Maria J. Moncada
Senior Attorney
Florida Power & Light Company
700 Universe Boulevard
Juno Beach, FL 33408-0420
(561) 304-5795
(561) 691-7135 (Facsimile)
E-mail: maria.moncada@fpl.com

January 31, 2018

-VIA ELECTRONIC FILING-

Ms. Carlotta S. Stauffer,
Commission Clerk
Florida Public Service Commission
2540 Shumard Oak Boulevard
Tallahassee, FL 32399-0850

Re: Docket No. 20180000
Florida Power & Light Company's Revised Emergency Plan

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 ("Emergency Plan") in both clean copy format and legislative (type/strike) format. Consistent with Rule 25-6.0185(2), F.A.C. FPL last submitted its Emergency Plan on January 31, 2015. During 2016, FPL worked collaboratively with the Florida Reliability Coordinating Council and the other member utilities, to revise and reorganize the Emergency Plan comprehensively. Therefore, the current Emergency Plan is struck through in its entirety to conform to the Florida Reliability Coordinating Council plan which incorporates the NERC reliability standards requirements associated with emergency operations, as well as to reflect the non-substantive formatting changes.

As required by Rule 25-6.0185(3), F.A.C., FPL has provided a copy of the attached 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 submitted,

s/ Maria J. Moncada
Maria J. Moncada

Enclosures
cc: Rick Moses, Chief of Safety

:6393068

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

1.0 General Information

1.1 Introduction

This plan identifies emergency conditions and delineates the responsibilities and duties of FPL. 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 Section 2 of this plan is to document the policies and the procedures used by FPL in responding to a power capacity shortage or transmission limitation which impacts or threatens to impact service to 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.

Section 2
Capacity Shortages and/or Transmission Limitations

2.0 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 i) generation capacity shortages and/or ii) transmission limitations.

i. Typically generation capacity shortfalls may occur when severe weather conditions exist, primarily in summer or winter seasons. Unseasonable weather conditions could also result in difficulties meeting peak loads due to the unavailability of multiple generating units, (e.g. for scheduled maintenance). Activation of the On Call or the Commercial Industrial Load Control programs (CILC) that are part of FPL's Demand Side Management process, including outside of published hours, in a SCRAM mode or for extended hours may initiate activation of parts of the FPL Emergency Plan during these conditions. Use of these programs may precede the activation of other stages of the FPL Emergency Plan, which could also include curtailment of Firm Customers.

ii. Transmission limitations are typically the result of unplanned facility outages such as critical transmission lines, circuit breakers, autotransformers or generating units. After taking all remedial steps FPL may not have sufficient generation and/or transmission capacity and be required to shed customer load rather than risk failure of components or cascading outages. Activation of the On Call or the Commercial Industrial Load Control programs (CILC) that are part of the Demand Side Management process, including outside of published hours, in a SCRAM mode or for extended hours may initiate activation of parts of the FPL Emergency plan for these conditions. Use of these programs may precede the activation of other stages of the FPL Emergency Plan, including curtailment of Firm Customers.

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 activation 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 Governance and Notifications

All of the categories below are based on a statewide process for assessment of capacity performed through the Florida Reliability Coordinating Council (FRCC). The FRCC State Capacity Emergency Coordinator (SCEC) is the entity that performs the comprehensive assessment for the FRCC region. FPL operating personnel coordinate internal assessments with the FRCC and SCEC and initiate request for declarations and notifications relative to the FPL system.

2.3 Terms and Definitions

2.3.1 **Energy Emergency:** Per the NERC Glossary of Terms, a condition when a Load-Serving Entity (LSE) or Balancing Authority (BA), (i.e. FPL), has exhausted all other resource options and can no longer meet its expected Load obligations.

2.3.2 **Energy Emergency Alert (EEA):** An emergency procedure used to ensure that all Reliability Coordinators clearly understand potential and actual energy emergencies in the Interconnection. Procedure is initiated by the Reliability Coordinator, who declares various Energy Emergency Alert levels to provide assistance to the Load Serving Entity.

2.3.3 **FPL's Contingency Reserves Requirement (CRR):** The amount of capacity FPL is required to provide for the loss of its largest unit.

2.3.4 **FPL's Florida Reserve Sharing Group (FRSG) Operating Reserve Requirement:** The amount of capacity that FPL is required to deploy as part of its participation of the FRSG.

2.3.5 **Firm Customers [or Load]:** The portion of the load that FPL is obligated to provide except when system reliability is threatened or during emergency conditions.

2.3.6 **Firm Operating Margin (w/ use of interruptible load and /or Demand Side Management):** Total Resources – Total Firm Load

2.3.7 **Firm Sales:** Total sales that have the same level of priority as Firm Load for FPL.

2.3.8 **Interruptible or Non-Firm Load or Demand Side Management:** All residential and commercial load that can be interrupted.

2.3.9 **Most Severe Single Contingency (MSSC):** Most Severe Single Contingency in the FRCC as defined in the FRCC procedure titled *Regional Process for Determination of Most Severe Single Contingency* (FRCC-MS-OPRC-008).Operating Margin (w/o use of interruptible load and /or Demand Side Management).

2.3.10 **Non-Firm Sales:** Total sales that have a lower level of priority as Firm Load for FPL.

2.3.11 **North American Electric Reliability Corporation (NERC) Glossary of Terms**: Unless otherwise noted within this section of the document, the capitalized terms within this procedure are defined in the NERC Glossary of Terms.

2.3.12 **Operating Margin (w/o use of interruptible load and /or Demand Side Management):** Total Resources – Total Load.

2.3.13 **Total Firm Load:** (Firm Load + Firm Sales) – Sum of all Non-Firm Load.

2.3.14 **Total Load:** Total forecasted peak load in FPL (Firm Load + Non-Firm Load) for the current day plus all Firm Sales and Non-Firm Sales.

2.3.15 **Total Resources:** All available generation capacity (firm and non-firm) resources that are expected to be counted on to provide the declared output.

Note: Any other terms with initial capitalization shall be used as the term defined by NERC.

2.4 FPL Emergency Plan Procedural/Process Steps

The FPL Emergency Plan describes the coordinated procedures to be followed during a generating capacity shortfall. The declaration of any phase of this Plan is based on data and activities occurring in the FPL system. Any declaration will be made in coordination with the FRCC. The Plan consists of the following phases:

2.4.1 FPL Generating Capacity Advisory

A Generating Capacity Advisory is primarily for informational purposes. The Advisory is used in anticipation of operating conditions (low temperatures, low Operating Margin, fuel availability) for the current day plus the next two days which require heightened awareness and potential FRCC entity precautionary action.

A Generating Capacity Advisory will be issued by FPL when:

i. During the months of December through February the temperature projections for up to three days in advance of the current date exceed temperature criteria below:

LOCATION	**WINTER**
Jacksonville	below 21 F and
Tampa	below 31 F and
Miami	40 F and below

OR

ii. The FPL Operating Margin is less than the FPL CRR.

OR

iii. The fuel supplies and deliveries, on a State-wide basis **may** be impacted by weather, natural gas production disruptions, natural gas pipeline delivery disruptions, or any other fuel infrastructure impacts within the FRCC that results in (ii) above. An *Advisory* for this condition will be issued as: ***FPL Generating Capacity Advisory / Short-Term Generation Fuel Availability Concern*.**

Note: An Advisory does not indicate an imminent threat of an Energy Emergency. An Advisory declared on the basis of forecasted temperatures will not be rescinded even if the temperature forecast changes.

2.4.2 **Declaration of an energy deficient BA by FPL to the FRCC and request for initiation by the FRCC Reliability Coordinator (RC) of an Energy Emergency Alert (EEA) 1 through 3, or request for an EEA 0 initiation by the FRCC** (as defined in the applicable NERC Reliability Standard)

FPL may declare itself an energy deficient to the FRCC RC and request that an EEA 1 through 3 be declared up to one day ahead of the current day. EEAs can only be initiated by the FRCC Reliability Coordinator (RC). Request by FPL for initiation by the FRCC RC may entail a declaration at whatever alert level is necessary and need not proceed through the alerts sequentially.

An EEA 1 through 3 and EEA 0 may be requested for initiation for the following reasons and as summarized in Table 1:

- When FPL is, or expects to be, unable to provide its customers' energy requirements, and has been unsuccessful in locating other systems with available resources from which to purchase power; or

- FPL cannot schedule the resources due to, for example, available transfer capability limitations or transmission loading relief limitations.

2.4.2.1 An Energy Emergency Alert 1 will be requested by FPL when:

2.4.2.1.1 FPL foresees or is experiencing conditions where all available generation resources are committed to meet Total Firm Load and CRR and is concerned about sustaining its CRR. Also, Non-firm wholesale energy sales (other than those that are recallable to meet reserve requirements) have been curtailed; or

2.4.2.1.2 FPL's Operating Margin is less than FPL's FRSG Operating Reserve Requirement; or

2.4.2.1.3 Notification that FPL's generation fuel supplies may be impacted and may decrease below a level resulting in the conditions stated in 2.4.2.1.1 and 2.4.2.1.2. The declaration of an EEA 1 pursuant to such circumstance shall be declared as an "Energy Emergency Alert 1/Short-Term Generation Fuel Availability Concern".

2.4.2.2 An Energy Emergency Alert 2 will be requested by the FPL when:

2.4.2.2.1 FPL is no longer able to provide its customers' expected energy requirements, and is an energy deficient Balancing Authority in accordance with NERC Reliability Standards; or

2.4.2.2.2 FPL foresees or has implemented procedures up to, but excluding, interruption of Firm Load commitments. When time permits, these procedures may include, but are not limited to:

2.4.2.2.2.1 Public appeals to reduce demand;

2.4.2.2.2.2 Voltage reduction;

2.4.2.2.2.3 Interruption of Non-Firm loads in accordance with applicable contracts (for emergency, not economic, reasons);

2.4.2.2.2.4 Demand Side Management

2.4.2.2.3 FPL's Firm Operating Margin is less than the FPL CRR.

2.4.2.2.4 The fuel supplies and deliveries on a state-wide basis have decreased and may be below a level resulting in conditions stated in 2.4.2.2.1, 2.4.2.2.2 or 2.4.2.2.3. An Alert declared for this condition will be issued as an Energy Emergency Alert 2 / Short-Term Generation Fuel Shortage.

2.4.2.3 An Energy Emergency Alert 3 will be requested by FPL when:

2.4.2.3.1 FPL is unable to meet the Contingency Reserve Requirements and Firm Load interruption is imminent or in progress due to inadequate generating capacity. Please refer to 2.5 Customer Prioritization when implementing Firm Load reduction, facilities essential to the health, safety, or welfare of the community.

2.4.2.3.2 Short-Term Generation Fuel Shortage EEA3 – is declared when the fuel supplies and deliveries on a state-wide basis have decreased to a level resulting in conditions stated in 2.4.2.3.1. An Alert issued for this condition will be issued as an Energy Emergency Alert 3 / Short-Term Generation Fuel Shortage.

2.4.2.4 An Energy Emergency Alert 0 will be requested by FPL when:

2.4.2.4.1 Firm Load reduction has been terminated, system load restoration is complete and FPL's Contingency Reserve Requirements have been restored.

