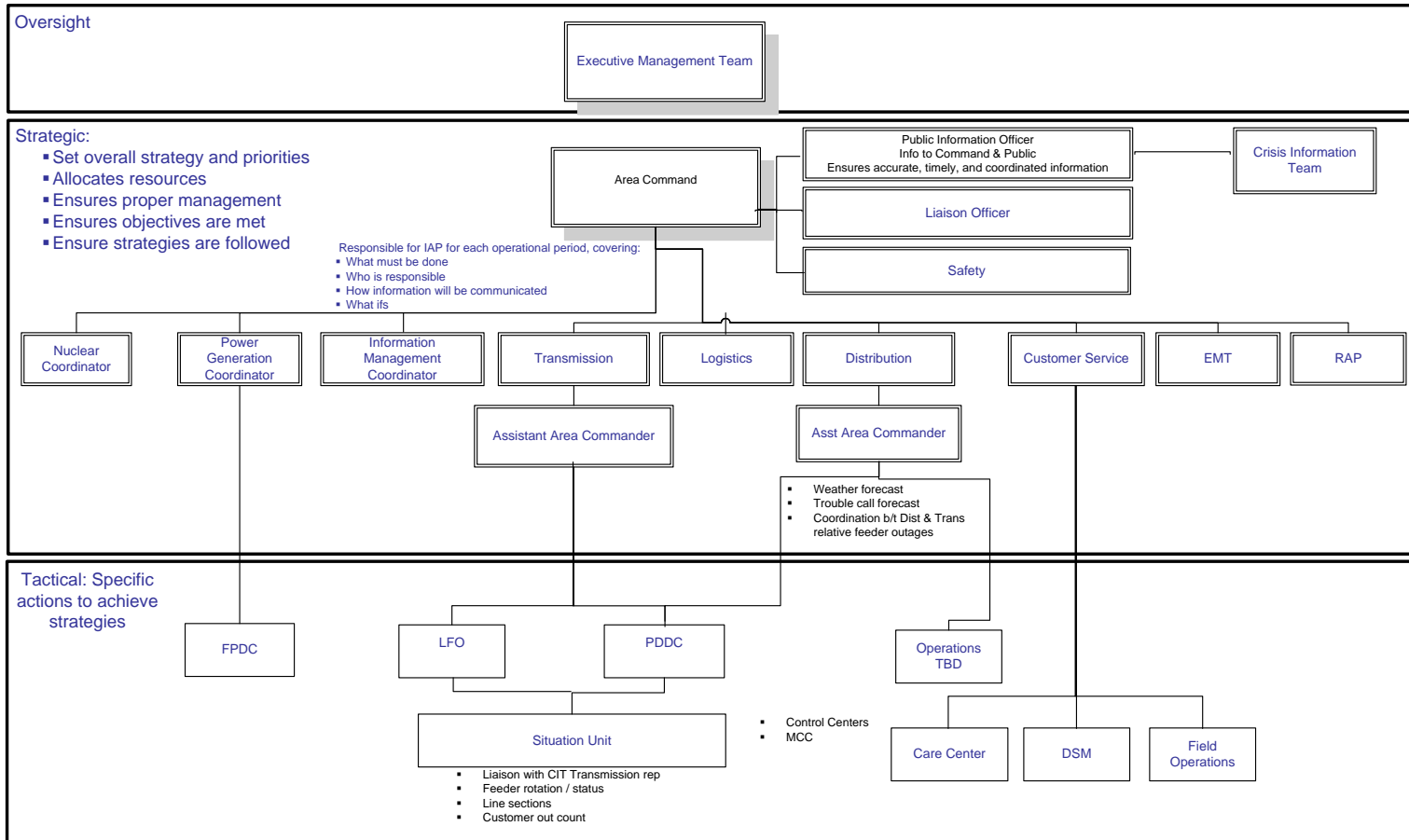
The Incident Command System (ICS) organizational structure for a capacity/transmission limitation emergency is shown in fig. 2-1a & 2-1b. The ICS structure shown in fig 2-1b is implemented immediately for unanticipated events. The System Operator assumes the Incident Commander-(IC) role in the initial response notifying System Operations and Distribution management. As System Operations management begins to arrive at the System Control Center (SCC), they will begin to fill the roles until the full ICS structure can be established as shown in fig. 2-1a at which point the T&S Vice President may fulfill the role of Incident Commander if the event warrants. Principal notification and communication links for identification and declaration of conditions are shown in fig. 2-2 through fig. 2-6. Declaration of the system condition is normally made by the System Operations Department following authorization by the Incident Commander. For loss of capacity or transmission, imminent or actual, the diagnosis of the situation and declaration of the condition must be made by the FPL System Operator. The actions to be taken will depend on the expected duration and severity and will be communicated to the Incident Commander as soon as practicable and the appropriate ICS Structure will be activated.

The System Operations Department will be responsible for the tasks that require coordination ~~with and between~~ among the FRCC Reliability Coordinator (RC), and adjacent Transmission Operators ~~and~~ & Balancing Authorities. ~~These tasks include coordination with the FRCC Reliability Coordinator (RC) and Transmission Operators that are affected.~~ They shall be notified of all Transmission Emergencies. The FRCC RC will then keep all entities aware of the emergency conditions. The State Capacity Emergency Coordinator (SCEC) and the affected Balancing Authorities shall be advised of all capacity issues including operating reserve margin, extreme temperatures, customer appeals, and any plans of demand side management or Load Shed. The SCEC will then make all other entities in the region aware of any operating issues.

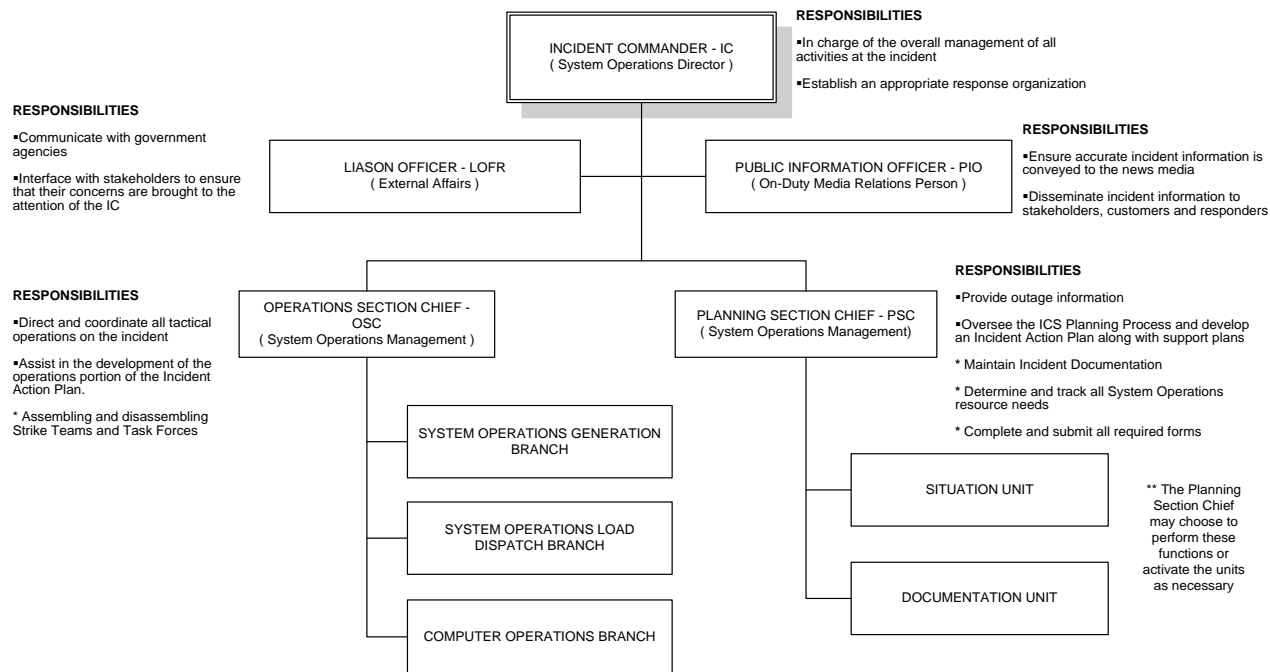
The Incident Commander will be responsible for ~~the initiating the activation and~~ staffing of the FPL Command Center (FPLCC) and the overall Area Command structure of the FPL Emergency Response Organization. The FPLCC is typically staffed during a foreseen capacity shortfall, transmission emergency, or long term fuel emergency with key members of each FPL Business Unit. Each Business Unit Head ~~would will~~ also increase internal staffing as necessary during these emergency conditions.

FPL's Area Command organization establishes overall incident management and coordination for significant events and utilizes the capabilities of the FPLCC and activated emergency response roles. The Area Command organization shown below in figure 2-1a ensures seamless communications with local and state government emergency agencies, regulatory agencies and media as needed. Through this emergency structure, FPL can immediately activate necessary functions of its emergency response organization to establish comprehensive monitoring, and management of the incident. All key business units and stakeholders are represented at the FPL Area Command organization level.

