Matthew R. Bernier
ASSOCIATE GENERAL COUNSEL

May 30, 2025

VIA ELECTRONIC FILING

Adam J. Teitzman, Commission Clerk
Florida Public Service Commission
2540 Shumard Oak Boulevard
Tallahassee, Florida 32399-0850

Re: *Duke Energy Florida, LLC's Storm Protection Plan Annual Status Report;*
Undocketed

Dear Mr. Teitzman:

Pursuant to Rule 25-6.030(4), F.A.C., enclosed for filing is Duke Energy Florida, LLC's ("DEF") Storm Protection Plan Annual Status Report for calendar year 2024.

Thank you for your assistance in this matter. If you have any questions concerning this filing, please feel free to contact me at (850) 521-1428.

Respectfully,

/s/ Matthew R. Bernier

Matthew R. Bernier

MRB/mh
Enclosures

106 East College Avenue, Suite 800 ▪ Tallahassee, Florida 32301
Phone: 850.521.1428 ▪ Email: matt.bernier@duke-energy.com

DUKE ENERGY FLORIDA, LLC'S

STORM PROTECTION PLAN ANNUAL STATUS REPORT

May 30, 2025

Table of Contents

I. STORM HARDENED FACILITIES

Pursuant to Rule 25-6.030(4), F.A.C., Duke Energy Florida (DEF) hereby provides the required annual status report of its Storm Protection Plan programs and projects.

a. Describe each storm hardening activity undertaken in the field during 2024.

Distribution

DEF performed the following activities as per 2023 Storm Protection Plan, Docket No. 20220050-EI in 2024, Further details can be found in DEF's 2024 Storm Protection Plan Cost Recovery Clause, Docket No. 20250010-EI

Self-Optimizing Grid (SOG)
2024 Actuals - $104.6m

Wood Pole Inspection and Treatment:
2024 Actuals - $3.6m

Wood Pole Replacement and Reinforcement:
2024 Actuals - $49.5m

Storm Protection Plan Feeder and Lateral Hardening Programs
2024 Actuals - $305.0m

Underground Flood Mitigation
2024 Actuals - $(293k)

Transmission

DEF performed the following activities as per 2023 Storm Protection Plan, Docket No. 20220050-EI in 2024. Completed activities are listed in Section V (Rule 25-6.030(4)(a) 2024 Storm Protection Plan Programs and Projects) of this report. Further details can be found in DEF's 2025 Storm Protection Plan Cost Recovery Clause, Docket No. 20250010-EI. In addition, DEF Transmission undertook the following Hardening Activities during 2024:

DOT/Customer Relocations and Line Upgrades and Additions:
DEF Transmission designs any DOT/Customer-Requested Relocations and all Line Upgrades/Additions to meet or exceed the current NESC Code Requirements and constructs these projects utilizing either steel or concrete poles. These DOT/Customer Relocations and Line Upgrades/Additions resulted in approximately 77 wood poles replaced with steel or concrete.

b. Describe the process used by your company to identify the location and select the scope of storm hardening projects.

Distribution

The location and scope of projects that deliver hardening benefits varies by type of construction, maintenance, or replacement activity. Primary factors considered include operational and storm performance, remaining life, condition assessment of equipment as determined by inspection, and cost to repair or replace. In all cases, the cost to install, maintain, or replace equipment is balanced against the expected long term operational and cost benefit.

Transmission

Transmission determined the 2024 Storm Protection Plan project scope and location per 2023 Storm Protection Plan, Docket No. 20220050-EI.

In addition to the process described above, Transmission utilizes maintenance changeouts, DOT/Customer Relocations and Line Upgrades/Additions to deliver hardening benefits to the Transmission system.

Maintenance Changeouts:
Poles that require a change out are identified via Wood Pole Inspection Plan filed in the Annual Service Reliability Report on February 28, 2025.

DOT/Customer Relocations:
Poles that are changed out and upgraded are identified by requests from DOT or customers.

Line Upgrades and Additions:
DEF Transmission Asset Management and System Planning determine where and when lines need to be upgraded; any wood poles on said upgrades are changed out to steel or concrete structures.

c. Provide the costs incurred and any quantified expected benefits.

Distribution

See Subsection (a) above.