Table 1 below summarizes the different energy emergency alert levels currently in the FPL plan:

FRCC & FPL Capacity Shortage Stages

O.M. – Operating Margin (no DSM)
F.O.M – Firm Operating Margin (w/ DSM)
CRR – Contingency Reserves Requirement
OE – FRCC Operating Entity

	FRCC Plan (RC declares on behalf of FRCC)	Both FRCC & FPL Plans NERC EOP-011 (EEA 0-3) (RC declares on behalf of RC or BA)	FPL Plan (RC declares on behalf of FPL)
Advisory	FRCC O.M. < 2xMSSC < 2,780 MW	• Temperature triggers (winter only) • Potential fuel disruptions to OE	FPL O.M. < FPL's CRR < 1,390MW
EEA 1	FRCC O.M. is < 1.5xMSSC < 2,085 MW	• All OE resources used on firm/reserves • Concerns w/ OE operating reserves • OE curtailed Non-firm wholesale sales • OE fuel supply may reach inadequate levels	FPL O.M. < FPL's FRSG Operating Reserve Requirement (< 534 MW)
EEA 2	FRCC F.O.M. < MSSC < 1,390MW	• OE can't provide energy requirements • Public appeals, VR, DSM or utility conservation • State-wide fuel supply may reach inadequate levels.	FPL F.O.M. < MSSC < 1,390MW
EEA 3	FRCC F.O.M. = 0	• Energy deficient BA exhausted emergency power options • Energy deficient BA can't meet CRR • Firm load shedding is imminent or in progress • State-wide fuel supply not adequate to serve Firm load.	FPL F.O.M. = 0
EEA 0	FRCC O.M. > 2xMSSC > 2,780MW	• Energy deficient BA can meet Total Load and CRR • Return to normal operations	FPL F.O.M. > MSCC

Table 1

2.5 Transmission System Limitations

The FPL System Operator shall have an emergency load reduction plan for all identified Interconnection Reliability Operating Limits (IROL's). The 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 2.8 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.

Non-IROL related transmission limitations can also occur and are generally the result of unplanned facility outages such as critical transmission lines, circuit breakers, autotransformers, generating units or a combination thereof. After performing all available remedial steps (e.g. execution of FPL Demand Side Management programs as discussed above) if insufficient generation or transmission capacity is still evident, FPL may be required to curtail Firm Load rather than risk uncontrolled failure of components or cascading outages.

2.6 Organization Roles and Responsibilities

FPL's Emergency Response Organization incorporates the principles of the National Incident Management System Incident Command System (ICS) organizational structure. FPL's ICS 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 or System Operations management 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 Vice President Transmission and Substation (T&S) or designee 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 System Operations following authorization by the Incident Commander. For loss of generating capacity or transmission limitations, 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.

System Operations will be responsible for the tasks that require coordination between the FRCC Reliability Coordinator (RC), and adjacent Transmission Operators and Balancing Authorities. They shall be notified of all Emergencies pursuant to this plan. 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 (fig 2-1a) of the FPL Emergency Response Organization. FPL's Emergency Preparedness organization will activate all business units and coordinate the opening of the FPLCC. 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)

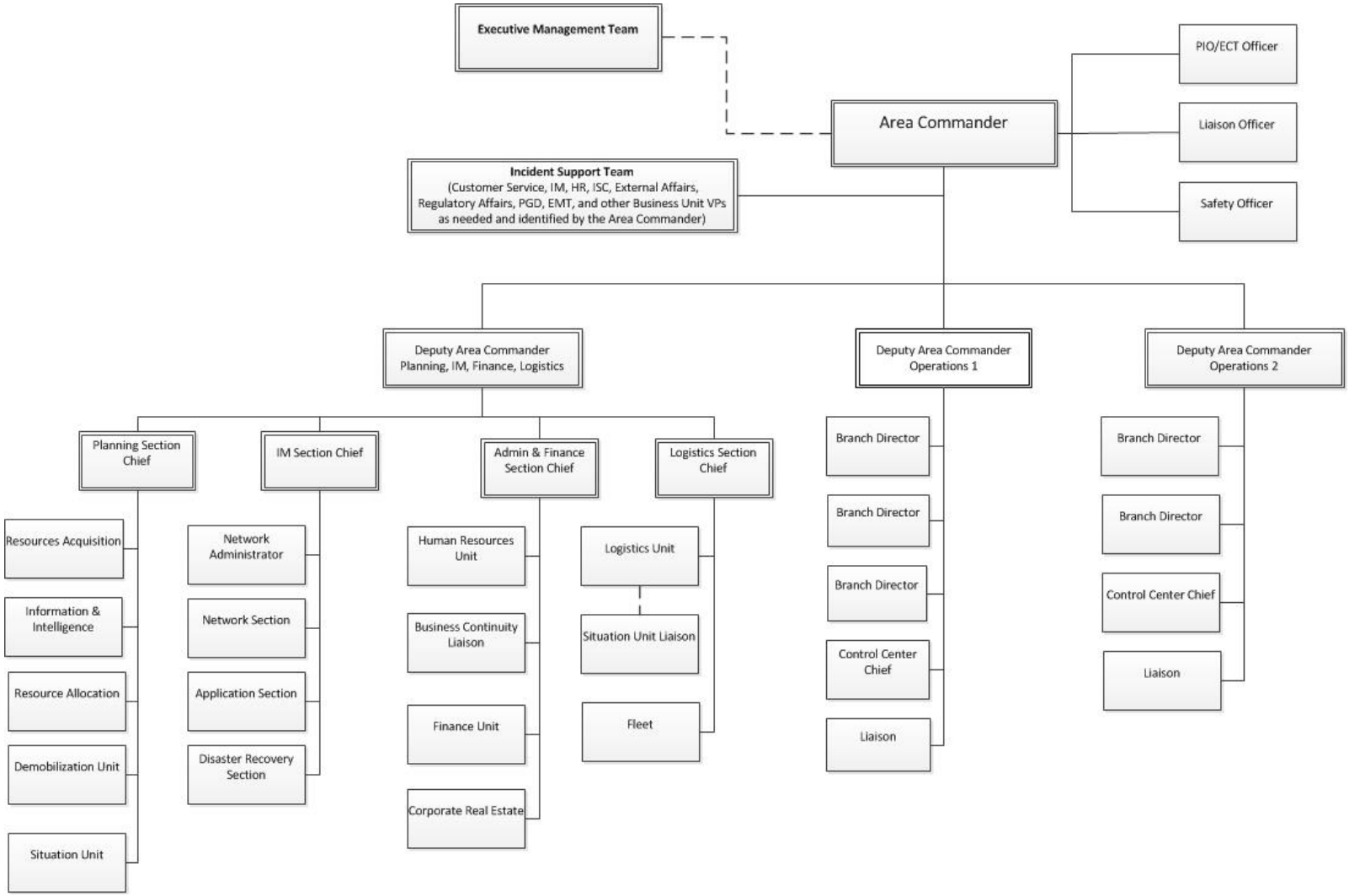
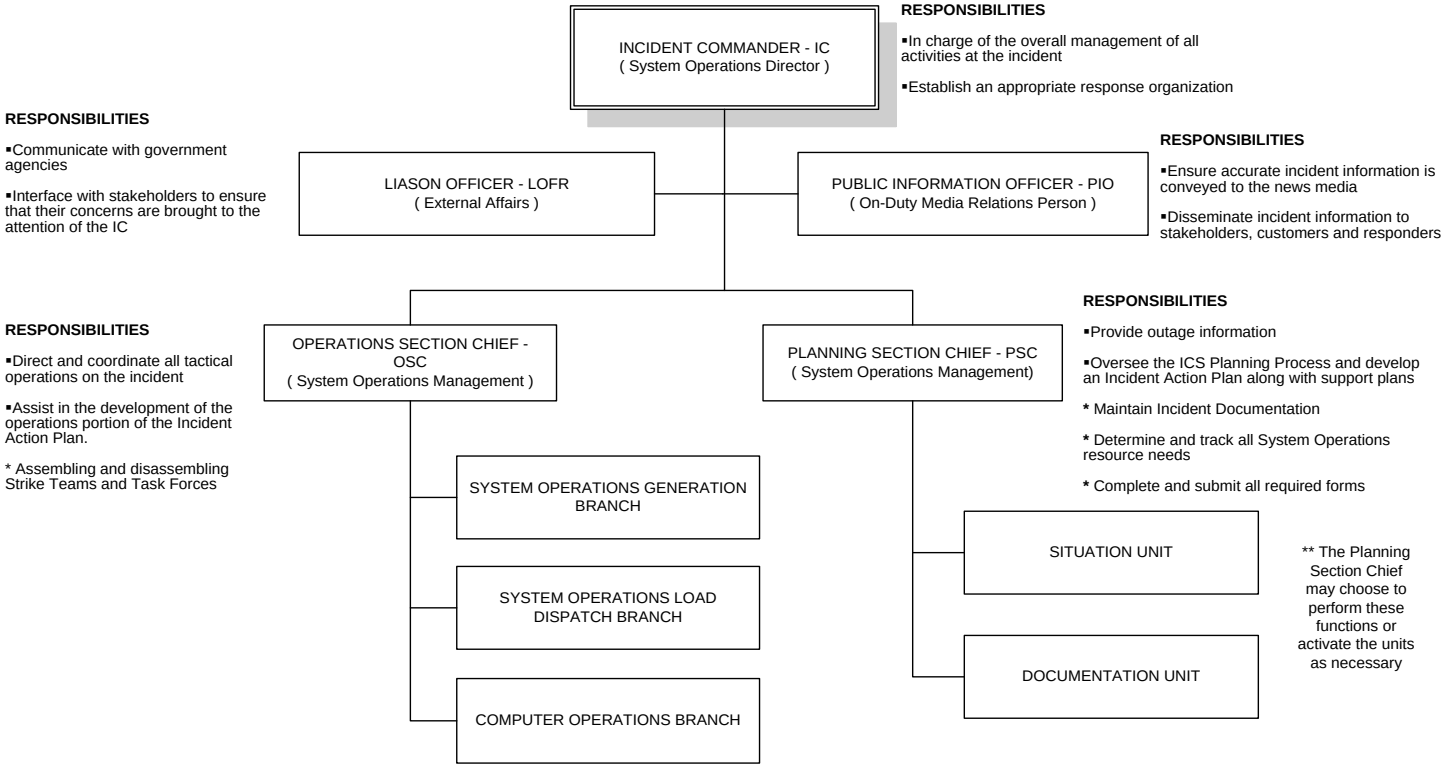


FIGURE 2-1b
FPL INCIDENT COMMAND STRUCTURE FOR CAPACITY SHORTAGES AND TRANSMISSION LIMITATIONS (Unanticipated Event)