**FIGURE 2-1a
FPL INCIDENT COMMAND STRUCTURE FOR
CAPACITY SHORTAGES AND TRANSMISSION LIMITATIONS
(Anticipated Event)**

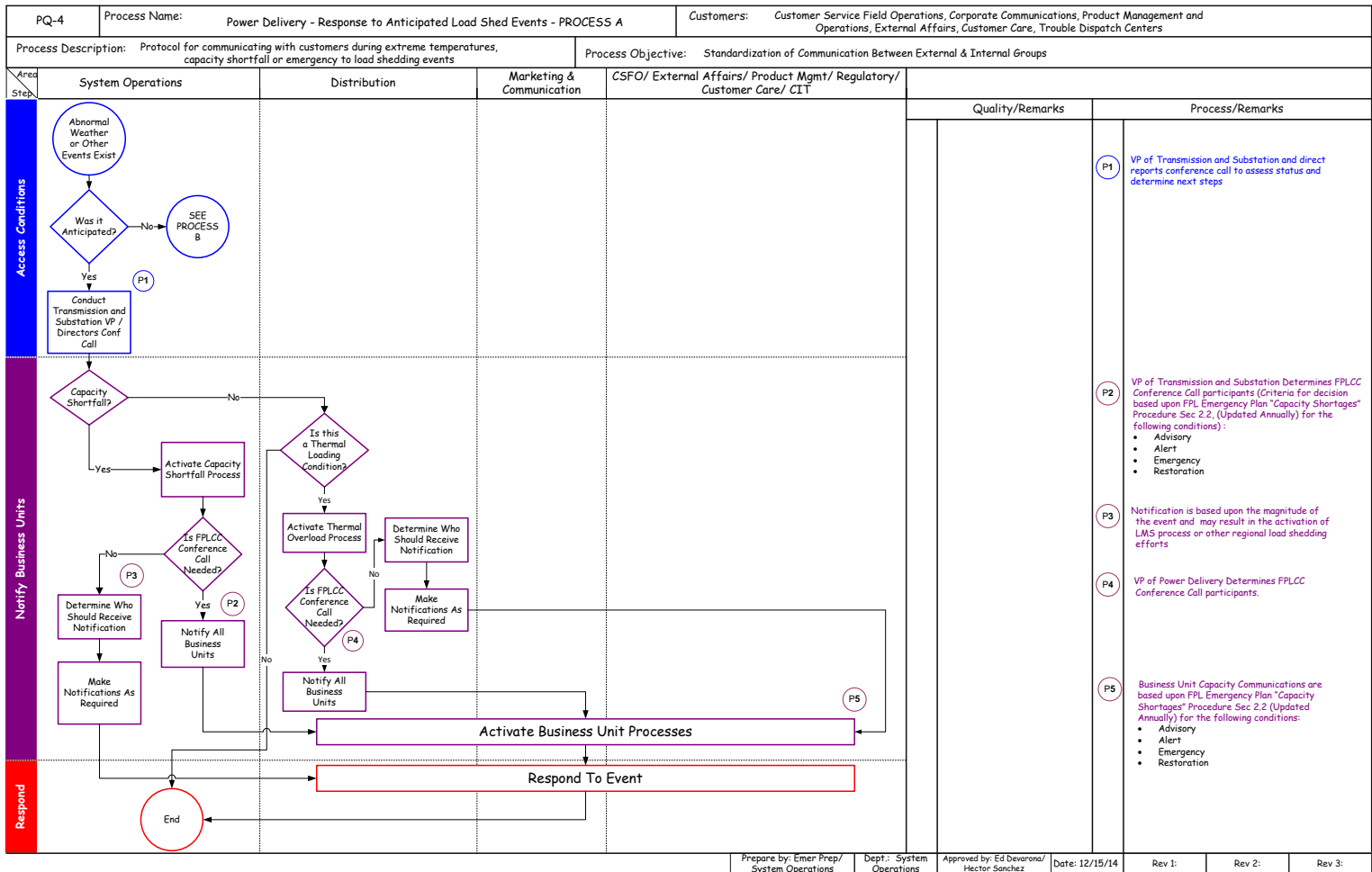


**FIGURE 2-1b
FPL INCIDENT COMMAND STRUCTURE FOR
CAPACITY SHORTAGES AND TRANSMISSION LIMITATIONS
(Unanticipated Event)**

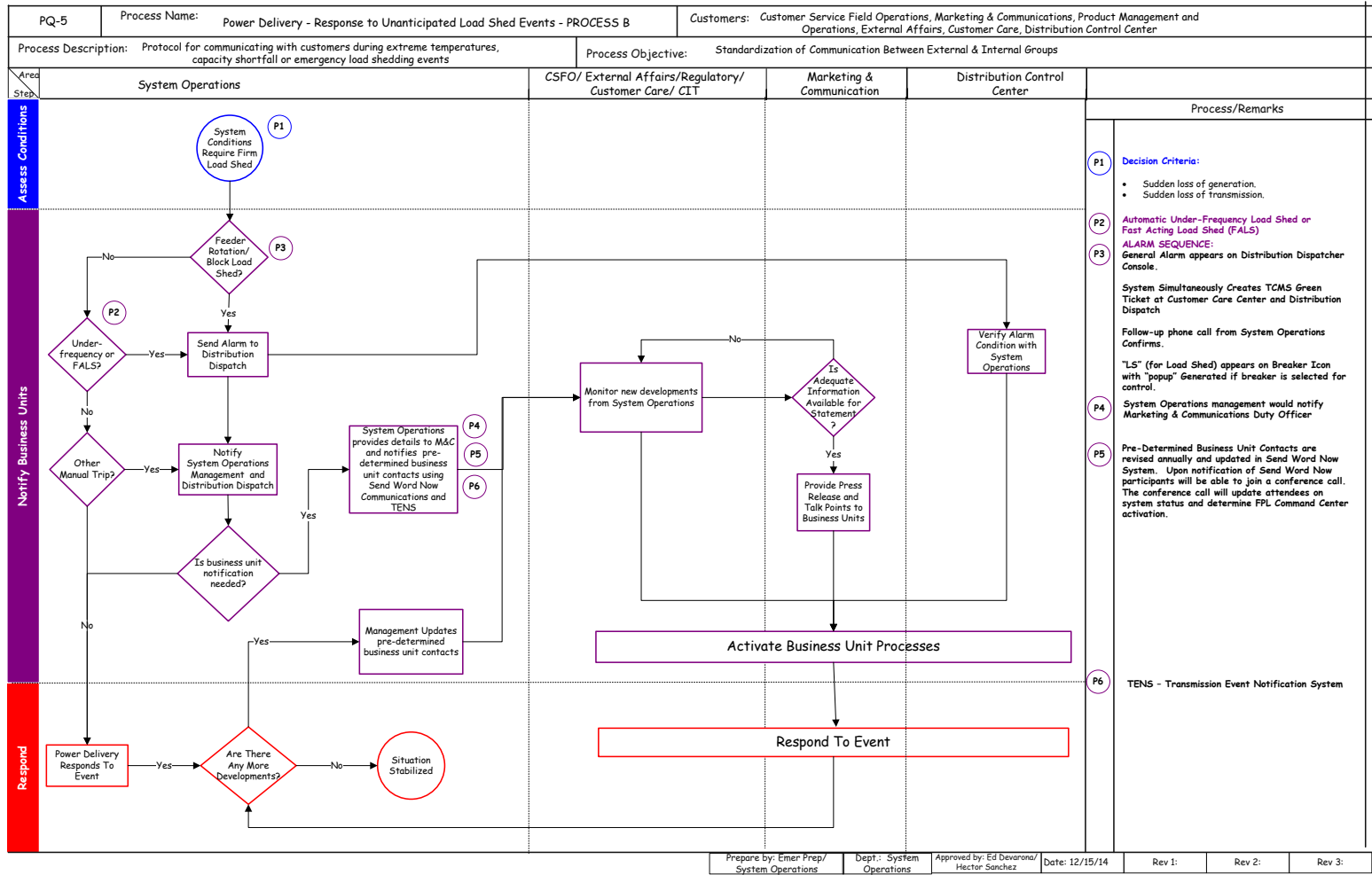


Interim ICS Organization chart until Full ICS can be set up.

FIGURE 2-2 RESPONSE TO ANTICIPATED LOAD SHED EVENTS



**FIGURE 2-3
RESPONSE TO UNANTICIPATED LOAD SHED EVENTS**



**FIGURE 2-4
ADVISORY COMMUNICATION MATRIX**

	FRCC	State Capacity Emergency Coordinator	Florida Public Service Commission	FRCC Region Natural Gas Pipeline Operators Executive Office of the Governor	Emergency Operations Officer - Incident Commander	Transmission & Substation Operations - System Operations	Regulatory Affairs	External Affairs	Power Delivery - Distribution Operations	Customer Service & Load Mgmt.	System Operations - FPLCC Coordinator	Marketing & Communication	EMT Fuel Management	Information Management	Nuclear Div. & PGD	Customer Care Response Team - Command Center	Disaster Response Team - Power Delivery	Local & County Officials	Major C & I Customers	State Dept. Community Affairs	Media	
Incident Commander (Transmission & Substation)						x	x	x	x			x		x								
Operations Section Chief (System Operations)		x			x									x		x						
Regulatory Affairs			x																			
External Affairs																	x			x		
Power Delivery - Distribution Operations																						
Customer Service & Load Mgmt.																		x				
System Operations - FPLCC Coordinator	x		x		x																	
Marketing & Communication	*		*		x		x	x								x				*		x
EMT Fuel Management						x									x(PGD)							
Information Management																						
Nuclear Div. & PGD																						
Customer Care Response Team - Command Center																						
Disaster Response Team - Power Delivery																						



For specific information and intradepartmental communication refer to Organizational Duties on pages [918-24](#)

Business Units\Departments in this column are responsible for contacting the appropriate party listed in the matrix.

**FIGURE 2-5
ALERT COMMUNICATION MATRIX**

	FRCC	State Capacity Emergency Coordinator	Florida Public Service Commission	FRCC Region Natural Gas Pipeline Operators	Executive Office of the Governor	Emergency Operations Center	Incident Commander - Transmission & Substations	Operations & System - Power Delivery	Regulatory Affairs	External Affairs	Power Delivery - Distribution Operations	Customer Service & Load Mgmt.	System Operations - FPLCC Coordinator	Corporate Communications	EMT Fuel Management	Information Management	Nuclear Div. & PGD	Customer Care Response Team	Command Center	Distribution Power Delivery Response Team	Local & County Officials	Major C & I Customers	State Representatives, Senators & Governor's Staff	State Governmental Affairs	Co-Generators & IPP's	State Dept. Community Affairs	Media
Incident Commander (Transmission & Substation)							X	X	X	X			X	X													
Operations Section Chief (System Operations)	X				X								X			X										X	
Regulatory Affairs			X																								
External Affairs																			X			X	X				
Power Delivery Distribution Operations																											
Customer Service & Load Mgmt.																	X				X						
System Operations - FPLCC Coordinator																											
Corporate Communications	*		*		X		X	X									X										X
EMT Fuel Management			X			X(PGD)										X(PGD)											
Information Management																											
Nuclear Div. & PGD																											
Customer Care Response Team																			X								
Command Center																											
Distribution Power Delivery Response Team																	X										



For specific information and intradepartmental communication refer to Organizational Duties on pages 4918-24

Business Units/Departments in this column are responsible for contacting the appropriate party listed in the matrix.

**FIGURE 2-6
EMERGENCY COMMUNICATION MATRIX**

	FRCC	State Capacity Emergency Coordinator	Florida Public Service Commission	FRCC Region Natural Gas Pipeline Operators Executive Office of the Governor	Emergency Operations-Transmission & Substations-Operations	Incident Commander	System Operations	Regulatory Affairs	External Affairs	Power Delivery Operations	Customer Service & Load Mgmt.	System Operations - FPCC Coordinator	Corporate Communications-Marketing & Communication	EMT Fuel Management	Information Management	Nuclear Div. & PGD	Customer Care Response-Command Center Team	Distribution-Power Delivery Response Team	Local & County Officials	Major C & I Customers	State Representatives, Senators & Governor's Staff	Co-Generators & IPP's	State Dept. Community Affairs	Media	
Incident Commander (Transmission & Substations)							X	X	X	X		X		X											
Operations Section Chief (System Operations)		X			X								X		X										
Regulatory Affairs			X																						
External Affairs																		X			X	X			
Power Delivery Distribution Operations					X																				
Customer Service & Load Mgmt.																X			X						
System Operations - FPCC Coordinator					X																				
Corporate Communications-Marketing & Communication	*		*		X		X	X								X									X
EMT Fuel Management				X		X(PGD)									X(PGD)										
Information Management																									
Nuclear Div. & PGD																									
Customer Care Response-Team-Command Center Team																	X								
Distribution-Power Delivery Response Team																X									



For specific information and intradepartmental communication refer to Organizational Duties on pages ~~19~~18-24

Business Units\Departments in this column are responsible for contacting the appropriate party listed in the matrix.

The following pages show the responsibilities, duties and actions to be taken by the various organizational departments at different stages of a capacity shortage. These tables show broad areas of responsibility and assignments may be delegated or reassigned as necessary to perform the work.

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

Incident Commander
(Vice President,
Transmission &
Substations)

Advisory	Alert	Emergency	Restoration
Notify key FPL Emergency Organization members	Notify key FPL Emergency Organization members	Notify key FPL Emergency Organization members	Notify key FPL Emergency Organization members of the system condition
Consider staffing the FPLCC	Direct staffing of the FPLCC as appropriate Consider issuance of Public appeals for voluntary conservation	Direct staffing of the FPLCC as appropriate Authorize the issuance of Public appeals for voluntary conservation	

Operations Section Chief
(Director System Operations)

Advisory	Alert	Emergency	Restoration
Notify FRCC, State Capacity Emergency Coordinator and Incident Commander	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander	Maintain overall coordination of the restoration
Ensure PGD and Nuclear Division are advised of the system condition	Ensure PGD and Nuclear Division are advised of the system condition.	Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander
Ensure Fuel Department is Notified of system condition.	Communicate the dispatch steps taken to the Emergency Control Officer and recommend any additional steps as warranted	Direct the emergency dispatch of company Generation	Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions
Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Communicate priority of load reduction measures to the System Operator	Direct the development of Reports required by the US DOE concerning interruption of the bulk firm load and all other reports required by reporting organizations such as FRCC, SERC and NERC
		Monitor the effectiveness of The dispatch/load reduction steps to the Emergency Control Officer and recommend additional steps as warranted	
		Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

Liaison Officer
(Regulatory Affairs)

Advisory	Alert	Emergency	Restoration
<p>Notify FPSC, State Division of Emergency Management and maintain contact as necessary</p> <p>Notify the State Warning PointWatch Office</p>	<p>Notify FPSC and maintain contact as necessary</p> <p>Notify the State Division of Emergency Management through the duty officer at the State Watch OfficeWarning Point in Tallahassee</p> <p>Ensure that the process for obtaining a governor's order is initiated</p>	<p>Notify FPSC and maintain contact as necessary</p> <p>Notify the State Division of Emergency Management through the duty officer at the State Watch OfficeWarning Point in Tallahassee</p> <p>Assure that a Governor's Executive order is obtained by the FPSC if necessary</p>	<p>Notify FPSC and maintain contact as necessary</p> <p>Notify the State Division of Emergency Management through the duty officer at the State Warning PointWatch Office in Tallahassee</p>

External Affairs Manager
([External Affairs & Governmental/ CI Representatives](#))