Transmission

DEF's 2024 Storm Protection Plan Project Costs are listed in Section V (Rule 25-6.030(4)(a) 2024 Storm Protection Plan Programs and Projects) of this report. Further details can be found in DEF's 2025 Storm Protection Plan Cost Recovery Clause, Docket 20250010-EI.

Additional 2024 cost incurred includes:

Maintenance Changeouts:
DEF Transmission invested approximately $151.9 million in Capital Improvements during

2024. Capital Improvements include pole changeouts and complete insulator replacements.

DOT/Customer Relocations and Line Upgrades and Additions:
DEF Transmission invested approximately $195.7 million for DOT/Customer Relocations and Line Upgrades and Additions in 2024.
Quantified benefits will be a stronger and more consistent material supporting Transmission Circuits. Based on DEF's approved SPP plan, and not considering additional/unplanned rebuilds or DOT relocations, DEF estimates all wood poles being changed out by 2028.

d. Discuss any 2025 projected activities and budget levels.

Distribution

DEF Distribution's 2025 projected Storm Protection Plan activities and projected budgets can be found in its May 1, 2025, Storm Protection Plan Cost Recovery Clause filing in Docket No. 20250010-EI.

Self-Optimizing Grid (SOG):
2025 Budgets: $107.2m

Wood Pole Inspection and Treatment:
2025 Budgets: $4.1m

Wood Pole Replacement and Reinforcement:
2025 Budgets: $83.8m

Storm Protection Plan Feeder and Lateral Hardening Programs:
2025 Budgets: $388.6m

Underground Flood Mitigation:
2025 Budgets: $2.8m

Transmission
Storm Protection Plan and activities can be found in May 1, 2025, Storm Protection Plan Cost Recovery Clause filing in Docket No. 20250010-EI. Additional DEF Transmission projects include:

DOT/Customer Relocations, Line Upgrades and Additions:
DEF Transmission is projecting replacement of approximately 50 wood poles in 2025.

Current identified DOT/Customer Relocation Projects and Line Upgrades and Additions have a capital budget of $243.4 million.

II. STORM SEASON READINESS

Describe the efforts the Company is taking to be storm-ready by June 1, 2025

The joint Power Grid Operations (T&D) organization has conducted storm readiness meetings, training sessions and exercises prior to June 1, 2025, with additional workshops to be conducted June 17, 2025, through June 19, 2025. System reliability is continually monitored and upgraded through our storm hardening programs. Critical restoration material and fuel will be ready and available from multiple sources, and we have taken steps to ensure that outside line and tree trimming resources are ready and available.

Distribution

DEF's Distribution Emergency Response Plan, Attachment A, outlines the process for safe and systematic response following a disruptive event. Prior to the start of hurricane season, all feeder backbones will be surveyed for tree conditions and corrective work completed.

Transmission

DEF's Transmission System Storm Operational Plan (Attachment B – "TSSOP"), outlines the process for safe and systematic response following a disruptive event. The TSSOP has been reviewed and revised as of March 2024. Additionally, aerial patrols for DEF's Transmission System have been completed for Spring 2025 and are scheduled to take place in the Fall of 2025.

III. EIW INITIATIVES

JOINT-USE POLE ATTACHMENT AUDITS FOR THE YEAR 2024 *(Initiative 2)*

a) **Percent of system audited.** Feeders and Laterals: 100%
b) **Date audit conducted?** A Joint-Use Pole Loading Analysis is conducted every 8 years per FPSC mandates. In 2024, one eighth (1/8) of the joint attachments were audited to fulfill the 8-year requirement.
c) **Date of previous audit?** 2023 Partial Joint Use Structural Analysis System Audit.
d) **List of audits conducted annually.** Partial system audits are conducted annually. A full Joint-Use Pole Loading Analysis is conducted every eight years.