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

FIGURE 2-2
RESPONSE TO ANTICIPATED LOAD SHED EVENTS

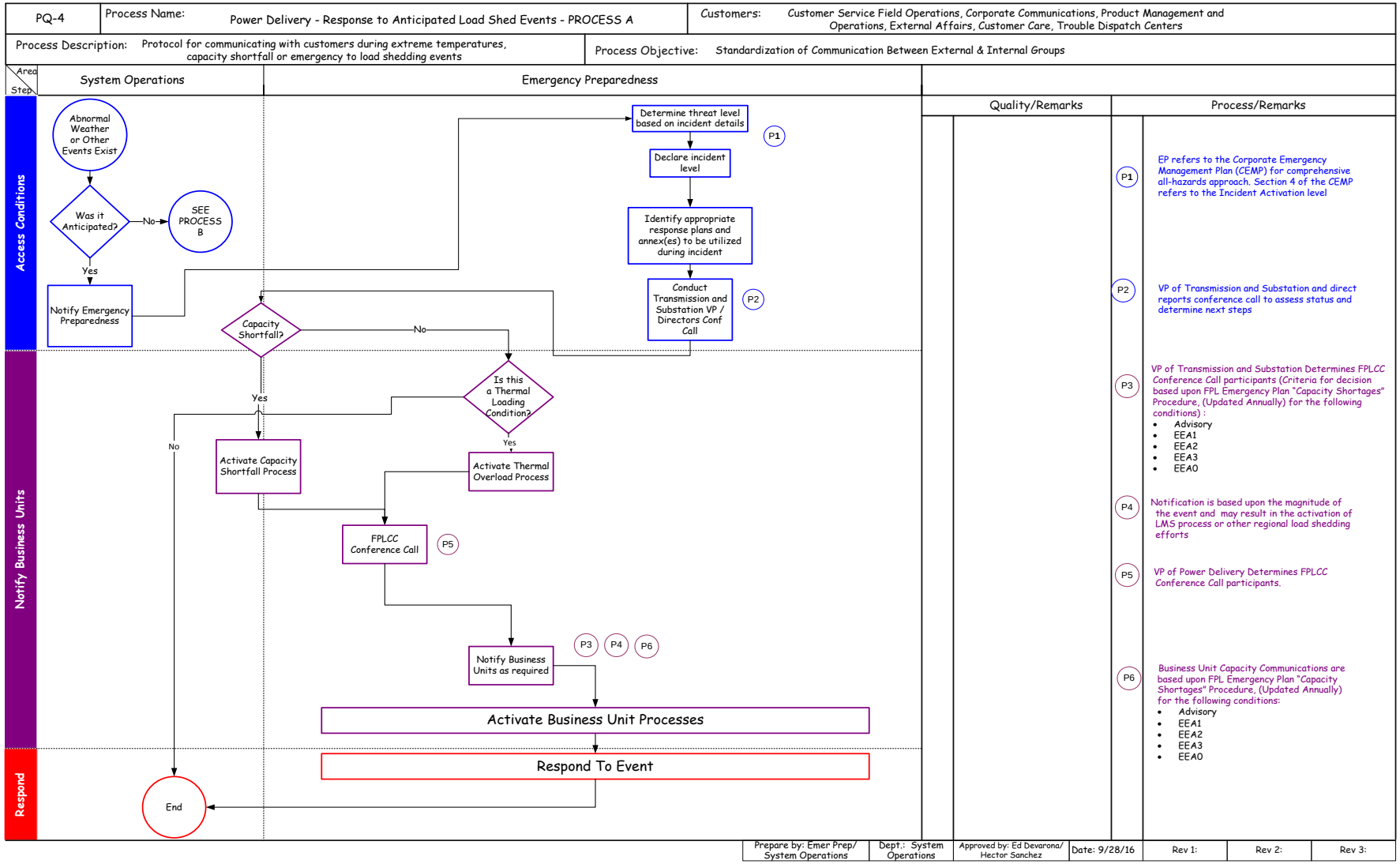


FIGURE 2-3
RESPONSE TO UNANTICIPATED LOAD SHED EVENTS

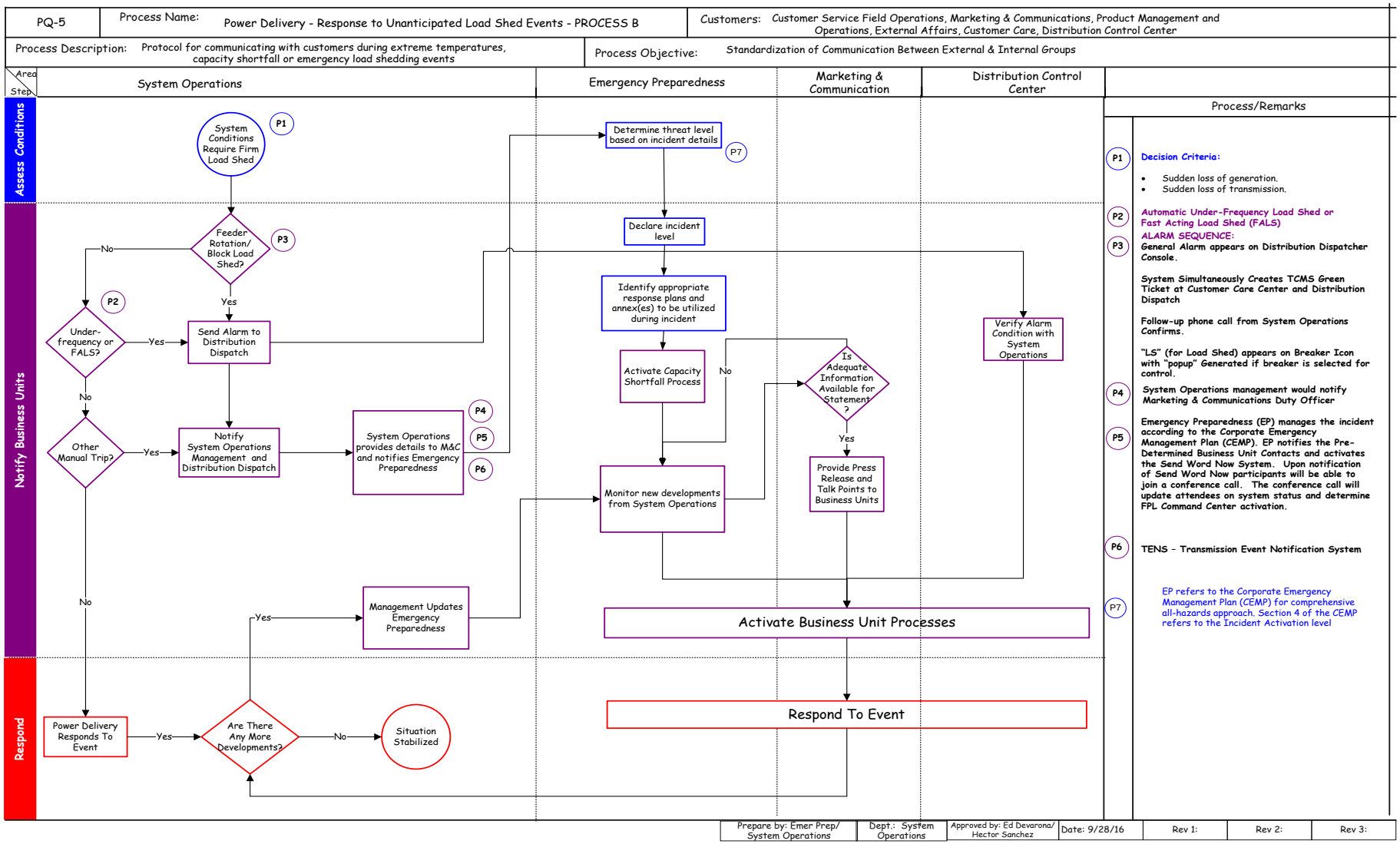


FIGURE 2-4
ADVISORY COMMUNICATION MATRIX

	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 - FPLCC Coordinator	Marketing & Communication	EMT Fuel Management	Information Management	Nuclear Div. & PGD	Customer Care Command Center Team	Emergency Preparedness	Local & County Officials	Major C & I Customers	State Dept. Community Affairs	Media
Incident Commander (Transmission & Substation)										x		x		x								
Operations Section Chief (System Operations)		x											x		x							
Regulatory Affairs			x		x																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					x
EMT Fuel Management							x								x(PGD)							
Information Management																						
Nuclear Div. & PGD																						
Customer Care Command Center																						
Emergency Preparedness			x			x	x	x	x	x	x	x	x		x		x	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.

FIGURE 2-5
EEA1/EEA2 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 - FPLCC Coordinator	Marketing & Communication	EMT Fuel Management	Information Management	Nuclear Div. & PGD	Customer Care Response Team	Emergency Preparedness	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											
Operations Section Chief (System Operations)		x				x								x		x							x			
Regulatory Affairs			x		x																			x		
External Affairs																			x		x	x				
Power Delivery - Distribution Operations																										
Customer Service & Load Mgmt.																	x			x						
System Operations - FPLCC 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																		x								
Emergency Preparedness			x			x	x	x	x	x	x	x	x		x		x	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.

FIGURE 2-6
EEA3 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 - FPLCC Coordinator	Marketing & Communication	EMT Fuel Management	Information Management	Nuclear Div. & PGD	Customer Care Response Team	Emergency Preparedness	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										
Operations Section Chief (System Operations)		x				x								x		x									
Regulatory Affairs			x		x																			x	
External Affairs																			x		x	x			
Power Delivery - Distribution Operations						x																			
Customer Service & Load Mgmt.																	x			x					
System operations - FPLCC Coordinator	x					x																	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																	x								
Emergency Preparedness			x			x	x	x	x	x	x	x	x		x		x	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, EEA1, EEA2, EEA3 & EEA0/Transmission Emergencies Communication Responsibilities

Incident Commander
(Vice President, Transmission & Substations)

Advisory	EEA1/EEA2	EEA3	EEA0
Notify key FPL Emergency Organization members Consider staffing the FPLCC	Notify key FPL Emergency Organization members Direct staffing of the FPLCC as appropriate Consider issuance of Public appeals for voluntary conservation	Notify key FPL Emergency Organization members Direct staffing of the FPLCC as appropriate Authorize the issuance of Public appeals for voluntary conservation	Notify key FPL Emergency Organization members of the system condition

Operations Section Chief
(Director System Operations)

Advisory	EEA1/EEA2	EEA3	EEA0
Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD and Nuclear Division are advised of the system condition Ensure Fuel Department is Notified of system condition. Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD and Nuclear Division are advised of the system condition. Communicate the dispatch steps taken to the Emergency Control Officer and recommend any additional steps as warranted Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions Direct the emergency dispatch of company Generation Communicate priority of load reduction measures to the System Operator 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.	Maintain overall coordination of the restoration Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions 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

Capacity Shortage Advisory, EEA1, EEA2, EEA3 & EEA0/Transmission Emergencies Communication Responsibilities

Liaison Officer
(Regulatory Affairs)

Advisory	EEA1/EEA2	EEA3	EEA0
Notify FPSC, State Division of Emergency Management and maintain contact as necessary Notify the State Watch Office	Notify FPSC and maintain contact as necessary Notify the State Division of Emergency Management through the duty officer at the State Watch Office in Tallahassee Ensure that the process for obtaining a governor's order is initiated	Notify FPSC and maintain contact as necessary Notify the State Division of Emergency Management through the duty officer at the State Watch Office in Tallahassee Assure that a Governor's Executive order is obtained by the FPSC if necessary	Notify FPSC and maintain contact as necessary Notify the State Division of Emergency Management through the duty officer at the State Watch Office in Tallahassee