Advisory	Alert	Emergency	Restoration
<p>Ensure smooth flow of accurate/timely information to state, local and county officials</p> <p>Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory.</p> <p>Initial contacts with local & county officials to be made by External Affairs Manager in cooperation with Governmental Commercial Industrial Mgrs. (If more than 8 counties affected, the Florida Division of Emergency Mgt will notify the affected county's Emergency Management Agency).</p>	<p>Ensure smooth flow of accurate/timely information to state, local and county officials</p> <p>Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory.</p> <p>Initial contacts with local & county officials to be made by External Affairs Manager in cooperation with Governmental Commercial Industrial Mgrs. (If more than 8 counties affected, the Florida Division of Emergency Mgt will notify the affected county's Emergency Management Agency).</p> <p>Inform State Governmental Affairs Rep of alert</p> <p>Notify appropriate state reps, Senators and members of the Governor's staff after consultation with Regulatory Affairs</p>	<p>Ensure smooth flow of accurate/timely information to state, local and county officials</p> <p>Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory.</p> <p>Initial contacts with local & county officials to be made by External Affairs Manager in cooperation with Governmental Commercial Industrial Mgrs.</p> <p>Inform State Governmental Affairs Rep of emergency</p> <p>Notify appropriate state reps, Senators and members of the Governor's staff after consultation with Regulatory Affairs</p> <p>With assistance from the Gov. C/I Org. provide info, convey requests for assistance and Secure cooperation from City, County & State</p>	<p>Ensure smooth flow of accurate/timely information to state, local and county officials</p> <p>Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory.</p> <p>Initial contacts with local & county Officials to be made by External Affairs Manager in cooperation with Gov. C/I Mgrs.</p> <p>Inform State Governmental Affairs Rep of restoration</p> <p>Notify appropriate state reps, Senators and members of the Governor's staff after Consultation with Regulatory Affairs and in cooperation with State Governmental Affairs</p> <p>With assistance from the Gov C/I Org. provide info, Convey requests for assistance and secure cooperation from City, County & State</p>

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

**Distribution
Branch
Directors**

Advisory	Alert	Emergency	Restoration
Provide technical and logistical support to the <u>Distribution Region Directors</u> and Distribution Area Managers for problems involving the distribution system as warranted	Provide technical and logistical support to the <u>Distribution Region Directors</u> and Distribution Area Managers for problems involving the distribution system as warranted	Communicate with Areas Assess status of the Distribution system Determine any needed actions Advise areas of needed actions Advise Incident Commander of any condition that needs attention Monitor all load shifting activities Determine any equipment Adjustment received and advise Incident Commander and Areas Assign <u>Distribution Power Delivery</u> Response Team members to FPLCC duties	Communicate with Areas Assess status of the Distribution system Determine any needed actions Advise areas of needed actions Advise Incident Commander of any condition that needs attention Monitor all load shifting activities Determine any equipment Adjustment received and advise Incident Commander and Areas Assess long term effect of the event on the system

**Customer Service
DSM Demand
Response,
Planning, & Field
Operations**

Advisory	Alert	Emergency	Restoration
Verify Notification of Customer Care Centers Notify the major commercial and industrial customers	Verify Notification of Customer Care/Field Operations response teams Put the Customer Care Centers/Field Operations response team members on stand by Establish contacts with Major Account Managers Coordinate calls to Customers with special Circumstances (MESP), and record of each call Notify the major commercial and industrial customers	Maintain communication with the Customer Care Centers Assign Customer Care/Field Operations response team members to FPLCC duties Maintain contacts with Major Account Managers Notify the major commercial and industrial customers	Maintain communication with the Customer Care Centers Assign Customer Care/Field Operations response team members to FPLCC duties Maintain contacts with Major Account Managers Notify the major commercial and industrial customers Coordinate call to customer with special circumstances, (MESP) and the preparation of a record of each of these calls

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

SYSTEM OPERATIONS LFO

Advisory	Alert	Emergency	Restoration
<p>Issue notification of staffing requirements for the System Control Center</p>	<p>Issue notification of staffing requirements for the center at the direction of the Incident Commander</p> <p>Consider issuing request for reduction of non-essential FPL load</p>	<p>Issue notification of staffing requirements for the System Control Center at the direction of the Incident Commander</p> <p>Consider issuing request for reduction of non-essential FPL load to Corp Building Services</p> <p>Communicate with the Emergency Trans. Oper. & Planning Manager</p> <p>Advise the Incident Commander and other key managers at the FPLCC of the system status</p>	<p>Communicate with the Emergency Trans. Oper. & Planning Manager</p> <p>Advise the Incident Commander and other key managers at the FPLCC of the system status</p>

Emergency Communication Team PUBLIC INFORMATION OFFICER (Marketing & Communication)
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Advisory	Alert	Emergency	Restoration
<p>Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort</p> <p>In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted</p> <p>All news releases and/or statements to the media will be written by the staff and approved in conjunction with the Incident Commander</p> <p>Ensure statements are Distributed to:</p> <ol style="list-style-type: none"> 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Officials in the FPSC, state Dept. of Community Affairs and other <u>Other</u> emergency service organizations, as appropriate 	<p>Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort</p> <p>In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted</p> <p>All news releases and/or statements to the media will be written by the staff and approved in conjunction with the Incident Commander</p> <p>Ensure statements are Distributed to:</p> <ol style="list-style-type: none"> 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Officials in the FPSC, state Dept. of Community Affairs and other <u>Other</u> emergency service organizations, as appropriate 	<p>Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort</p> <p>In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted</p> <p>Maintain communications with spokespersons from other utilities and state agencies in the event of a Statewide emergency that requires a coordinated communications plan</p> <p>Ensure statements are Distributed to:</p> <ol style="list-style-type: none"> 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Officials in the FPSC, state Dept. of Community Affairs and other <u>Other</u> emergency services organizations, as appropriate 	<p>In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted</p> <p>All news releases/statements to the media will be written by the staff and approved in conjunction with the Incident Commander</p> <p>Ensure statements are Distributed to:</p> <ol style="list-style-type: none"> 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Officials in the FPSC, state Dept. of Community Affairs and other <u>Other</u> emergency services organizations, as appropriate

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

**Energy Marketing &
Trading
Fuel Management**

Advisory	Alert	Emergency	Restoration
<p>Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.</p> <p>Develop and implement fuel switching action plans as necessary.</p> <p>Advise System Operations and Fossil Generation Ops of potential trouble areas.</p> <p>Takes appropriate actions to re-supply the power plants as necessary.</p> <p>Arrange interchange transactions to provide for emergency capacity or energy transfers.</p>	<p>Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.</p> <p>Develop and implement fuel switching action plans as necessary.</p> <p>Advise System Operations and Fossil Generation Ops of potential trouble areas.</p> <p>Takes appropriate actions to re-supply the power plants as necessary.</p> <p>Notify Co-Generators and Independent Power Producers and inform them of payment Provisions of the GOC3 Tariff through the Resource Planning Group.</p> <p>Arrange interchange transactions to provide for emergency capacity or energy transfers.</p>	<p>Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.</p> <p>Develop and implement fuel switching action plans as necessary.</p> <p>Advise System Operations and Fossil Generation Ops of potential trouble areas.</p> <p>Takes appropriate actions to re-supply the power plants as necessary.</p> <p>Arrange interchange transactions to provide for emergency capacity or energy transfers.</p>	<p>Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.</p> <p>Develop and implement fuel switching action plans as necessary.</p> <p>Advise System Operations and Fossil Generation Ops of potential trouble areas.</p> <p>Takes appropriate actions to re-supply the power plants as necessary.</p>

**Information
Management (IM) &
Telecommunication**

Advisory	Alert	Emergency	Restoration
<p>Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center.</p> <p>Ensure that FPL's internal <u>employee</u> Communications network is operational and give priority to any restoration of equipment that affects the internal network.</p> <p>Ensure that computers, telephones and information systems in FPLCC are operational.</p>	<p>Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center.</p> <p>Ensure that FPL's internal <u>employee</u> Communications network is operational and give priority to any restoration of equipment that affects the internal network.</p> <p>Ensure that computers, telephones and information systems in FPLCC are operational.</p>	<p>Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center.</p> <p>Ensure that FPL's internal <u>employee</u> Communications network is operational and give priority to any restoration of equipment that affects the internal network.</p> <p>Ensure that computers, telephones and information systems in FPLCC are operational.</p>	<p>Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center.</p> <p>Ensure that FPL's internal <u>employee</u> Communications network is operational and give priority to any restoration of equipment that affects the internal network.</p> <p>Ensure that computers, telephones and information systems in FPLCC are operational.</p>

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities

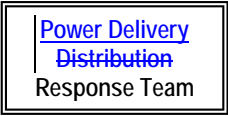
Nuclear Division and Power Generation
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Advisory	Alert	Emergency	Restoration
Prepare and review procedures for maximizing output and energy conservation.	Prepare and review procedures for maximizing output and energy conservation.	Prepare and review procedures for maximizing output and energy conservation.	Prepare and review procedures for maximizing output and energy conservation.

Customer Care Response Team Command Center Team

Advisory	Alert	Emergency	Restoration
Maintain contact with Customer Care Command <u>Center</u> personnel Monitor and record system load and provide periodic reports to Customer Care <u>Command</u> <u>Centers</u> Communicate with the Distribution-Power Delivery Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Command <u>Centers</u> on customer care issues and needs related to the emergency	Maintain contact with Customer Care Command <u>Center</u> personnel Monitor and record system load and provide periodic reports to Customer Care <u>Command</u> <u>Centers</u> Communicate with the Distribution-Power Delivery Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Command <u>Centers</u> on customer care issues and needs related to the emergency	Establish contact with Customer Care Command <u>Center</u> personnel to secure lines of communication Monitor and record system load and provide periodic reports to Customer Care <u>Command</u> <u>Centers</u> Communicate with the Distribution-Power Delivery Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Command <u>Centers</u> on customer care issues and needs related to the emergency	Establish contact with Customer Care Command <u>Center</u> personnel to secure lines of communication Monitor and record system load and provide periodic reports to Customer Care <u>Command</u> <u>Centers</u> Communicate with the Distribution-Power Delivery Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Command <u>Centers</u> on customer care issues and needs related to the emergency

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies Communication Responsibilities



Advisory	Alert	Emergency	Restoration
Maintain contact with Area Managers	Maintain contact with Area Managers	Establish contact with Area Managers to secure lines of communications	Establish contact with Area Managers to secure lines of communications
Monitor system load and provide reports to Areas	Monitor system load and provide reports to Areas	Monitor system load and provide reports to Areas	Monitor system load and provide reports to Areas
Communicate with the Customer Care Response Command Center Team in order to address needs as they are identified	Communicate with the Customer Care Response Command Center Team in order to address needs as they are identified	Communicate with the Customer Care Response Command Center Team in order to address needs as they are identified	Communicate with the Customer Care Response Command Center Team in order to address needs as they are identified
Analyze system response and status	Analyze system response and status	Analyze system response and status	Analyze system response and status
Monitor load restoration activities and communicate with the Areas on the activities	Monitor load restoration activities and communicate with the Areas on the activities	Monitor load restoration activities and communicate with the Areas on the activities	Monitor load restoration activities and communicate with the Areas on the activities
Assess equipment status and advise management of alternative strategies	Assess equipment status and advise management of alternative strategies	Assess equipment status and advise management of alternative strategies	Assess equipment status and advise management of alternative strategies

|

2.4 Coordination and Communications with Governmental and Outside Agencies

2.4.1 Florida Division of Emergency Management (FDEM)

During system conditions, which warrant notifying the FDEM under this plan, the FDEM will maintain contact with the FRCC and FPL throughout the event. Contact with FPL will be through the Liaison Officer. [FPL will initially notify FDEM through the duty officer at the State Watch Office in Tallahassee.](#) If more than eight counties are affected, FDEM will notify those county emergency management agencies.

2.4.2 Florida Public Service Commission (FPSC)

The FPSC will maintain communications with electric utilities and Florida Division of Emergency Management as appropriate

2.4.3 Governor's Energy Office (GEO)

The GEO will maintain contact with the Florida Division of Emergency Management and other parties as appropriate

2.4.4 County Emergency Management Agencies

If the system conditions warrant notifying the FDEM under the plan and affect eight or less Florida counties, those counties will maintain the communications with FPL through the External Affairs Organization. (If more than eight counties are affected see section 2.4.1) and coordinate with their respective local public service agencies such as police, fire, hospitals and schools in accordance with their emergency plans

2.4.5 Florida Reliability Coordinating Council (FRCC)

During system conditions which warrant notifying the FRCC under this plan, the FRCC State Capacity Emergency Coordinator (SCEC) will become the central communication link between FRCC utilities. The FRCC SCEC will coordinate information with the FRCC Reliability Coordinator and will coordinate state response to expected or actual energy emergency alerts.