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

Advisory	EEA1/EEA2	EEA3	EEA0
Ensure smooth flow of accurate/timely information to state, local and county officials Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory. 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).	Ensure smooth flow of accurate/timely information to state, local and county officials Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory. 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). Inform State Governmental Affairs Rep of alert Notify appropriate state reps, Senators and members of the Governor's staff after consultation with Regulatory Affairs	Ensure smooth flow of accurate/timely information to state, local and county officials Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory. Initial contacts with local & county officials to be made by External Affairs Manager in cooperation with Governmental Commercial Industrial Mgrs. Inform State Governmental Affairs Rep of emergency Notify appropriate state reps, Senators and members of the Governor's staff after consultation with Regulatory Affairs With assistance from the Gov. C/I Org. provide info, convey requests for assistance and Secure cooperation from City, County & State	Ensure smooth flow of accurate/timely information to state, local and county officials Inform External Affairs Mgrs and Governmental Commercial Industrial Mgrs in potentially affected areas of the advisory. Initial contacts with local & county Officials to be made by External Affairs Manager in cooperation with Gov. C/I Mgrs. Inform State Governmental Affairs Rep of restoration Notify appropriate state reps, Senators and members of the Governor's staff after Consultation with Regulatory Affairs and in cooperation with State Governmental Affairs With assistance from the Gov C/I Org. provide info, Convey requests for assistance and secure cooperation from City, County & State

Capacity Shortage Advisory, EEA1, EEA2, EEA3 & EEA0/Transmission Emergencies Communication Responsibilities

Distribution Branch Directors

Advisory	EEA1/EEA2	EEA3	EEA0
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	EEA1/EEA2	EEA3	EEA0
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, EEA1, EEA2, EEA3 & EEA0/Transmission Emergencies Communication Responsibilities

SYSTEM OPERATIONS
LFO

Advisory	EEA1/EEA2	EEA3	EEA0
Issue notification of staffing requirements for the System Control Center	Issue notification of staffing requirements for the center at the direction of the Incident Commander Consider issuing request for reduction of non-essential FPL load	Issue notification of staffing requirements for the System Control Center at the direction of the Incident Commander Consider issuing request for reduction of non-essential FPL load to Corp Building Services Communicate with the Emergency Trans. Oper. & Planning Manager Advise the Incident Commander and other key managers at the FPLCC of the system status	Communicate with the Emergency Trans. Oper. & Planning Manager Advise the Incident Commander and other key managers at the FPLCC of the system status

Emergency Communication Team
PUBLIC INFORMATION OFFICER
(Marketing & Communication)

Advisory	EEA1/EEA2	EEA3	EEA0
Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases and/or statements to the media will be written by the staff and approved in conjunction with the Incident Commander Ensure statements are Distributed to: 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	Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases and/or statements to the media will be written by the staff and approved in conjunction with the Incident Commander Ensure statements are Distributed to: 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	Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted Maintain communications with spokespersons from other utilities and state agencies in the event of a Statewide emergency that requires a coordinated communications plan Ensure statements are Distributed to: 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	In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases/statements to the media will be written by the staff and approved in conjunction with the Incident Commander Ensure statements are Distributed to: 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, EEA1, EEA2, EEA3 & EEA0/Transmission Emergencies Communication Responsibilities

Energy Marketing & Trading Fuel Management

Advisory	EEA1/EEA2	EEA3	EEA0
Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored. Develop and implement fuel switching action plans as necessary. Advise System Operations and Fossil Generation Ops of potential trouble areas. Takes appropriate actions to re-supply the power plants as necessary. Arrange interchange transactions to provide for emergency capacity or energy transfers.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored. Develop and implement fuel switching action plans as necessary. Advise System Operations and Fossil Generation Ops of potential trouble areas. Takes appropriate actions to re-supply the power plants as necessary. Notify Co-Generators and Independent Power Producers and inform them of payment Provisions of the GOC3 Tariff through the Resource Planning Group. Arrange interchange transactions to provide for emergency capacity or energy transfers.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored. Develop and implement fuel switching action plans as necessary. Advise System Operations and Fossil Generation Ops of potential trouble areas. Takes appropriate actions to re-supply the power plants as necessary. Arrange interchange transactions to provide for emergency capacity or energy transfers.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored. Develop and implement fuel switching action plans as necessary. Advise System Operations and Fossil Generation Ops of potential trouble areas. Takes appropriate actions to re-supply the power plants as necessary.

Information Management (IM) & Telecommunication

Advisory	EEA1/EEA2	EEA3	EEA0
Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center. Ensure that FPL's employee Communications network is operational and give priority to any restoration of equipment that affects the internal network. Ensure that computers, telephones and information systems in FPLCC are operational.	Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center. Ensure that FPL's employee Communications network is operational and give priority to any restoration of equipment that affects the internal network. Ensure that computers, telephones and information systems in FPLCC are operational.	Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center. Ensure that FPL's employee Communications network is operational and give priority to any restoration of equipment that affects the internal network. Ensure that computers, telephones and information systems in FPLCC are operational.	Ensure that the Computer Operations center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center. Ensure that FPL's employee Communications network is operational and give priority to any restoration of equipment that affects the internal network. Ensure that computers, telephones and information systems in FPLCC are operational.

Capacity Shortage Advisory, EEA1, EEA2, EEA3 & EEA0/Transmission Emergencies Communication Responsibilities

Nuclear Division and Power Generation

Advisory	EEA1/EEA2	EEA3	EEA0
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

Advisory	EEA1/EEA2	EEA3	EEA0
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, EEA1, EEA2, EEA3 & EEA0/Transmission Emergencies Communication Responsibilities

Emergency Preparedness

Advisory	EEA1/EEA2	EEA3	EEA0
Maintain contact with Area Managers 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 Analyze system response and status Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management of alternative strategies	Maintain contact with Area Managers 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 Analyze system response and status Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management of alternative strategies	Establish contact with Area Managers to secure lines of communications 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 Analyze system response and status Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management of alternative strategies	Establish contact with Area Managers to secure lines of communications 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 Analyze system response and status Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management of alternative strategies

2.7 Coordination and Communications with Governmental and Outside Agencies

2.7.1 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.

2.7.2 Florida Public Service Commission (FPSC)

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

2.7.3 Governor's Energy Office (GEO)

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

2.7.4 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

2.7.5 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.

2.8 Emergency Load Management (ELM)

2.8.1 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. Non-Firm Load Control (interruption of appliances)

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. 150-400 MW dependent on Projected system peak and season
Non-Firm Load Control	Interruption of appliances for participants in the Residential/Small Commercial Industrial Load Control Program	Capacity shortage emergency	Approx. 2600 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 20 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	Greater than 9,000 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	800 MW
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 40 % of system load based on Fla. Reliability Coordinating Council requirements

2.8.2 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 System Operations, Power Generation, Customer Service and Emergency Preparedness 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.

2.9 Public Information

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

2.9.1 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.

2.9.2 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.

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: [redacted] Date:_____ Pin: _____ Time: _____
Conference Host: Ed De Varona / Edgard Arroyo **Purpose:** Capacity Event Notification
Call Information *(Choose one of the following as applicable)*: ❑ Day 1 ❑ Day 2 ❑ Day 3 ❑ Other: _____ **Note: Remember not to discuss any Transmission Issues while EMT is on the call.**

Conference Call Attendance	
Business Unit:	**Representing:**
Area Commander	Manny Miranda
Power Delivery - Transmission/Substation	Michael Spoor, Justin Klocman, Joe Arasim
Power Delivery - Distribution	Bryan Olnick, Carlos Rodriguez
Power Delivery - System Operations	Hector Sanchez, Andy Pankratz, Juan Quintana
Customer Service	Marlene Santos, Ken Getchell
IM / Telecommunications	Ashish Gupta, Anita Sharma, Kristi Baldwin
Human Resources	Julie Holmes, Diane Rayne
Corporate Safety	Mark Morgan
Power Generation	Mike Arechabala, Craig Arcari, Chris Allen, Sheila Wilkinson
Nuclear	Peter Polfleit
Marketing & Communication	Rob Gould, Nancy Francis
Corporate Security	Jim Burke
External Affairs	Pam Rauch, Thomas Bean, Irene White
Regulatory Affairs	Ken Hoffman, Kory Dubin
Governmental Affairs	John Holley, Christine Knepper
Energy Market Trading	Sam Forrest, Gerry Yupp, Jeff Dunn
Reliability Standards & Compliance	Scott Seeley, Silvia Parada Mitchell, Summer Esquerre

Logistics	Rich Lee, Barry Wilkinson
Finance	Kim Ousdahl, Keith Ferguson, Ken Hudson
Corporate Real Estate	Tim Oliver, Kevin Hughes, Bob Simm
Emergency Preparedness	Ed De Varona, Edgard Arroyo, Steve Lewis
Demand Side Management	Wayne Besley, Ron Bartnick
Fleet	Joe Suarez
Weather Report	Tim Drum

Senior Management Call- Incident Briefing		
Topic	**BU/Functional Area**	**Reporting:**
1. Weather Update ❑ Expected impact for FPL	**Distribution**	Tim Drum
2. Load Forecast / impact ❑ Condition Status (Advisory/Alert/Emergency) ❑ Cause of anticipated Capacity shortfall ❑ Expected timing/duration ❑ Expected Load/Peak Capacity ❑ FRCC/NERC related issues ❑ Immediate Actions to be taken ❑ Planned events / # customers impacted/MW load	**System Operations**	Hector Sanchez Miguel Yanes
3. Generation and Fuel Issues & Other exceptions ❑ Power Generation ❑ Nuclear ❑ 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. Distribution ❑ Operational issues ❑ System issues	**Distribution**	Bryan Olnick Carlos Rodriguez
5. Customer Service ❑ Care Center Staffing / messages ❑ Customer notifications (MESP and C/I)	**Customer Service**	Marlene Santos Ken Getchell
6. Information Management ❑ Systems / telecommunications	**Information Management**	Ashish Gupta Anita Sharma
7. Community and Governmental Notifications ❑ Emergency management offices	**External Affairs**	Pam Rauch Thomas Bean

❑ Information Needs		
8. State Governmental Affairs ❑ Emergency management offices ❑ Information Needs	**State Affairs**	John Holley Christine Knepper
9. Regulatory Affairs (FPSC and State Issues) ❑ Information to Release	**Regulatory Affairs**	Kory Dubin
10. Human Resources ❑ Employee instructions and information	**Human Resources**	Julie Holmes Diane Rayne
11. Safety – Issues and Updates	**Corp. Safety**	Mark Morgan
12. Marketing & Communications ❑ Information for public and media ❑ FYI faxes	**Marketing & Communications**	Rob Gould Nancy Francis
13. Corporate Real Estate – Issues and Updates ❑ FPL Facilities	**Corp. Real Estate**	Tim Oliver Bob Simm
14.Reliability Standards & Compliance ❑ Reporting Issues	**Reliability Standards & Compliance**	Scott Seeley Silvia Parada Mitchell
15. Summary & Review of decisions and actions ❑ Summary of System Status ❑ Schedule for FPLCC activation ❑ Summary of estimated restoration resources ❑ Summary expected actions ❑ Expected Outcomes	**Transmission**	Ed De Varona
Excuse EMT from the Call		Ed De Varona
16. Transmission / Substation – Transmission Issues	**Transmission**	Joe Arasim
17. Closing	**Transmission**	Manny Miranda

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

System Operations & Distribution	❑ Provide Weather Updates ❑ Determine event severity level (Advisory , Alert, Emergency, Restoration) ❑ Status of internal business unit notifications ❑ Operations & Staff directors / managers ❑ Status of FPLCC business unit notifications ❑ Provide information of System Status / Response activities, **exclude discussions on transmission grid status if EMT is on the call** ❑ System Capacity Status ❑ Shortfall Cause & Expected duration ❑ Current vs. Planned capacity & reserve margin ❑ Summary & Timing of Actions Taken, **exclude discussions on transmission grid status if EMT is on call** ❑ Pending Mitigation Activities & Location ❑ Customer Outage Information - Anticipated and / or Actual, exclude discussions on transmission grid status if EMT is on the call ❑ Field Operations Activities, **exclude discussions on transmission grid status if EMT is on call**

	❑ Restoration Updates & Projections, **exclude discussions on transmission grid status if EMT is on the call**
Customer Service	❑ Care centers : Plans for contingency staffing & high call volume ❑ Customer communications - care center messages ❑ Notifications & Status of major C/I customers ❑ Notification to MESP customers
Information Management	❑ Status of FPL emergency systems, software, & internal communications network operational and given priority ❑ Status of FPLCC equipment/systems - fully operational ❑ Other IMSC emergency status updates
Power Generation & Nuclear & Energy Marketing & Trading	❑ Status of fossil generation operations ❑ Status of nuclear plant operations ❑ Status of Purchase Power agreement units / schedules ❑ Availability of power from other sources ❑ Status of QF – Co-generation units ❑ Communication / coordination of fuel issues
External Affairs & Regulatory Affairs	❑ **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.** ❑ Notifications to local / state / federal regulatory agencies ❑ Coordinate information to / from governmental entities ❑ Emergency management plans and actions - evacuations, etc.
Human Resources & Corporate Services	❑ Corporate Safety Activities & Safety messages ❑ FPL Facility procedures ❑ Employee communications (with Corporate Communications) ❑ Internal policies & procedures
Marketing & Communications	❑ Coordination of appropriate Media releases / advisories ❑ Internal communications / faxes / intranet / email, etc. ❑ Update of internal/ external websites

2.10 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 (EMT) 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 EMT 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 EMT 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 EMT 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 EMT, 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

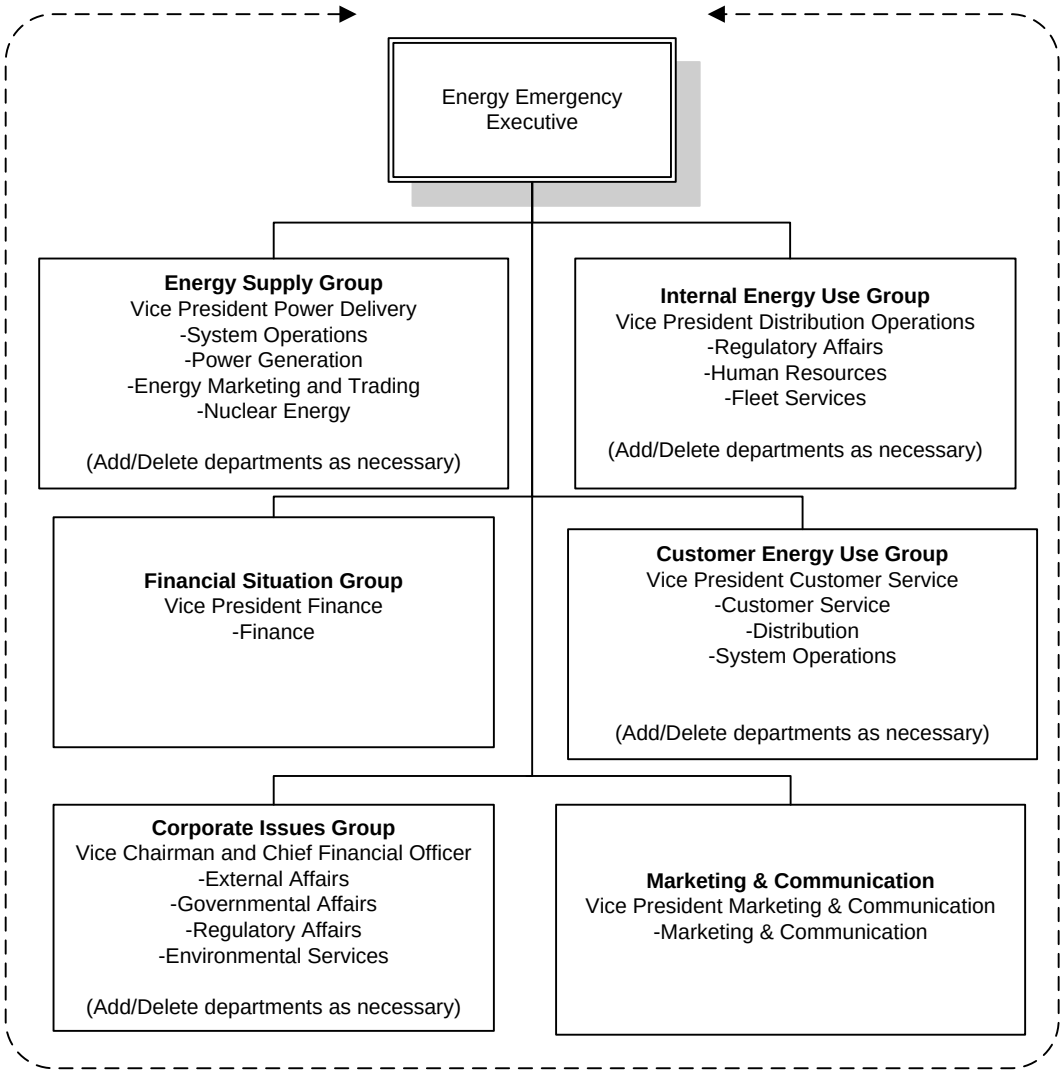
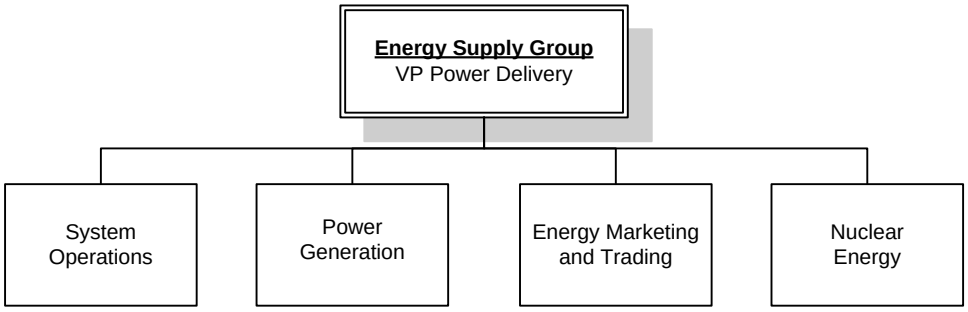


Exhibit 1
Energy Emergency Organization

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.

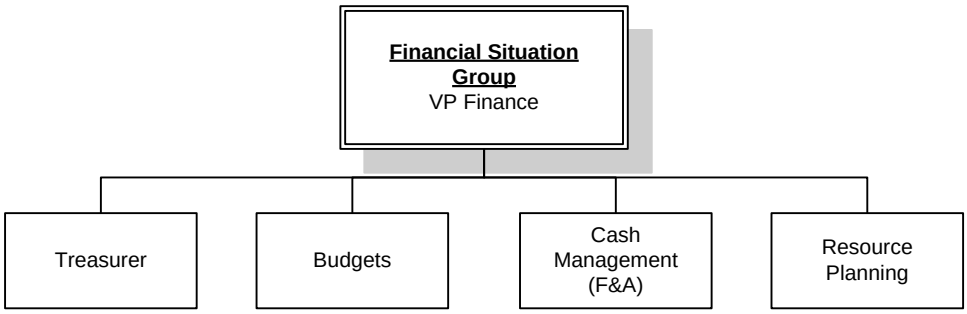
Energy Marketing and Trading

- 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 relapses 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.

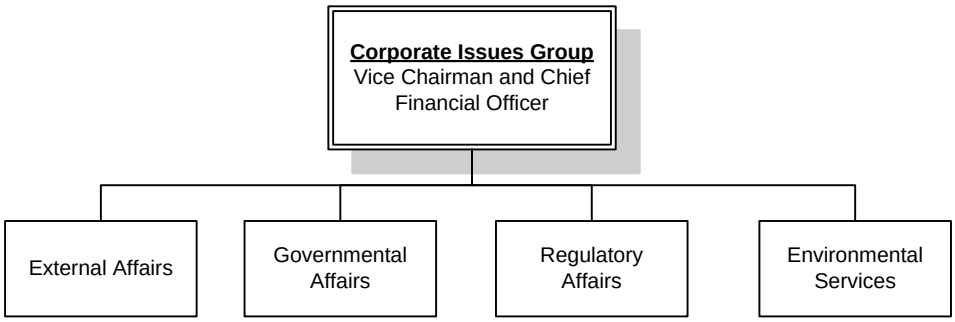
Resource Planning

- 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.

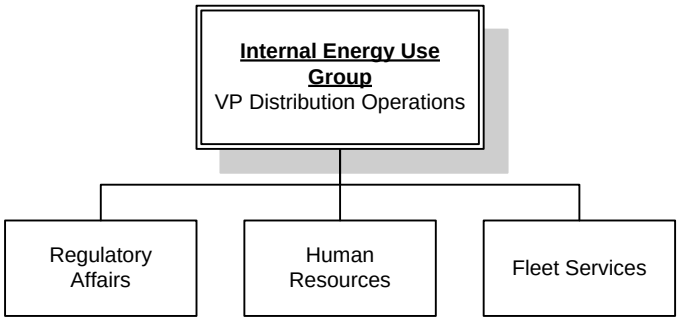
Regulatory Affairs

- 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

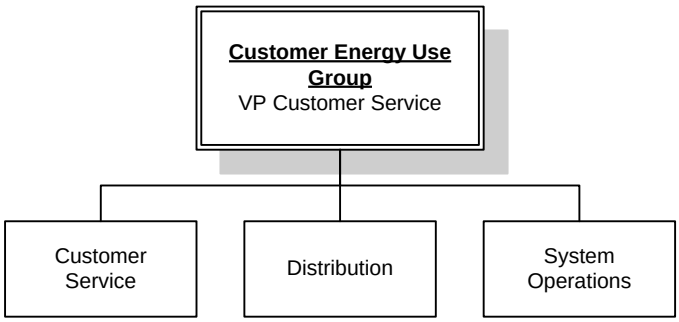
- Coordinate employee conservation measures.
- Ensure participation in conservation or curtailment activities by FPL employees.
- Ensure appropriate fuel-conserving practices and measures are implemented for FPL vehicles and employee-owned vehicles used on FPL business (Fleet Vehicles, Pool Vehicles, 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

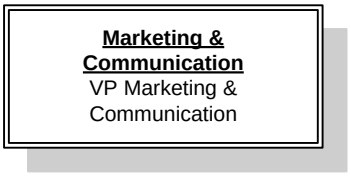
Customer Service

- 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 FACILITES 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 (TSCC)

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.