2.5 Emergency Load Management (ELM)

2.5.1 Load Reduction Plan

The Emergency Load Management (ELM) programs are designed to reduce system load under capacity shortage alert or emergency conditions in order to maintain the match between load and generation. The FPL System Operator follows the FPL Priority Order of Dispatch Procedure which can be found in the FPL System Operations Manual. This procedure identifies each step the System Operator shall take to elevate a Capacity Shortage or a Transmission System Emergency including load reduction in sufficient quantity to resolve the emergency within the NERC established timelines. The ELM programs are divided into two groups, manual and automatic, as follows:

ELM Programs

Manual (Dispatcher Action Required)

1. Feeder voltage reduction
2. Tripping of feeder breakers/feeder rotation
3. Continuous interruption of appliances (SCRAM)

Automatic

1. Fast-Acting Load Shedding (FALS)
2. Under-frequency Load Shedding

Some basic information regarding the ELM programs is given in the following table and listed in order of increasing severity of the system condition they are intended to address:

PROGRAM	DESCRIPTION	PROBABLE CONDITION	LOAD RELEASED
Voltage reduction	Lowering of feeder voltage up to 2.5% by biasing	Capacity shortage emergency	Approx. 200-400 200 MW max-dependent based on Projected system peak
SCRAM	Complete interruption of all appliances for participants in the Residential/Small Commercial Industrial Load Control Program	Capacity shortage emergency	Approx. 2000 MW depending on system Load level.
Tripping of feeders/ feeder rotation	Load reduction by opening feeder breakers via supervisory control (affected feeders would be scheduled off of approximately 15 minutes. The actual number of feeder breakers opened at one time, duration of the outage and frequency of outages will depend on the duration and magnitude of the shortfall).	Capacity shortage emergency	Up to 6,000 MW based on projected system peak
FALS	Computer-controlled load reduction by tripping of transmission breakers when a set of predetermined conditions is met	Sudden, unexpected loss of certain specified contingencies, loss of transmission or generation. Mitigates condition so underfrequency tripping will not occur	Approx 800 About 800 MW depending on system load level
Underfrequency Load Shedding	Automatic tripping of transmission and/or feeder breakers at specified underfrequency levels	Sudden, unexpected loss of major transmission or generation. Mitigates condition if separation occurs.	At least 56% of system load based on Fla. Reliability Coordinating Council requirements

2.5.2 Customer Prioritization

Definitions of priority customers and their ranking for emergency load management are given below. The 17 priority customer types identified below are listed in overall priority order from highest (Critical FPL Facilities) to lowest (Irrigation Pumps and Processing Plants). Based on local conditions, a particular customer's ranking may move within a group. (For example, prioritizing a Bridge above a Radio/TV customer.)

TYPE I - Critical FPL Facilities - Facilities determined by the Distribution Planning & Reliability Department or Transmission Operations and Planning Operation which are considered to be critical to FPL operations during capacity shortfalls or other system emergency conditions. For example: The System Control Center, Dispatch Offices and Gas Compressor Stations.

TYPE II - Military Bases - Military bases vital to national defense as specified by military authorities.

TYPE III - Direct Effect on Public Health, Safety, or Welfare.

- a. **Hospitals** - major surgical and critical care hospitals.
- b. **Airports** - major airports with scheduled commercial flights.
- c. **Navigational Aids** - key air and sea beacons/transmitters as specified by the FAA or military authorities.
- d. **Police and Fire Stations** - critical police and fire facilities.
- e. **Essential Governmental Facilities** - critical facilities including emergency preparedness centers and 911 emergency centers. Specifically includes National Weather Service and Hurricane Center facility in Sweetwater.

TYPE IV - Indirect Effect on Public Health, Safety, or Welfare.

- a. **Telephone Facilities** - critical facilities as specified by telephone company authorities which if interrupted result in widespread loss of telephone service.
- b. **Water Facilities** - treatment plants and well fields that cannot tolerate interruptions in excess of 30 minutes.
- c. **Sewage Facilities** - treatment plants and major lift stations which cannot tolerate interruptions in excess of 30 minutes.
- d. **Radio/TV** - major TV studios and radio and TV transmitting facilities.
- e. **Newspapers** - large daily newspapers.
- f. **Bridges** - Electrically-operated drawbridges on single-route public accesses to islands or on key traffic thoroughfares.
- g. **Transportation** - Miami Metrorail, the New River tunnel in Fort Lauderdale, and other similar major public transportation facilities.
- h. **Public Arenas** - large stadiums or other facilities where many people may be congregated.

TYPE V- Serious Economic Impact

- a. **Major Commercial/Industrial Facilities** - customers who may experience a significant monetary loss as a result of an interruption.
- b. **Irrigation Pumps and Processing Plants** - irrigation facilities for cold-sensitive food crops and processing plants for such crops (intended for winter load season only).

Notes:

1. FPL will attempt to notify customers participating in the Medical Essential Service Program (MESP) prior to expected system emergency conditions in which manual tripping of feeders is anticipated. Application of the above definitions to determine specific priority customers is left to the Customer Service Field Operations Management.

2. In deciding if particular customers should or should not be counted as priority, customer contacts are made as necessary to determine the critical nature of loads. This may be necessary for the following

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customer types: Military Bases, Navigational Aids, Police and Fire Stations, Essential Governmental Facilities, Telephone Facilities and Major Commercial/Industrial Facilities.

3. In addition to (1) and (2) above, FPL has a database of priority customers for use in making customer contacts prior to an anticipated system emergency.

During **EMERGENCY** conditions company facilities that can do so will transfer load to emergency generators. All company facilities will turn off unnecessary lights consistent with safe operating and security practices and will reduce air conditioning and other load to the extent possible.

2.6 Public Information

Public Information consists of both "preparatory" Emergency Information, Emergency Media Information programs, and internal distribution of publicly disseminated information.

2.6.1 Emergency Public Information

Preparatory emergency public information programs consist of pre-scripted **public appeal messages** that have been pre-positioned with radio, television and newspaper outlets in FPL's service territory. In conjunction with the Incident Commander (IC), the Public Information Officer would authorize and activate callouts by authorized FPL representatives requesting use of the appropriate Public Service Announcement (PSA). Compliance with FPL's request to broadcast the message would be voluntary on the part of the media contacted.

Public appeal messages for capacity shortfall situations (hot and cold weather, and sudden loss of generation) cover voluntary safety and conservation appeals, as well as information on what to do to facilitate safe and timely power restoration following a blackout. Prompt activation of these messages, with support from the media, can help customers prepare for an emergency and may help prevent an emergency from escalating.

The Emergency Communication Team provides timely and accurate information to all stakeholders before, during and after an incident. In order to ensure effective communications, the ECT provides relevant and transparent information across more than 30 channels including social media, traditional media, company websites, email and robocalls. The communication channel strategy will be determined by the type of incident. Messaging will be developed by the ECT Messaging team and approved by the ECT Officer/PIO and the Incident Commander prior to dissemination.

Emergency media information programs consist of timely and consistent news statements for release to radio, television and newspaper outlets in FPL's service territory. These statements are drafted by the Public Information Officer's staff, as needed and as information on the emergency becomes available, and authorized for release by the ECM in conjunction with the Incident Commander.

In the case of a potentially widespread and sustained capacity shortfall emergency, FPL could request activation of the Emergency Broadcast System (EBS) by the State Division of Emergency Management.

Additionally, the Public Information Officer and staff are prepared to mobilize for media news briefings, provide interviews and otherwise assist with media requests for visual aids, photography and video, as appropriate.

2.6.2 Internal Communications

Notification of potential capacity shortage situations or the status of current capacity shortage situations is critical to many personnel within the FPL organization especially to those responsible for communications with customers. The methods by which capacity status information is communicated within the organization are described below. It is the responsibility of the individual parties needing this information to obtain access to these programs and understand the information contained therein. Information is provided to employees so that they may take appropriate actions and if appropriate respond to questions. In general, inquiries to the exact nature of the problem should be referred either to the customer care centers or, if from the media, to Marketing & Communication.

FPL [Employee Internal Communication](#) ---- FPL's Marketing & Communication department will issue internal communications covering events via several channels (eWeb, Digital signage, and email communications). In the event of the activation of demand side management or the activation of the FPLCC, Marketing & Communication can advise the general FPL workforce of the capacity situation and the activation of the various demand side management or other load curtailment programs through [these various channels and Send Word Now, if necessary](#).

~~FPL Internal Web Communications~~ ---- ~~The status of activation of FPL's On Call program is available on FPL's Internal Web network. A map showing which appliances are activated and in which areas can be accessed on the Web under Power Systems/Transmission Substation/Transmission Planning/Data Viewers & Monitoring/Load Management Status~~

~~System Status Report Capacity Assessment Report~~ ---- A morning capacity assessment report is issued through Outlook email notes each morning. This report contains the expected peak megawatt demand for the day, the expected generation capacity for the day, and the expected generation reserves. It also shows what generating units are off line or limited. If a high morning peak or cold weather event is expected for the following morning, a status report will be issued on the afternoon of the prior day by Customer Service DSM to all internal and external stakeholders.

Transmission Operations and Planning Capacity Status Report ---- In the event of a capacity alert a capacity status report will be sent out [via the Transmission Event Notification System \(TENS\)](#). This report shows the current system forecasted peak, the current generation capacity available, the amount of capacity available from FPL's demand side management programs, and a forecasted time at which the various capacity conditions will be reached. This report shows whether the FPLCC will be open and at what time, if FPL's internal conservation measures are to be activated and at what time, and other status data.

Transmission & Substation Capacity Dashboards ---- The dashboards show the real time system forecasted peak, generation capacity available, amount of capacity available from FPL's demand side management programs and capacity available in each of the FPL service area territories (South, Southeast, East, West and North) for feeder rotation. The dashboards also allow for drill down functions that enables the user to very detailed information that fits their needs.

The FPL Command Center (FPLCC) will be the central point of communication and coordination of the

various business units. See section 4.5.

The FPLCC will have pre-scheduled conference calls with all affected groups during emergency situations. These calls are to monitor the progression of plans and to ensure coordination between all groups. They will be scheduled during times the system is not experiencing peak loads so not to interfere with operations. For summer events calls should not be held between 2:00 – 7:00 PM and for winter events calls should not be held between 5:00 – 10:00 AM and 5:00 – 8:00 PM.

Call Objectives:

Objectives:

- Weather Update
- Load Forecast / System Impact
- Generation, and Fuel status
- Business Unit Reports
 - o Operational Issues
 - o Care Center Staffing
 - o Information for External stakeholders
 - o Community and Governmental Update
 - o FPSC and State Issues
 - o FRCC/NERC Issues
 - o Employee Issues
 - o Safety Issues/ Updates
- Review decisions and actions
- Transmission Report

The following three pages contain the planned agenda for the calls:

**FPLCC – Capacity Shortfall Pre-Event Planning Conference Call Agenda
(Sample – Actual Agenda To be created and sent out per event)**

Capacity Shortfall – Senior Management Call	
Telephone Conference Information:	
Number: 1-888-808-6929 Participant Code: 683203 Date: _____	
Pin: _____ Time: _____	
Conference Host: Ed Devarona Purpose: Capacity Event Notification	
Call Information (Choose one of the following as applicable):	
<input type="checkbox"/> Day 1	
<input type="checkbox"/> Day 2	
<input type="checkbox"/> Day 3	
<input type="checkbox"/> Other: _____	
Note: Remember not to discuss any Transmission Issues while EMT is on the call.	
Conference Call Attendance	
Business Unit:	Representing:
Power Delivery -Transmission/Substation	Manny Miranda, Michael Spoor, Ed Devarona, Alissa del Sol
Power Delivery - Distribution	Bryan Olnick
Power Delivery - System Operations	Hector Sanchez, Andy Pankratz, Juan Quintana
Customer Service	Marlene Santos, Ken Getchell
IM / Telecommunications	Lakshman Charanjiva, Anita Sharma
Human Resources	Julie Holmes, Joe Suarez
Corporate Safety	Mark Morgan
Power Generation	Mike Arechabala, Roxane Kennedy, Carine Bullock, Al Schriver
Nuclear	Peter Polfleit
Emergency Communication Team Marketing & Communication	Rob Gould, Mike Waldron, Nancy Francis
Corporate Security	Jim Burke
External Affairs	Pam Rauch, Thomas Bean, Irene White
Regulatory Affairs	Ken Hoffman, Kory Dubin
Energy Market Trading	Sam Forrest, Gerry Yupp, Jeff Dunn
Weather Report	Tim Drum
Reliability Standards & Compliance	Scott Seeley, Silvia Parada Mitchell, Summer Esquerre
Logistics	Rich Lee, Barry Wilkinson
Finance	Kim Ousdahl, Scott Bores
Fleet	Art Macey
Demand Side Management	Wayne Besley, Mike Lang
Corporate Real Estate	Alex Rubio, Kevin Hughes, Bob Simm
Business Continuity	Terry Ostergard