Curtailable Load

The objective of the Curtailable 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

Revision Date	Description	Author
12/15/2016	Annual review and update. New date/revision history format.	Juan Quintana Edgard Arroyo
4/1/2017	Removed term Energy Deficient Entity throughout document Updated reference to retired standard EOP-002	Yari Badulescu
12/20/17	Annual review and update. Updated ELM and load control program and capability. Updated contact list for conference call agenda.	Christian Diaz Greg Gandarillas Edgard Arroyo

~~FPL Emergency Plan~~

~~For~~

~~Capacity Shortages/Transmission Limitations~~

~~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 fuelsupply 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.

	Location	Winter	Summer
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)

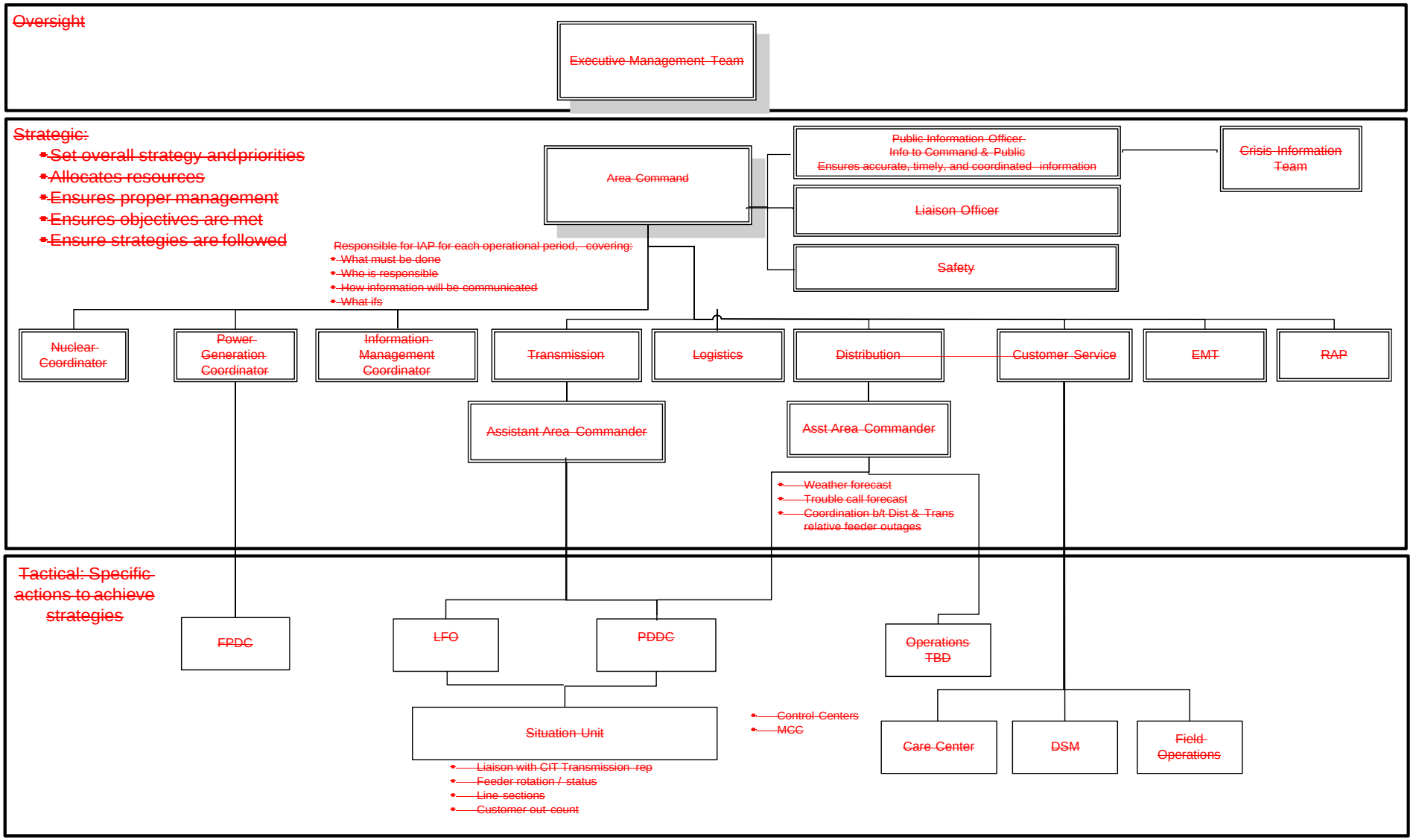
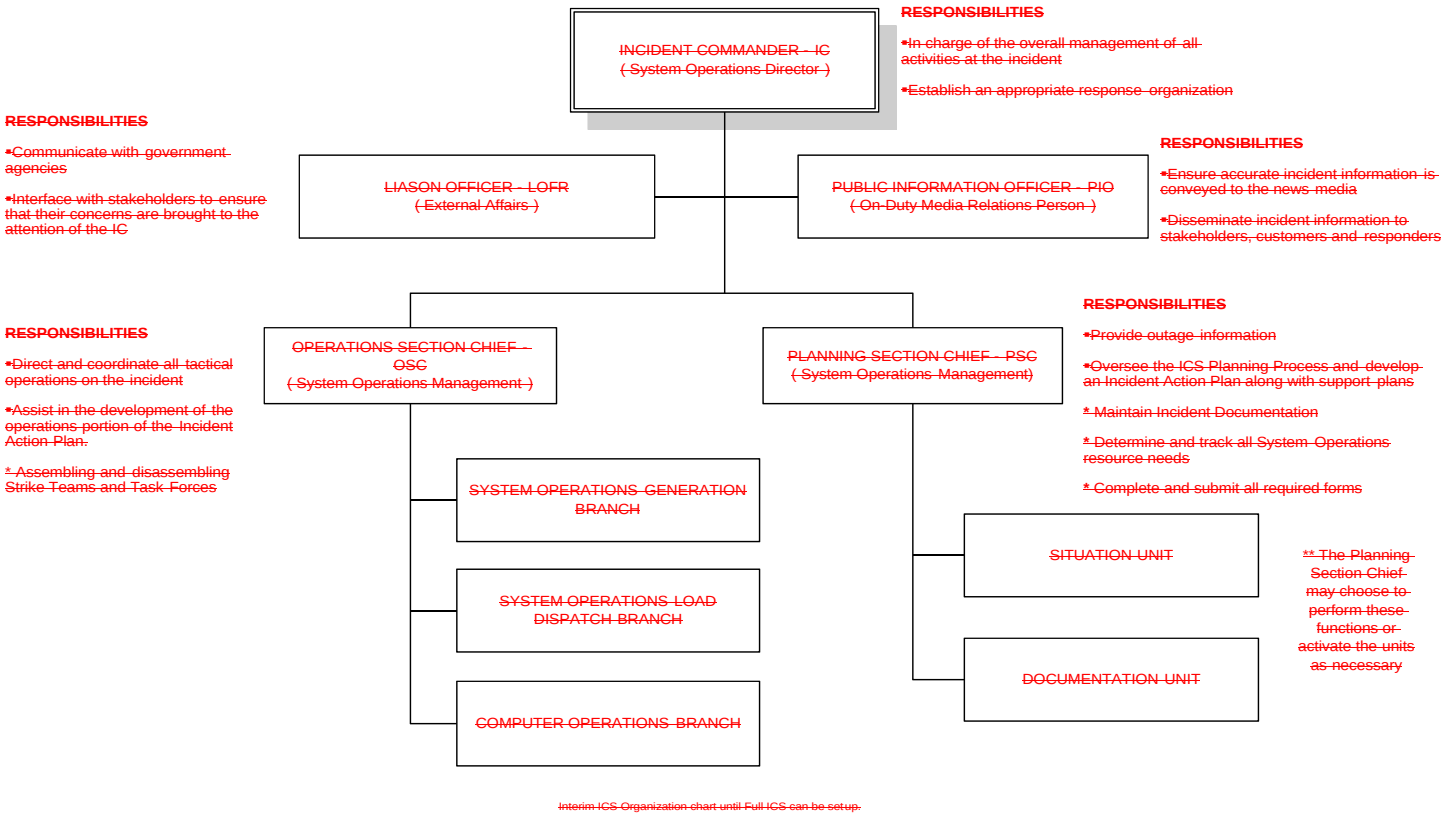


FIGURE 2-1b
FPL INCIDENT COMMAND STRUCTURE FOR CAPACITY SHORTAGES AND TRANSMISSION LIMITATIONS (Unanticipated Event)