Senior Management Call- Incident Briefing		
Topic	BU/Functional Area	Reporting:
1. Weather Update <input type="checkbox"/> Expected impact for FPL	Distribution	Tim Drum
2. Load Forecast / impact <input type="checkbox"/> Condition Status (Advisory/Alert/Emergency) <input type="checkbox"/> Cause of anticipated Capacity shortfall <input type="checkbox"/> Expected timing/duration <input type="checkbox"/> Expected Load/Peak Capacity <input type="checkbox"/> FRCC/NERC related issues <input type="checkbox"/> Immediate Actions to be taken <input type="checkbox"/> Planned events / # customers impacted/MW load	System Operations	Hector Sanchez
3. Generation and Fuel Issues & Other exceptions to report <input type="checkbox"/> Power Generation <input type="checkbox"/> Nuclear <input type="checkbox"/> EMT <ul style="list-style-type: none"> <input type="checkbox"/> Fuel Issues <input type="checkbox"/> Status of Purchased Power Agreements <input type="checkbox"/> Cogen Issues <input type="checkbox"/> Other Contractual Issues 	PGD Nuclear EMT	Mike Arechabala Peter Polfleit Sam Forrest
Business Unit Reports – Exceptions / Requests		
4. Power Delivery: Distribution <input type="checkbox"/> Operational issues <input type="checkbox"/> System issues	Power Delivery: Distribution	Bryan Olnick
5. Customer Service <input type="checkbox"/> Care Center Staffing / messages <input type="checkbox"/> Customer notifications (MESP and C/I)	Customer Service	Marlene Santos Ken Getchell
6. Information Management <input type="checkbox"/> Systems / telecommunications	Information Management	Lakshman Charanjiva Anita Sharma
7. External Affairs (Community and Governmental Notifications) <input type="checkbox"/> Emergency management offices <input type="checkbox"/> Information Needs	External Affairs	Pam Rauch Thomas Bean
8. Regulatory Affairs (FPSC and State Issues) <input type="checkbox"/> Information to Release	Regulatory Affairs	Kory Dubin
9. Human Resources <input type="checkbox"/> Employee instructions and information (FYI faxes)	Human Resources	Julie Holmes Joe Suarez
10. Safety – Issues and Updates	Corp. Safety	Mark Morgan
11. Emergency Communication Team Marketing & Communications <input type="checkbox"/> Information for public and media <input type="checkbox"/> FYI faxes Employee communications	Marketing & Communications	Rob Gould Nancy Francis
12. Corporate Real Estate – Issues and Updates <input type="checkbox"/> FPL Facilities	Corp. Real Estate	Alex Rubio Kevin Hughes
13. Reliability Standards & Compliance <input type="checkbox"/> Reporting Issues	Reliability Standards & Compliance	Scott Seeley Silvia Parada Mitchell
14. Summary & Review of decisions and actions <input type="checkbox"/> Summary of System Status <input type="checkbox"/> Schedule for FPLCC activation <input type="checkbox"/> Summary of estimated restoration resources <input type="checkbox"/> Summary expected actions <input type="checkbox"/> Expected Outcomes	Power Delivery: Transmission	Michael Spoor
Excuse EMT from the Call		Ed Devarona

15. Transmission / Substation – Transmission Issues	Power Delivery: Transmission	John Lessin
16. Closing	Power Delivery: Transmission	Michael Spoor

FPLCC Activities Checklist – for use during conference calls (All Capacity Emergency Events)		
System Operations & Distribution	<input type="checkbox"/> Provide Weather Updates <input type="checkbox"/> Determine event severity level (Advisory , Alert, Emergency, Restoration) <input type="checkbox"/> Status of internal business unit notifications <input type="checkbox"/> Operations & Staff directors / managers <input type="checkbox"/> Status of FPLCC business unit notifications <input type="checkbox"/> Provide information of System Status / Response activities, exclude discussions on transmission grid status if EMT is on the call <input type="checkbox"/> System Capacity Status <input type="checkbox"/> Shortfall Cause & Expected duration <input type="checkbox"/> Current vs. Planned capacity & reserve margin <input type="checkbox"/> Summary & Timing of Actions Taken, exclude discussions on transmission grid status if EMT is on call <input type="checkbox"/> Pending Mitigation Activities & Location <input type="checkbox"/> Customer Outage Information - Anticipated and / or Actual, exclude discussions on transmission grid status if EMT is on the call <input type="checkbox"/> Field Operations Activities, exclude discussions on transmission grid status if EMT is on call <input type="checkbox"/> Restoration Updates & Projections, exclude discussions on transmission grid status if EMT is on the call	
Customer Service	<input type="checkbox"/> Care centers : Plans for contingency staffing & high call volume <input type="checkbox"/> Customer communications - care center messages <input type="checkbox"/> Notifications & Status of major C/I customers <input type="checkbox"/> Notification to MESP customers	
Information Management	<input type="checkbox"/> Status of FPL emergency systems, software, & employee internal communications network operational and given priority <input type="checkbox"/> Status of FPLCC equipment/systems - fully operational <input type="checkbox"/> Other IMSC emergency status updates	
Power Generation & Nuclear & Energy Marketing & Trading	<input type="checkbox"/> Status of fossil generation operations <input type="checkbox"/> Status of nuclear plant operations <input type="checkbox"/> Status of Purchase Power agreement units / schedules <input type="checkbox"/> Availability of power from other sources <input type="checkbox"/> Status of QF – Co-generation units <input type="checkbox"/> Communication / coordination of fuel issues	
External Affairs & Regulatory Affairs	<input type="checkbox"/> Avoid discussion of the status of other utilities. EMT can discuss only their knowledge of other utility status during the portion of the call that they participate in. <input type="checkbox"/> Notifications to local / state / federal regulatory agencies <input type="checkbox"/> Coordinate information to / from governmental entities <input type="checkbox"/> Emergency management plans and actions - evacuations, etc.	
Human Resources & Corporate Services	<input type="checkbox"/> Corporate Safety Activities & Safety messages <input type="checkbox"/> FPL Facility procedures <input type="checkbox"/> Employee communications (with Corporate Communications) <input type="checkbox"/> Internal policies & procedures	
<u>Emergency Communication Team Marketing & Communications</u>	<input type="checkbox"/> Coordination of appropriate Media releases / advisories <input type="checkbox"/> Internal Employee communications / faxes / intranet / email, etc. <input type="checkbox"/> Update of internal/ external websites	

2.7 Training, Exercises, and Drills

Capacity Shortage Emergency Plan Dry Run will be conducted annually for the purpose of training and review of all procedures, customer restoration plans and communications systems. Training/Dry Run shall be conducted during the Fall or Spring of each year by all personnel involved in the execution of this plan. At the end of each training/dry run there will be a critique session. This plan will also be implemented as part of the annual System operators' training sessions.

**LONG-TERM
FUEL SUPPLY
SHORTAGE**

3.0 – 3.8 LONG-TERM FUEL SUPPLY SHORTAGE

3.1 Purpose

The purpose of this Plan is to establish the organizational structure and corresponding responsibilities for anticipating, assessing, and responding to long-term energy emergencies occasioned by a fuel supply shortage.

3.2 Definition

An energy emergency exists when an electric utility has inadequate energy generating capability by reason of a fuel supply shortage, and is thereby prevented from operating at required levels to supply its energy obligations. An energy emergency differs from a short-term capacity emergency in that energy requirements cannot be met over an extended period of time. The period of advanced warning and expected duration of an energy emergency is generally measured in terms of weeks or months as opposed to minutes or hours for a short-term capacity deficiency.

3.3 Overview

The Plan is designed to address the organization, communication, environmental, legal, political, technical, and economic concerns which may arise during a long-term energy emergency. To address these issues, the Plan has been divided into three basic elements:

1. Fuel Supply Advisory
2. Fuel Supply Alert
3. Fuel Supply Emergency

Each basic element relates to a number of sub-elements which, when coupled, form the integrated plan. Following is a description of the basic elements and sub-elements of the plan which may be implemented during a fuel supply shortage.

This plan provides general guidelines and structure but is not intended to be rigid as each event may be unique. Implementation of the plan will be consistent with the severity of the situation.

3.4 Fuel Supply Advisory

The Energy Marketing and Trading Department is responsible for fossil fuel supply, transportation, scheduling fuel deliveries, managing fuel inventories, implementing fuel switching actions as necessary and projecting a Fuel Supply Advisory.

3.4.1 Designation

If in the judgment of the Vice President of Energy Marketing and Trading there is a threat to the continued availability of any fossil fuel used in the FPL system he will notify the Vice President of ~~Transmission and Substation~~ Power Delivery and initiate a Fuel Supply Advisory. The initiation of a Fuel Supply Advisory will trigger the actions indicated below.

3.4.2 Response

Upon initiation of a Fuel Supply Advisory, the Vice President of Energy Marketing and Trading will notify the President of FPL. The President of FPL ~~or in his absence, the Vice President and Chief Operating Officer of FPL,~~ or their designee will assume the role of an Energy Emergency Executive.

Energy Emergency Executive

The Energy Emergency Executive will have primary responsibility for implementing the fuel shortage plan strategies and for the communication protocol and coordination of the activities of the various business units. The Energy Emergency Executive will report and update the President of FPL and the Operating Committee on the fuel supply status and the progress and effects of the fuel supply shortage plan strategies. The Energy Emergency Executive is responsible for activating in whole, or in part, the Energy Emergency Organization as described in this plan. The Energy Emergency Organization, led by the Energy Emergency Executive, is comprised of six functional groups, each led by a Group Executive.

Group Executives

To implement the various actions required under each step in the Energy Emergency Plan, six key functional areas have been identified. The activities of each functional area are assigned to a Group Executive. The Group Executives will review and if necessary modify their elements of the Plan and notify the Energy Emergency Executive as to the readiness of their functional groups.

3.5 Fuel Supply Alert

3.5.1 Designation

If at any time under a Fuel Supply Advisory condition, despite actions taken under the direction of the Energy Emergency Executive:

Fuel inventories are projected to fall below seventy-five percent of the target level during a forward three-month period and projected fuel receipts will fall below expected usage such that FPL's ability to supply its energy obligations will be impaired within the next forty-five days, the Vice President of Energy Marketing and Trading will initiate a Fuel Supply Alert. The initiation of a Fuel Supply Alert will trigger the actions indicated below.

3.5.2 Response

Upon the initiation of a Fuel Supply Alert, the Energy Emergency Executive will direct the Group Executives to implement all Fuel Supply Alert actions, monitor the fuel supply situation, implement fuel switching actions as necessary and inform the President of FPL.

3.6 Fuel Supply Emergency

3.6.1 Designation

If at any time following the designation of a Fuel Supply Alert, and despite actions taken under the direction of the Energy Emergency Executive:

Fuel inventories reach or actually fall below seventy-five percent of the target level and projected fuel receipts will fall below expected usage such that FPL's ability to supply its energy obligations will be impaired within the next thirty days and thereafter for an extended period, the Vice President of Energy Marketing and Trading, will initiate a Fuel Supply Emergency. The initiation of a Fuel Supply Emergency which will trigger the actions indicated below.

3.6.2 Response

Upon the initiation of a Fuel Supply Emergency, the Energy Emergency Executive will direct the Group Executives to initiate all Energy Emergency actions. The Energy Emergency Executive will monitor the fuel supply situation and inform the President of FPL of the status and effects of the fuel supply shortage plan strategies including fuel switching actions as necessary.

Group Executives will direct the department representatives in their groups to implement the respective departments' Fuel Supply Emergency actions.

3.7 Energy Emergency Organization

The President of FPL has overall responsibility for the strategy to mitigate the effects of a fuel supply shortage.

The Energy Emergency Executive is responsible for directing the development and implementation of FPL's strategy through the Energy Emergency Organization, and maintaining coordination and information flow among the Energy Emergency Groups.

The responsibilities of the Energy Emergency Executive in conjunction with the Group Executives include:

- Review forecasts of fuel price and availability; inventory level, estimated power demand, availability of power purchases, and the expected impact of a fuel supply shortage on FPL's ability to serve its load.
- Provide a mechanism for making day-to-day policy recommendations.
- Develop action plans for eliminating or mitigating the impact of the supply shortage to the extent possible.

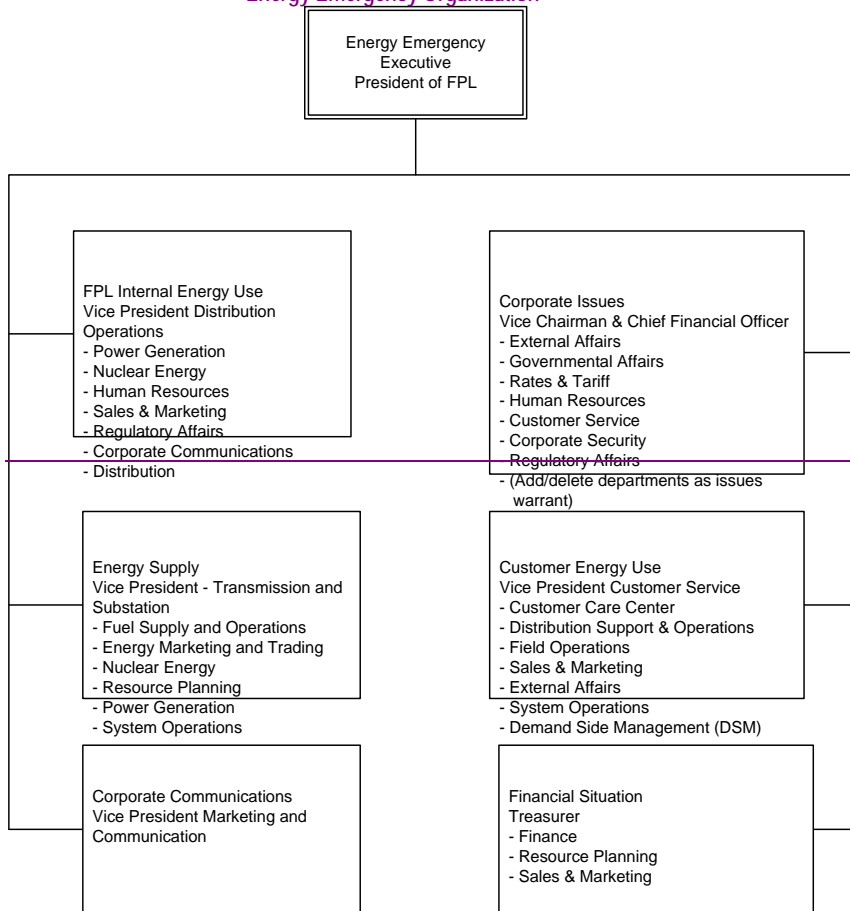
Exhibit 1 presents an overview of the Energy Emergency Organization and the make-up of each functional group. The activities of the department representative(s) to the group will be supported by the responsible

Executive for that department. The Energy Emergency Organization will, at such time as is deemed appropriate by The Energy Emergency Executive, operate from the Energy Emergency Coordination Center which will be located in FPL's Juno Beach Office.

3.7.1 FPL Emergency Organization for Long-Term Fuel Supply Shortage

Exhibit 1
FPL Long-Term Energy Emergency Plan Fuel Supply Shortage

Energy Emergency Organization



Field Code Changed

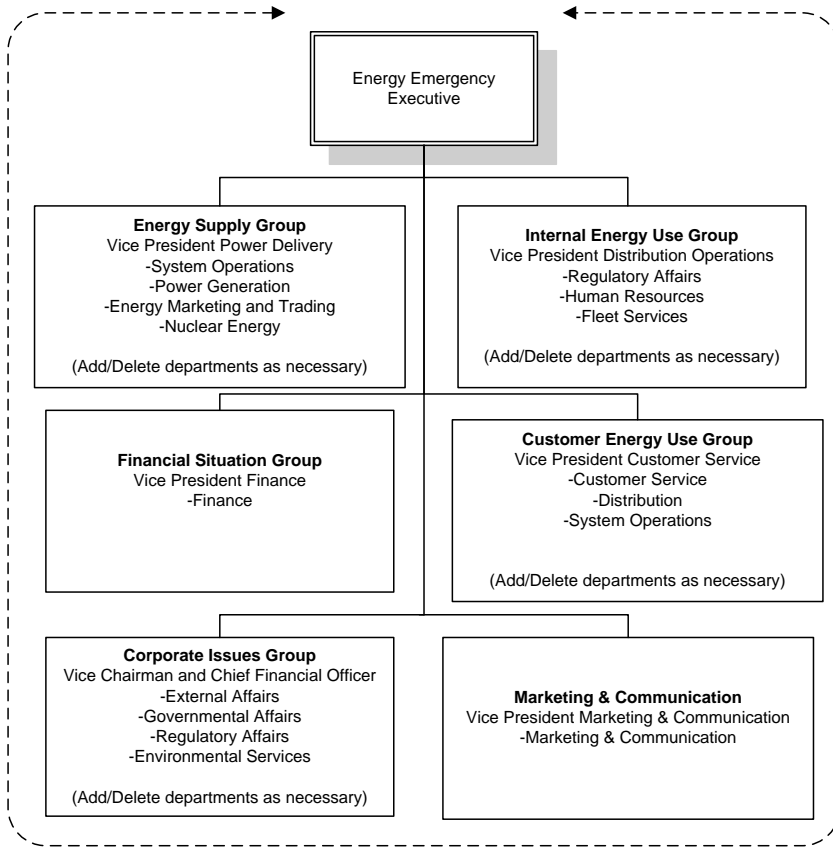
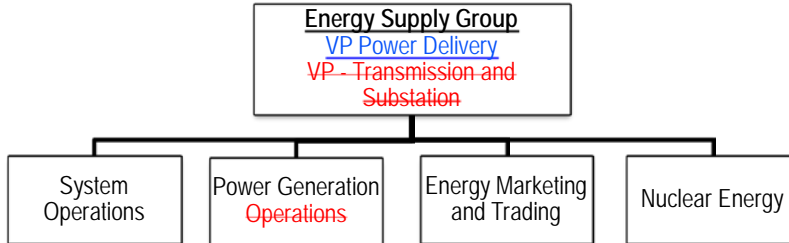


Exhibit 1
Energy Emergency Organization

3.8 Group Objectives and Accountabilities

The objectives and the individual accountabilities of the six key functional areas of the Long-Term Energy Emergency Fuel Supply Organization are described below.

3.8.1 Energy Supply Group



Primary Objectives

1. Obtain acceptable fuels for electric generation in FPL's system under the fuel shortage conditions.
2. Maximize the use of sources of energy that are not affected by the fuel supply shortage.
3. Keep other groups in EEO informed regarding the availability and cost of fuel used in the generation of electricity during fuel shortage conditions.

Accountabilities

System Operations

- Direct implementation of appropriate action plans by the various participants in the Energy Supply Group.
- Implement emergency dispatch procedures including the use of interruptible and curtailable loads to reduce capacity requirements or to conserve fuel in short supply.
- Coordinate transmission and generator maintenance schedules to maximize capacity or conserve fuel in short supply.
- Advise FPL and FRCC of projected power shortages.
- Notify all other operating entities as steps in the emergency plan are executed.

Power Generation-Operations

- Develop and implement action plan to review and, if appropriate, revise the plant outage schedule.
- Develop and implement action plan to review and, if appropriate, broaden the range of fuel specifications for fuel used in the generation of electricity.
- Develop and implement action plan to maximize efficiency of fuel utilization in fossil plants with fuels available to FPL during the fuel shortage period.
- Maximize generator output and availability including winterizing units and plants during extreme cold weather.
- Operation of all generating sources to optimize fuel supply availability.

Energy Marketing and Trading

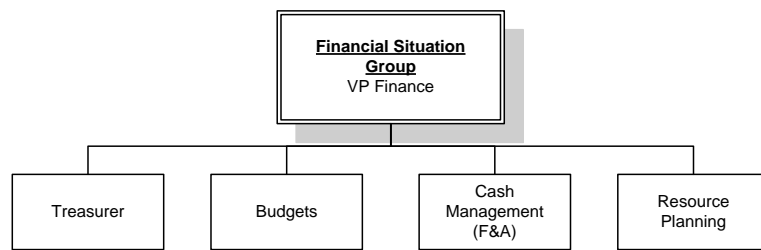
- Initiate Fuel Supply Advisory, Fuel Supply Alert and Fuel Supply Emergency.

- Develop and implement action plan to maximize availability of energy supply from interchange suppliers during the fuel shortage period.
- Assure that all interchange suppliers are informed of FPL's efforts and objectives regarding the Energy Emergency Plan.
- Coordinate interchange to assure cooperation with Energy Emergency Plan objectives and concurrence with the terms and conditions of the underlying contractual provisions.
- Develop dispatch scenarios to conserve fuel in short supply.
- Monitor, forecast and report fuel availability, price and inventory level conditions to EEO.
- Develop and implement Action Plan to obtain acceptable fuels for electric generation in FPL's system during the fuel shortage period.
- Administer fuel switching procedures.
- Notify IPP's and Co-Gen producers to maximize output and availability.

Nuclear Energy

- Develop and implement action plan to review and, if appropriate, revise the nuclear plant outage schedule.
- Develop and implement action plan to maximize electric generation from the nuclear units.

3.8.2 Financial Situation Group



Field Code Changed

Primary Objectives

1. ~~Prepare the Financial Situation Report.~~ Update financial plan for the expected fuel supply emergency and develop contingency scenarios.
2. Implement cash conservation measures that are deemed necessary.
3. File required reports (8-K) with Securities and Exchange Commission (SEC) as needed and prepare any necessary disclosures.
4. Provide information to NextEra Energy Investor Relations so they can inform present and potential investors, security analysis and stock exchanges as needed.
5. Work with Marketing & Communication to issue financial disclosure press releases.

Accountabilities

Treasurer or Assistant Treasurer

- Advise the Vice Chairman and CFO regarding the initiation of the Finance Department Emergency Plan, ~~as contained in the Finance Situation Report.~~
- Provide information to NextEra Energy Investor Relations so they can inform present and potential investors, security analysts and stock exchanges as needed.
- Work with Marketing and Communication to issue financial disclosure press releases as needed and review releases and proposed statements that may have financial disclosure

implications.

- Direct implementation of appropriate action plans by the various participants in the Finance Situation Group.

Budgets Financing and Accounting

- Monitor, forecast and report operating and capital expenditures to the Finance Situation Group.
- Track incremental costs for recovery under the FPSC prescribed Incremental Cost and Capitalization Approach ICCA methodology.
- Assign priority ratings, as appropriate, to capital and operating expenditure for use by the Finance Situation Group in implementing cash conservation countermeasures.

Cash Management (F&A)

- Monitor, forecast and report to the Finance Situation Group the efforts of various contingency scenarios on the economy (U.S. and Florida), FPL customers, FPL energy sales and net energy for load.

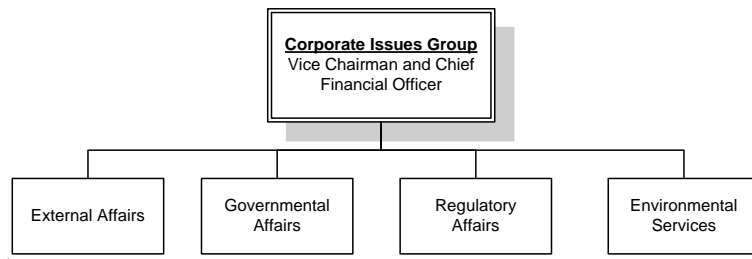
Resource Planning

- With input from other key departments, as necessary, develop and report production forecasts for various contingency scenarios to the Finance Situation Group.

3.8.2.1 Financial Situation Report Plan

The Financial Plan developed during a fuel supply emergency Situation Report is a multi-purpose report for use prior to, and during, a potential financial crisis. The purpose of the report is will be used to state the effect of various contingency scenarios on FPL's earnings, cash flow and projected capital availability, and to provide information which may be necessary for financial disclosure purposes.