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

FIGURE 2-2
RESPONSE TO ANTICIPATED LOAD SHED EVENTS

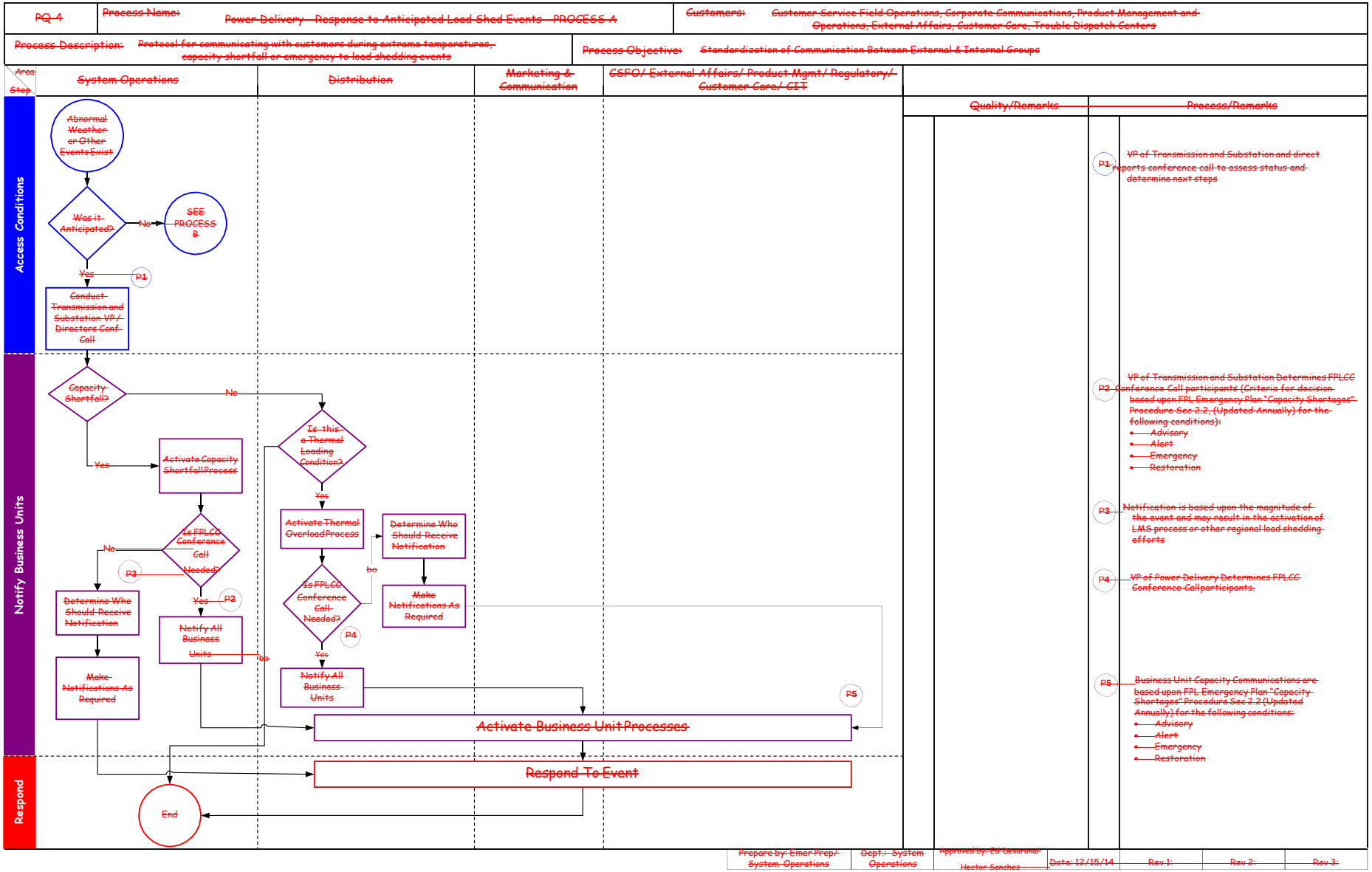


FIGURE 2-3
RESPONSE TO UNANTICIPATED LOAD SHED EVENTS

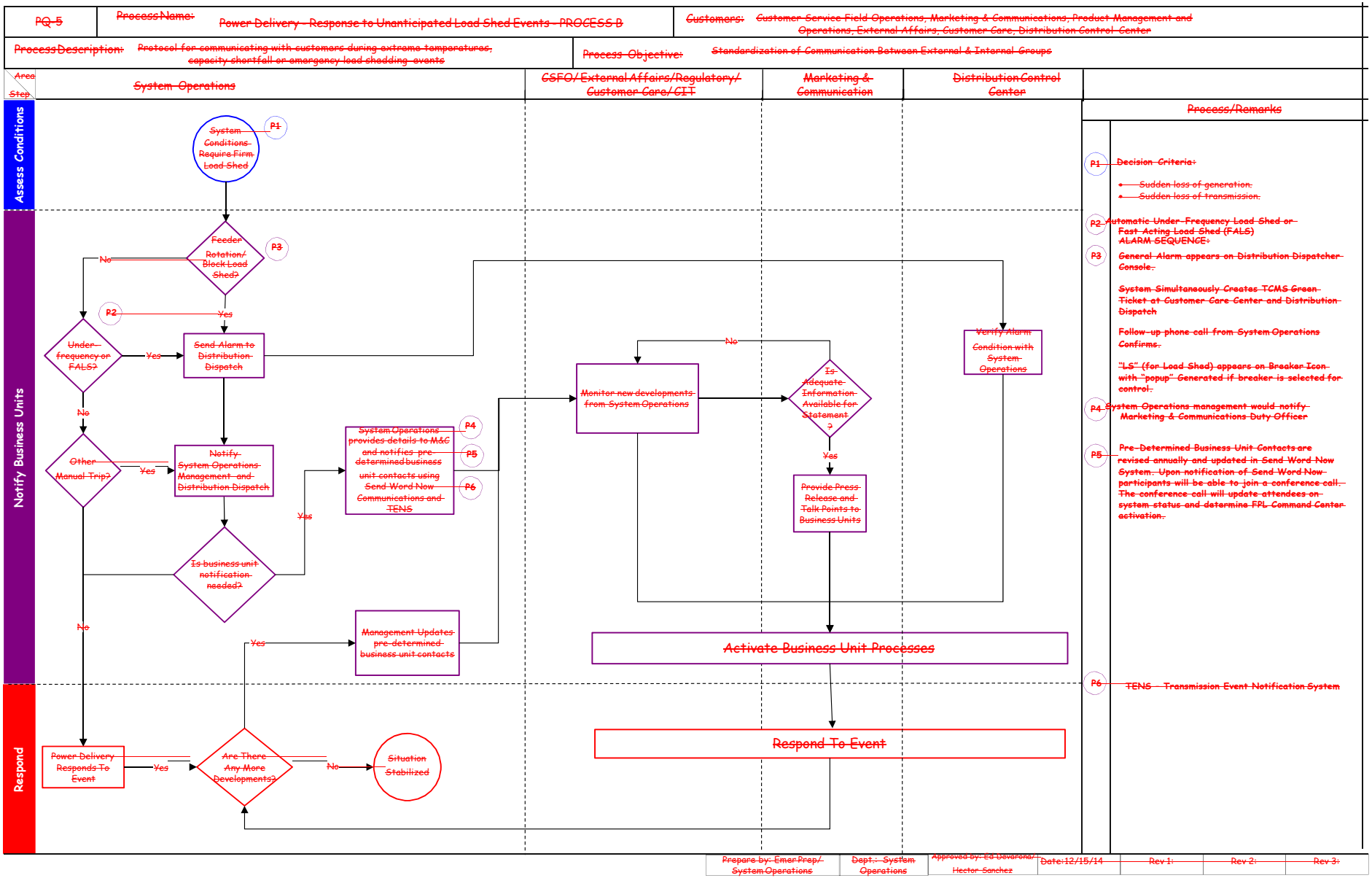


FIGURE 2-4
ADVISORY COMMUNICATION MATRIX

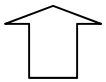
	FRCC	State Capacity Emergency Coordinator	Florida Public Service Commission	FRCC Region Natural Gas Pipeline Operators	Executive Office of the Governor	Incident Commander	Power Delivery - System Operations	Regulatory Affairs	External Affairs	Power Delivery Distribution Operations	Customer Service & Load Mgmt.	System Operations - 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						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 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 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								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.~~

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

Operations Section Chief
(Director System Operations)

Advisory	Alert	Emergency	Restoration
Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD and Nuclear Division are advised of the system condition Ensure Fuel Department is Notified of system condition. Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD and Nuclear Division are advised of the system condition. Communicate the dispatch steps taken to the Emergency Control Officer and recommend any additional steps as warranted Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions Direct the emergency dispatch of company Generation Communicate priority of load reduction measures to the System Operator 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.	Maintain overall coordination of the restoration Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions 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

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

Liaison Officer
(Regulatory Affairs)

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

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

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

Emergency Communication Team
PUBLIC INFORMATION OFFICER
(Marketing & Communication)

Advisory	Alert	Emergency	Restoration
Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases and/or statements to the media will be written by the staff and approved in conjunction with the Incident Commander Ensure statements are Distributed to: 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 4.1. Other emergency service organizations, as appropriate	Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases and/or statements to the media will be written by the staff and approved in conjunction with the Incident Commander Ensure statements are Distributed to: 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 4.1. Other emergency service organizations, as appropriate	Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted Maintain communications with spokespersons from other utilities and state agencies in the event of a Statewide emergency that requires a coordinated communications plan Ensure statements are Distributed to: 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 4.1. Other emergency services organizations, as appropriate	In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases/statements to the media will be written by the staff and approved in conjunction with the Incident Commander Ensure statements are Distributed to: 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 4.1. 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
Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored. Develop and implement fuel switching action plans as necessary. Advise System Operations and Fossil Generation Ops of potential trouble areas. Takes appropriate actions to re-supply the power plants as necessary. Arrange interchange transactions to provide for emergency capacity or energy transfers.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored. Develop and implement fuel switching action plans as necessary. Advise System Operations and Fossil Generation Ops of potential trouble areas. Takes appropriate actions to re-supply the power plants as necessary. Notify Co-Generators and Independent Power Producers and inform them of payment Provisions of the GOC3 Tariff through the Resource Planning Group. Arrange interchange transactions to provide for emergency capacity or energy transfers.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored. Develop and implement fuel switching action plans as necessary. Advise System Operations and Fossil Generation Ops of potential trouble areas. Takes appropriate actions to re-supply the power plants as necessary. Arrange interchange transactions to provide for emergency capacity or energy transfers.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored. Develop and implement fuel switching action plans as necessary. Advise System Operations and Fossil Generation Ops of potential trouble areas. Takes appropriate actions to re-supply the power plants as necessary.

Information Management (IM) & Telecommunication

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

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

Nuclear Division and Power Generation

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

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 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 Analyze system response and status Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management of alternative strategies	Maintain contact with Area Managers 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 Analyze system response and status Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management of alternative strategies	Establish contact with Area Managers to secure lines of communications 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 Analyze system response and status Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management of alternative strategies	Establish contact with Area Managers to secure lines of communications 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 Analyze system response and status Monitor load restoration activities and communicate with the Areas on the activities 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)	Automatic
1. Feeder voltage reduction	1. Fast-Acting Load Shedding (FALS)
2. Tripping of feeder breakers/feeder rotation	2. Under-frequency Load Shedding
3. Continuous interruption of appliances (SCRAM)	