3.8.3 Corporate Issues Group



Field Code Changed

Primary Objectives

1. Inform and secure support for the FPL Fuel Shortage Plan from various local, state and federal governmental agencies and elected officials.
2. External communication coordination with Marketing and Communication (message consistency, content and audience).
3. Contacts with appropriate governmental agencies and elected officials to ensure that these agencies and officials understand the seriousness of the supply problems, the

various alternatives which have been investigated and the necessity for the successful operation of the plan.

4. Obtain the necessary emergency orders and variances to enable FPL to use fuels available during the fuel shortage period.
5. Recovery of FPL's costs incurred in implementing the plan.

Accountabilities

External Affairs

- Maintain liaison with local authorities, including county and city administrative bodies and county emergency response agencies.
- Coordinate local external communications with other activities of the Task force to ensure consistency with actions taken at the state and federal level, such as emergency orders and variances.

Governmental Affairs

- Maintain liaison with federal and state public official, including legislators and appropriate agencies to implement programs to achieve necessary energy reductions.
- Coordinate with Environmental Services in the effort to obtain needed variances and orders.
- Notify appropriate governmental agencies as the various steps of the Emergency Plan are implemented.

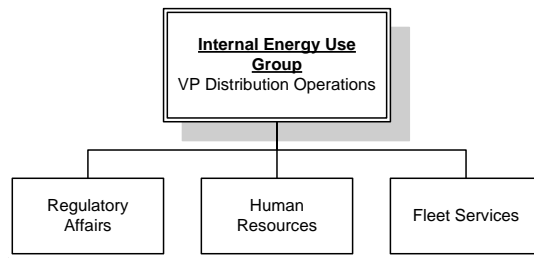
Regulatory Affairs

- Maintain liaison with FPSC and keep Commissioners and Staff informed regarding FPL's Emergency Plan.
- Prepare documentation necessary for FPL to recover costs incurred in the implementation of the Plan.

Environmental Services

- Interact with environmental agencies as required to obtain emergency orders and variances to seek removal of environmental constraints for generating units and plants.
- Coordinate with Governmental Affairs to obtain emergency authorizations.
- Provide environmental impact and regulatory status information to the EEO.

3.8.4 Internal Energy Use Group



Field Code Changed

Primary Objectives

1. Implement FPL's Internal Energy Use Reduction Plan to reduce the system's own energy use to a minimum.
2. Assure that all non-essential uses of energy at power plant sites is conserved or curtailed as necessary.
3. Assure energy conservation or curtailment of consumption is implemented at all FPL locations as appropriate.
4. Implementation and enforcement of conservation or curtailment at specific facilities will be the responsibility of local management with the exception of the General Office and Juno Beach buildings which will be assigned to Administrative Services and the Regional Customer Service Centers that will be the responsibility of the General Manager.

Accountabilities

Regulatory Affairs

- Assure FPL compliance with corresponding emergency plans promulgated by Federal and State agencies.

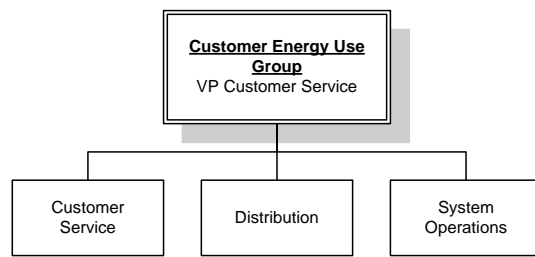
Human Resources

- Coordinate employee conservation measures.
- Ensure participation in conservation or curtailment activities by FPL employees.
- Ensure appropriate fuel-conserving practices and measures are implemented for FPL vehicles and employee-owned vehicles used on FPL business (Fleet Vehicles, Pool Vehicles, Contract Cars).
- Facilitate the use of employee car pools and alternate means of transportation in getting employees to and from work while conserving fuel.

Power Delivery Distribution – Fleet Services

- Implement prioritization of vehicle fuel deliveries.
- Ensure that alternative sources of vehicle fuels are obtained.
- Priority distribution.
- External sourcing.
- Allocations.
- Notify FPL Energy Use Group corporate officer pending vehicle fuel shortage situation any time an FPL supplier is unable to make a vehicle fuel delivery.

3.8.5 Customer Energy Use Group (Demand Side Management)



Field Code Changed

Primary Objectives

1. Coordinate customer energy reduction efforts with appropriate field operations organization, District and Division offices.

2. Implement the New Customer Additions Reduction Plan.
3. Implement the Electricity Allocation Plan.

Accountabilities

Customer Service

- Ensure implementation of all components of customer Energy Use Reduction Plan including appeals to large industrial and commercial customers to reduce non-essential energy use.
- Assure that all appropriate information related to customer energy reductions is transmitted to and from the regional customer service centers.
- Coordinate with the Director of System Operations and others, as necessary, to ensure that all aspects of the Emergency Load Management Plan are properly communicated and enforced.
- Address all critical loads essential to the health and safety of the community.
- Maximize the use of customer-owned generation that relies on fuels other than those in short supply.

Distribution

- ~~Assure that all new customer addition restrictions are properly communicated and enforced.~~

System Operations

- Oversee the preparation and distribution of the Emergency Load Shedding Manual.
- Ensure implementation of feeder rotation and other DSM programs.

3.8.6 Marketing & Communications ~~Group~~



Field Code Changed

Primary Objectives

1. Provide timely information concerning the fuel supply shortage and conservation to the media and to FPL employees.
2. Enhance the effectiveness of measures taken as part of the Energy Emergency Plan.
3. Ensure that the information is consistent with that provided to investors, governmental agencies and FPL's customers.

Accountabilities

Marketing and Communication

- Coordinate the release of timely information concerning the fuel supply shortage and conservation to the media.
- Develop and implement the Energy Emergency Communication Plan.

- Maintain liaison with the FRCC Public Information Committee.
- Ensure that all employees are informed as to the nature of the fuel supply shortage, conservation and curtailment actions recommended for employees and their families, and appropriate information for dissemination to friends and neighbors.

EMERGENCY
FACILITIES
&
EQUIPMENT

4.0 – 4.6 EMERGENCY FACILITIES AND EQUIPMENT

4.1 Communications Equipment

4.1.1 FPL ~~Intelligent Tandem Network (ITN)~~ Phone System

Telephones in most FPL locations may access the ~~FPL Intelligent Tandem Network (ITN)~~ telephone system. Through the ~~FPL phone system, ITN and its associated "Uniform Dialing Plan,"~~ other company office locations may be directly dialed, ~~WATS lines may be accessed,~~ and local telephone calls may be placed. This system uses a combination of telephone company lines and FPL lines depending upon office location.

4.1.2 Cellular and Satellite Phone System

This system is to be the first line of backup communications in case the FPL ~~ITN~~ phone system ~~was to fail, is unavailable~~ and is also capable of providing access to the FPL computer system or for facsimile transmissions. ~~All~~ FPL managers, plants and facilities have listed cellular phones for normal business purposes.

Following a hurricane, it is possible that ~~cellular towers or other communications~~ equipment will be damaged, ~~preventing and may prevent conventional communication between FPL sites and command centers.~~ To mitigate this scenario, ~~s~~satellite phones have been installed at all FPL power plants including nuclear sites, at the system control center, at the FPLCC, and provided to each of the Station Managers.

~~List of critical phone numbers including Satellite phones are available through the Distribution Current Storm Navigator Notes ICON.~~

4.1.3 FPL FM Radio System

The ~~FPL Company~~ radio system consists of fixed base FM radio equipment in the System Control Center, Dispatch Centers, service centers, power plants and the FPLCC. In addition, numerous mobile units are installed in ~~FPL~~ company automobiles, trucks, and mobile service vehicles.

In the event of interruption of electric service to the base radio stations, emergency power can be supplied to the equipment. The FPLCC radio is typically able to communicate with the SCC, ~~Southeast Control Center~~~~South Florida Dispatch~~, and the Juno office. The other areas are accessed through a relay of radio communications. The FM radio system is the next level of communications backup after the ~~ITN~~ phone system and the cellular phone system.

4.1.4 Emergency Broadcast System

The Florida Emergency Broadcast System (EBS) is organized into three networks that can activate (1) statewide; (2) any of 12 "operational areas"; or (3) individual counties. Spanish language stations are included in the south Florida region. Tallahassee is the "State Warning Point" (SWP) and is responsible for activating (1) or (2). The EBS system would ensure timely notification of the public since the entire system could be activated within 30 minutes. Based on information FPL provides, an emergency could be declared and EBS activation requested.

4.1.5 FPL Computer Systems - SCADA, CIS, E-MAIL, TCMS

4.1.5.1 Supervisory Control and Data Acquisition (SCADA)

The SCADA system is a series of programs, which runs in the System Control Center. In brief, SCADA provides communications with and control of the power system equipment in the field to the dispatchers responsible for reliable delivery of power to the customers.

The data acquisition portion of SCADA collects information from each substation. This information consists of breaker/switch position (open/closed), station voltages, line flows (MW, MVAR, AMP), generator outputs (MW, MVAR) and where available transformer loads (MW, MVAR) and tap positions. In addition to collecting this information, SCADA also checks it for abnormalities. An abnormal [status position](#) or out of range value is alarmed to the dispatcher. Different types of alarms can be prioritized to make the most efficient use of the dispatchers' attention and initial response.

The supervisory control portion of SCADA enables the dispatcher in the control center to operate circuit breakers or change transformer tap positions in the substations. Control of different substations can be organized such that each area dispatcher has responsibility for a subset of all substations in their area. This allows a dispatcher to concentrate on a smaller number of substations and prevents confusion of which dispatcher is handling which problem.

The SCADA system provides a series of summary displays, which provide the dispatcher with the most critical information at a glance. These summaries are organized according to the assignments of station responsibility of each dispatcher. The alarm summary provides a chronological list of current alarms, where they occurred and what happened. The abnormal summary provides a list of devices that are in an abnormal state or position. The Tag summary is a list of devices that have been "tagged" as part of an equipment clearance. The SCADA system prints out all the alarms and events so that there is a permanent record of their occurrence.

4.1.5.2 Customer Information System (CIS)

CIS is FPL's Customer Information System, the on-line computer system that allows every customer service representative and every customer accounting representative to access the account records of every customer.

This mainframe-based system is used extensively by employees in customer service locations. Telephone representatives access this system many times each day to answer customer inquiries, change names or mailing addresses, or maintain customer accounts in many other ways. CIS is the primary repository for all information related to individual customers: name, street address, mailing address, telephone number, account history, and current account status.

4.1.5.3 Electronic Mail (Outlook)

Outlook is an on-line electronic mail system whereby anyone with network access (and authorization) can send messages electronically to any other E-Mail user. The message is received instantly at the receiver's location and can be read from the screen or printed on a local or network printer. E-Mail has the ability to provide information to many FPL locations quickly. Pre-determined distribution lists can be installed E-Mail, from which messages, emergency or routine, can be sent.

Outlook may be used during conditions outlined in this plan as a data gathering and information-disseminating tool, provided other more important systems such as TCMS are not affected. Critical storm information and status updates are contained within the Distribution Storm ICONS including substation map coordinates, critical phone lists, procedures, SRR summaries, and general storm data.

4.1.5.4 Trouble Call Management System (TCMS)

One of the most important types of calls that FPL receives from customers is the "trouble call". ~~Examples of such~~ Such calls occur when something goes wrong; customers have no electricity; lights are flickering; wires are sparking in the trees; wires are down across the road, etc.

FPL uses an on-line computer system called TCMS (Trouble Call Management System) to aid in handling such calls. This system allows customer service representatives to take and enter trouble call data. TCMS conveys the relevant data so that it is available to the dispatch center nearest the customers. TCMS sorts the trouble calls according to priority, and collects them geographically to look for duplications and diagnose possible transformer or lateral problems. The Distribution dispatcher then has the best information possible to dispatch appropriate field personnel.

TCMS also provides the ability for the dispatcher to update the trouble calls; these updates are available to the customer service representatives who can then give up-to-the-minute information regarding trouble conditions to inquiring customers.

~~4.1.6 Insta news~~

~~This is a video "text" network supervised by Marketing & Communication for employee communications. The system transmits and distributes written news summaries via phone lines and fiber optics to TV monitors located at 32 FPL sites throughout the service area.~~

4.1.67 Service Restoration Reporting System (SRR)

SSR is the on line system to report on ground patrol efforts, material requirements, and workload information when the extent of damage does not make it practical to utilize TCMS. This system organizes information about distribution facilities from each substation out within each restoration manager's geographical area. Material, equipment and restoration personnel by crew type can be more effectively assigned.

The system is remotely deployable to the damaged areas, even if there is not network

connection available.

4.2 System Control Center (SCC)

The central component of FPL's Energy Control System is the System Control Center (SCC). The SCC consists of computer systems used for processing large scientific programs, data communications, power system accounting and control of the power system. Each computer has a redundant computer and an automatic throwover to maintain a high degree of reliability.

Data from all ~~the generating~~ the generating units ~~plants, substations, and~~ interconnections with other power systems, ~~and transmission substations~~ are transmitted to the SCC via reliable dedicated telephone lines ~~therefore must remain reliable~~. Because of FPL's large use of energy purchases, the SCC also collects data from neighboring power systems via computer links to their control centers. The SCC can thereby provide for the initial accounting of energy purchases and sales since it collects ~~all~~ the power system measurements and controls ~~all~~ the scheduled/intended energy transactions. Personal computers connected to the SCC then collect all of this data for further processing and billing. The SCC also has links to the Load Management computer system. This allows the System Operator to control the residential load as needed and its effects on the power system.

The most basic function of the SCC is Supervisory Control and Data Acquisition (SCADA). (Refer to Section 54.1.5.1) The SCC also performs Automatic Generator Control (AGC) for all of FPL's (non-nuclear) generators. The AGC program maintains a constant balance between the energy demanded by the customers and the energy supplied, either through FPL generation or purchased from other utilities. This balance is maintained by sending control signals to the generators to either increase or decrease their output. This control also maintains the system frequency at 60 Hz. Another major function of the SCC is to evaluate the security of the power system as conditions change and provide this evaluation as an aid to the operators and dispatchers who are controlling the system. These security programs periodically collect a complete set of measurements from SCADA and then perform a series of contingency analyses. Potential problems are presented to the operators so that they can be prepared to take action if necessary.

4.3 Power Delivery Transmission & Substation Command Center (PDTSCC)

The PDTSCC overlooks the System Control Center in the LeJeune-Flagler Office (LFO). The command center is equipped with telephones and computer consoles to monitor the system conditions.

The Manager of Operations Engineering Technical Services is responsible for the operations of the TSCC.

4.4 Physical Distribution Center (PDC)

The T&D Material Operations Logistics Group is responsible for maintaining the PDC facility which is located in West Palm Beach, Florida. This group is responsible for all logistics in providing material, tools and equipment to support the restoration efforts. They are also responsible for coordination of the logistics efforts (food, housing, ice, water, etc.) to support initial FPL crew movements and the processing of external manpower from other utilities and other contractors. They maintain the Personnel Resource Emergency Preparedness System

(PREPS) database for all employees & external forces used in the restoration efforts.

4.5 Florida Power & Light Command Center (FPLCC)

The FPLCC is located at 4233 Up the Grove Ln in West Palm Beach. The facility will be staffed during hurricane response, other severe weather condition with significant customer outages, and if a capacity alert or emergency is declared.

The FPLCC facility is intended to ensure accurate and timely communications between business units. It also provides the capability for each business unit's field forces to have a single point of contact to provide updates and receive the most accurate information available.

4.5.1 Facilities Description

The FPLCC is a large room which is configured for communication operation. The room is organized to accommodate the emergency organization and provides tables and phones for the Incident Commander (IC) and emergency staff managers and their representatives. Directly in front of the IC are status boards, system maps and TV screens to record system load and conditions.

The Customer Service Response Team (CSRT) which is responsible for all customer service issues during the event and the ~~Distribution Power Delivery~~ Response Team (PDRT) which is responsible for crew movements (FPL and foreign crews), emergency restoration and coordination of all distribution operations issues, are also located in the FPLCC room.

Additionally, following a severe storm the FPLCC may be manned by representatives from several additional FPL departments such as the Nuclear Division, Regulatory Affairs, Aviation, Inventory Services, Automotive, Telecommunications, etc at the discretion of the IC.

4.5.2 Telephone, Radio and Other Equipment

The FPLCC is equipped with a phone system consisting of assigned blocks of phone numbers. The IC and emergency staff managers have a block of numbers which roll over or are answerable by the other staff managers. The CSRT members have a similar block of numbers which are assigned to the individual areas for calls to report their damage and problems. These phones roll over and are answerable by any of the team. Likewise the DRT members have a block of numbers which are designated for specific events or problems/needs. There are cellular phones available in case of FPL ~~ITN~~ phone system failure as well as fixed base FM radio equipment for use in the event of total phone system failure. The general location of phones can be seen in figures 5-5a & 5-5b. Also available in the FPLCC are four fax machines, three computer terminals tied into the FPL computer systems, personal computers which are used for manpower analysis, a SCADA terminal to assess system status and two TV sets; one set up on cable and the Instanews network and the other on an independent antenna in case the cable is lost. Weather data is also readily available via fax or printer.

4.5.3 Staffing

Staffing will be determined by the Incident Commander and will depend on the nature and

severity of the emergency.

4.5.46 Emergency ~~Communication Team (ECT)~~News Center (ENG)

The Emergency ~~News Center (ENG)~~Communication Team (ECT), located at the FPLCC, can be activated if needed in an emergency. It is used as a central location for gathering and distributing emergency information to the news media and to employees. Media inquiries, the distribution of news releases, press kits and other information is coordinated from this area. Personnel in the ECT~~ENG~~ are also responsible for coordinating the ~~set-up~~setup of the media room at the FPLCC auditorium for news briefings and coordinating the scheduling of those briefings.

Appendix

Capacity Shortfall/Transmission Emergency Terms & Definitions

TLR – Transmission Load Relief

A North American Electric Reliability Corporation (NERC) procedure to reduce loading on key transmission facilities to prevent overloads, voltage collapse, or stability problems from occurring either in real time or that would result from the “next contingency” event on the bulk transmission system.

Power Plant Operating Modes

1. **On-Control Continuous Capability** – The first level of operations which uses Automatic Generation Control (AGC) to economically regulate the system’s generation to meet load demands. This level is normal power plant operations.
2. **OCC – OFF CONTROL CONTINUOUS** – The second level of operations which requires that plants operate OFF System Control. This level of operations allows the power plant operator to fine tune the generating facility for maximum sustained power output, normally greater than normal ON Control capability. The plant can operate at this level efficiently for a prolonged period of time.
3. **PEAK Capability** – The third and final level of power plant operations. This level allows the power plant operator to further increase the power output of the generating facility at a cost in unit efficiency. The plant can only run for a limited time at this level of operation.

DSM – Demand Side Management

DSM is a collection of systems and programs which are administered by the utility to achieve reductions in energy demand. Examples of these programs are the On-Call Load Management System, the Commercial/Industrial Load Control Program, and Curtailable Load.

LMS – Load Management System

This refers to the Residential Load Management “On Call” system. The system is operated by the Generation Coordinator at the System Control Center and has the effect of reducing the overall system load demand. The system controls customer appliances such as water heaters and pool pumps, air conditioner appliances in the summer and heating appliances in the winter. The system is broken down into several areas corresponding to FPL service areas as follows:

1. Southern Area – Miami / Dade County
2. Southeast Area – Broward County
3. Eastern Area – From Palm Beach north to St. Lucie Counties
4. Western Area – all counties on the west coast from Naples through Bradenton
5. North Area – FPL territory north of St. Lucie County to the state line

The system is also broken down by mode of operation. Under normal operations customers choosing the “Cycle” option will have their Air Conditioning and/or Heating appliances cycled OFF & ON for periods of 15 minutes each for up to 3 hours. Customers choosing the “Shed” option will have their appliances turned off with no cycling for up to 3 hours. The control of the Water Heaters and Pool Pumps has no cycling option, and will result in customer appliances being turned off a period of up to 4 hours.

LMS – SCRAM

The other mode of operation for the On Call Load Management System is the **SCRAM mode**. This mode is used only in emergencies and has no contractual time limits. The FPL System Operator will use this mode as a last resort in Capacity Emergencies or in response to a system emergency. During this mode of operation all appliances in the area of control will be turned off until restored by the System Operator.

CILC – Commercial / Industrial Load Control

The objective of the CILC Program is to reduce the current and future growth of coincident peak demand and energy consumption by controlling customer loads during capacity shortages and system emergencies.

The CILC Program is available to Commercial or Industrial customers with demands of 200 kW or greater that allow FPL to control at least 200 kW of their load. Participants in this program contract for a firm demand level of use which they agree not to exceed during a load control period. Participants must also allow FPL to directly control their selected electrical switch gear or to transfer the load to their stand-by emergency generator. Control of the customer's load is accomplished through FPL's Load Management System by use of control circuits connected directly to the customer's switching equipment.

The customer receives service under a lower rate in return for allowing FPL to control its load.

FPL provides the customers with advance notification of upcoming load control events via an FPL provided printer/alarm device that is installed at the customer's premise. The pre-notification is typically given 1 hour prior to the start of a load control event. On rare emergency conditions, the minimum pre-notification is 15 minutes. The following is the series of messages that are sent to the CILC printer/alarms when the CILC system is activated:

Initial message: typically 1 hour prior to the start time of the load control event- customers receive free form message explaining the reason for the upcoming load control event and alerting them of the event start/end times.

Pre-notification: 15 minutes prior to the start of the load control event-customers receive pre canned message alerting them that "15 minutes to load control period".

Notification: at the start of the load control event, the customers receive pre canned message alerting them that "load control period is underway".

Pre-notification: 15 minutes prior to the termination time of the load control event-customers receive pre canned message alerting them that "15 minutes to end of load control period".

Notification: at the end of the load control event, the customers receive pre canned message alerting them that "load control period is concluded".

The CILC-1 rate is currently closed to new participants. A similar rate offering, Commercial Industrial Demand Reduction Rider (CDR), is available to interested customers.

Curtable Load

The objective of the Curtable Program is to reduce peak demand and energy consumption by requesting customers to reduce their loads during capacity shortages and system emergencies.

The Curtailable Program is available to Commercial or Industrial customers whose measured or contracted monthly billing demand equals or exceeds 500 kW and agree to curtail this demand by at least 200 kW when requested by FPL. Participants in this program contract for a firm demand level of use which they agree not to exceed during the period in which curtailment is being requested. Participants must **manually** reduce their own loads by turning off selected switch gear or **manually** transfer the load to their stand-by emergency generator. Control of the customer's load is strictly at the customer's discretion.

The customer receives a monthly credit per kW for any kW curtailed above their contracted firm demand.

FPL typically provides the customer with advance notification of upcoming curtailable events via telephone. It is the FPL's Account Managers or their designee's responsibility to contact the customer and inform them of the upcoming event, including the start and end time of the curtailment period. The advance notice is typically given 1 hour prior to the start of the curtailment. The following is the typical process that is followed to activate curtailment:

PS- System Operations System Operator determines the need to request curtailment.

PS- System Operations System Operator informs PDM-Product Development & Management of the need to request curtailment.

PDM-Product Development & Management informs Account Managers or designees of the need to curtailment.

PS-System Operations issues POET Page notifying FPL staff of the need to request curtailment.

Account Manager or designee contacts external customer and requests them to curtail for a specified period of time.

External Customer prepares for curtailment and turns off selected loads during the curtailment period specified by the Account Manager.

The Curtailable Rate is currently available to interested Commercial or Industrial customers.

ELM – Emergency Load Management

The Emergency Load Management program provides methods of load curtailment in the event of system emergencies. The ELM program contains the **Feeder Rotation (Block Load Shed)** program as well as the **Voltage Reduction** program.

Feeder Rotation (Manual Trip- Block Load Shed)

Feeder Rotation is a method of reducing system load by manually shedding pre-defined distribution feeders. The program is divided into **4 Levels** with **20 Groups** of feeders in each level. Each Group contains several feeders distributed among the five FPL service areas. The total load per feeder rotation group is approximately 100 MW or 25,000 customers on average. In the event of a system emergency, the FPL System Operator may choose to shed a determined amount of load off the system via manually tripping specific groups/levels in the ELM program. Each Feeder Rotation will be restored in approximately 20 minutes with an additional number of groups being shed if system conditions persist.

Voltage Reduction

Voltage Reduction is a method of reducing System Load by manually reducing distribution feeder voltages by 2.5%. This program is also executed by the FPL System Operator at the System Control Center-