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: 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)*: ☐ Day 1 ☐ Day 2 ☐ Day 3 ☐ 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 ❑ Expected impact for FPL	**Distribution**	Tim Drum
2. Load Forecast / impact ❑ Condition Status (Advisory/Alert/Emergency) ❑ Cause of anticipated Capacity shortfall ❑ Expected timing/duration ❑ Expected Load/Peak Capacity ❑ FRCC/NERC related issues ❑ Immediate Actions to be taken ❑ Planned events / # customers impacted/MW load	**System Operations**	Hector Sanchez
3. Generation and Fuel Issues & Other exceptions to report ❑ Power Generation ❑ Nuclear ❑ 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 ❑ Operational issues ❑ System issues	**Power Delivery: Distribution**	Bryan Olnick
5. Customer Service ❑ Care Center Staffing / messages ❑ Customer notifications (MESP and C/I)	**Customer Service**	Marlene Santos Ken Getchell
6. Information Management ❑ Systems / telecommunications	**Information Management**	Lakshman Charanjiva Anita Sharma
7. External Affairs (Community and Governmental Notifications) ❑ Emergency management offices ❑ Information Needs	**External Affairs**	Pam Rauch Thomas Bean
8. Regulatory Affairs (FPSC and State Issues) ❑ Information to Release	**Regulatory Affairs**	Kory Dubin
9. Human Resources ❑ 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 ❑ Information for public and media ❑ Employee communications	**Marketing & Communication**	Rob Gould Nancy Francis
12. Corporate Real Estate – Issues and Updates ❑ FPL Facilities	**Corp. Real Estate**	Alex Rubio Kevin Hughes
13.Reliability Standards & Compliance ❑ Reporting Issues	**Reliability Standards & Compliance**	Scott Seeley Silvia Parada Mitchell
14. Summary & Review of decisions and actions ❑ Summary of System Status ❑ Schedule for FPLCC activation ❑ Summary of estimated restoration resources ❑ Summary expected actions ❑ 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	❑ Provide Weather Updates ❑ Determine event severity level (Advisory , Alert, Emergency, Restoration) ❑ Status of internal business unit notifications ❑ Operations & Staff directors / managers ❑ Status of FPLCC business unit notifications ❑ Provide information of System Status / Response activities, **exclude discussions on transmission grid status if EMT is on the call** ❑ System Capacity Status ❑ Shortfall Cause & Expected duration ❑ Current vs. Planned capacity & reserve margin ❑ Summary & Timing of Actions Taken, **exclude discussions on transmission grid status if EMT is on call** ❑ Pending Mitigation Activities & Location ❑ Customer Outage Information - Anticipated and / or Actual, exclude discussions on transmission grid status if EMT is on the call ❑ Field Operations Activities, **exclude discussions on transmission grid status if EMT is on call** ❑ Restoration Updates & Projections, **exclude discussions on transmission grid status if EMT is on the call**
Customer Service	❑ Care centers : Plans for contingency staffing & high call volume ❑ Customer communications - care center messages ❑ Notifications & Status of major C/I customers ❑ Notification to MESP customers
Information Management	❑ Status of FPL emergency systems, software, & employee communications network operational and given priority ❑ Status of FPLCC equipment/systems - fully operational ❑ Other IMSC emergency status updates
Power Generation & Nuclear & Energy Marketing & Trading	❑ Status of fossil generation operations ❑ Status of nuclear plant operations ❑ Status of Purchase Power agreement units / schedules ❑ Availability of power from other sources ❑ Status of QF – Co-generation units ❑ Communication / coordination of fuel issues
External Affairs & Regulatory Affairs	❑ **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.** ❑ Notifications to local / state / federal regulatory agencies ❑ Coordinate information to / from governmental entities ❑ Emergency management plans and actions - evacuations, etc.
Human Resources & Corporate Services	❑ Corporate Safety Activities & Safety messages ❑ FPL Facility procedures ❑ Employee communications (with Corporate Communications) ❑ Internal policies & procedures
Emergency Communication Team	❑ Coordination of appropriate Media releases / advisories ❑ Employee communications / intranet / email, etc. ❑ 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

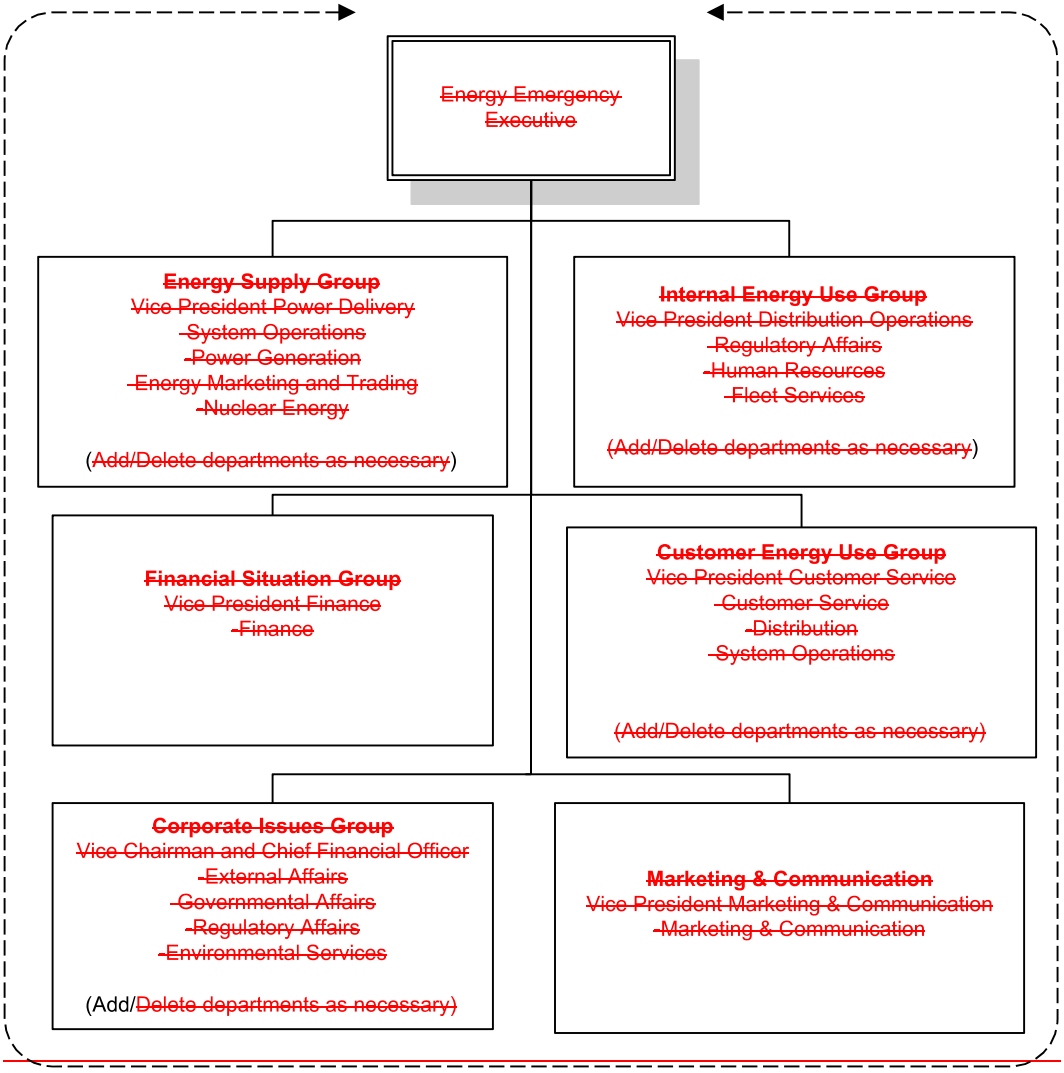
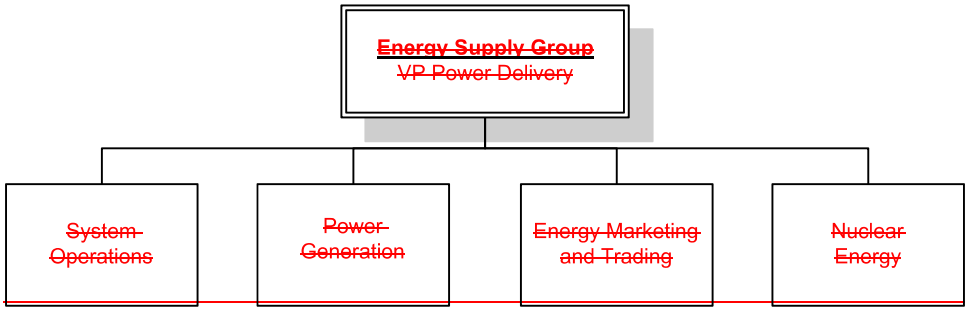


Exhibit 1
Energy Emergency Organization

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 fuelshortage 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 fossilplants 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.

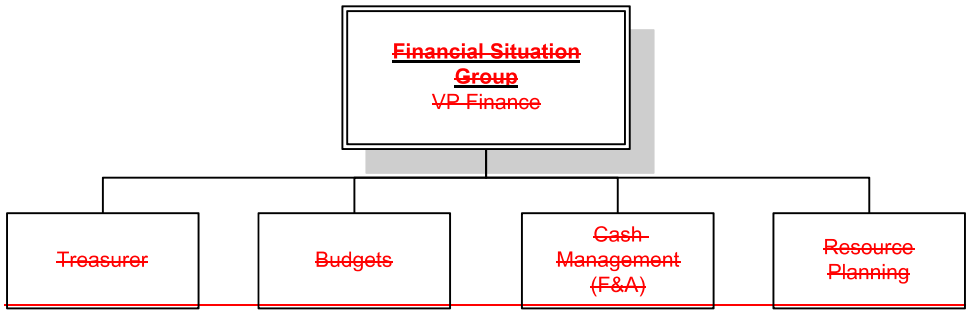
Energy Marketing and Trading

- 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 relapses 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.

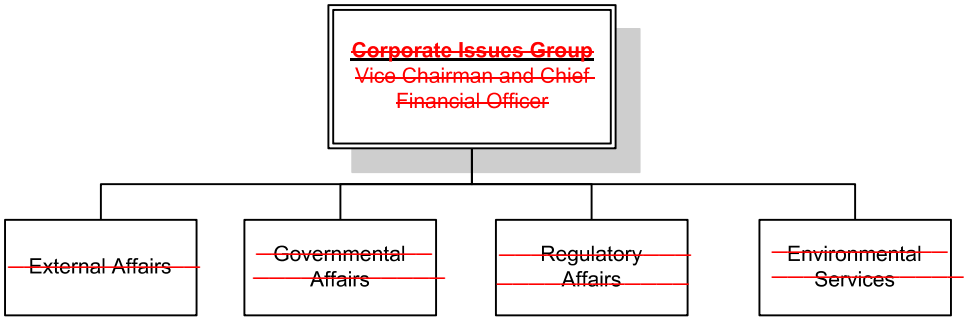
Resource Planning

- 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.

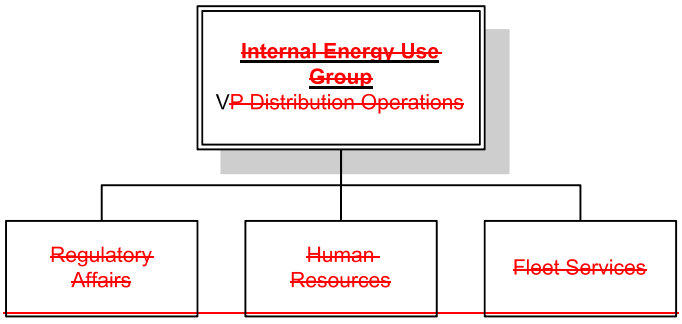
Regulatory Affairs

- 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.

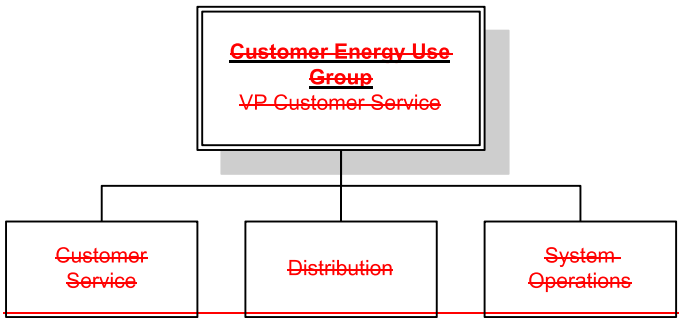
Human Resources

- 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 FACILITES 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~~

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.

Curtailable Load

The objective of the Curtailable 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