2024 Joint-Use Structural Audits – Distribution Poles (all pole types)

(A) Number of company owned distribution poles.	1,117,104
(B) Number of company distribution poles leased.	496,192
(C) Number of owned distribution pole attachments (cable & phone attachments on DEF poles)	888,245
(D) Number of leased distribution pole attachments. (DEF attachments on phone poles)	15,209
(E) Number of authorized attachments. (29,580 new attachments approved in 2024)	888,245
(F) Number of unauthorized attachments.	0
(G) Number of distribution poles strength tested. (complete loading analysis needed)	59,051
(H) Number of distribution poles passing strength test. (complete loading analysis needed) *	59,051
(I) Number of distribution poles failing strength test (overloaded).	0
(J) Number of distribution poles failing strength test (other reasons). (Hardware upgrades required)	0
(K) Number of distribution poles to be corrected (strength failure) (added down guy)	0
(L) Number of distribution poles corrected (other reasons).	0
(M) Number of distribution poles to be replaced. (Overloaded poles entered into the FMDR database)	0
(N) Number of apparent NESC violations involving electric infrastructure.	None
(O) Number of apparent NESC violations involving 3rd party facilities.	None

* For each group of poles in a tangent line, the pole that had the most visible loading, line angle, and longest or uneven span length was selected to be modeled for wind loading analysis. If that one pole failed, the next worst-case pole in that group of tangent poles was analyzed as well. Each pole analyzed determined the existing pole loading of all electric and communication attachments on that pole. If the existing analysis determined the pole was overloaded, that pole was added to a current year work plan to be corrected. Should the original pole analyzed meet the NESC loading requirements, all similar poles in that tangent line of poles were noted as structurally sound and entered into the database as "PASSED" structural analysis.

2024 Joint-Use Attachment Audits – Transmission Poles (all pole types)

(A) Number of company-owned transmission poles.	51,379
(B) Number of company transmission poles leased.	7,436
(C) Number of owned transmission pole attachments (cable & phone attachments on DEF poles)	8,739
(D) Number of leased transmission pole attachments. (DEF attachments on phone poles)	0
(E) Number of authorized attachments. (163 new attachments approved in 2024)	8,739
(F) Number of unauthorized attachments.	0
(G) Number of transmission poles strength tested.	259
(H) Number of transmission poles passing strength test.	259
(I) Number of transmission poles failing strength test (overloaded).	0

(J) Number of transmission poles failing strength tests (other reasons).	0
(K) Number of transmission poles corrected (data provided to transmission for replacement)	0
(L) Number of transmission poles corrected (other reasons).	0
(M) Number of transmission poles replaced	0
(N) Number of apparent NESC violations involving electric infrastructure.	None
(O) Number of apparent NESC violations involving 3rd party facilities.	0

State whether pole rents are jurisdictional or non-jurisdictional. If pole rents are jurisdictional, then provide an estimate of lost revenue and describe the company's efforts to minimize the lost revenue.

Pole attachment rents are jurisdictional and are booked in Account 454 – "Rent from Electric Property." DEF conducts partial audits of its pole attachments throughout the year. A full Joint-Use Pole Loading Analysis is conducted every eight years. When DEF discovers unauthorized attachments on DEF poles, DEF follows up with the attacher who owns the unauthorized attachments and seeks all revenue applicable under controlling laws, rules, and regulations.

COORDINATION WITH LOCAL GOVERNMENTS (INITIATIVE 8)

DEF's Storm Planning and Response Program addresses increased coordination with local and state governments to enhance DEF's ability to prepare for and respond to storms, severe weather events and other natural disasters. DEF's goal is to provide excellent customer service through a collaborative partnership with local governments before, during and after emergencies through year-round dialogue and planning, strong relationships, the provision of resources, and communication and feedback mechanisms.

Specifically, DEF focuses on the following in implementing DEF's Storm Planning and Response Program in conjunction with local governments:
Identify opportunities throughout the year to improve preparedness on both the part of the utility and the public, taking advantage of government's local knowledge and existing organization.
Develop enhanced organization and planning sessions with local government partners to improve readiness and response.

Educate the public on proper storm preparation and restoration actions.
Provide local governments with the support needed to facilitate the coordination of outage restoration in a safe and efficient manner; and provide local governments with ongoing information and updates in advance of, during and after storm events to assist them with their local storm preparation and restoration efforts including informing the public. Embed DEF employees with local EOC agencies during events as directed by the local agency.

DEF's Storm Planning and Response Program is operational for twelve months of the year, and response activities can be implemented at any time. In order to meet the requirements of FPSC Order No. PSC-06-0351-PAA-EI, DEF has established an internal team focused on local governmental coordination activities. These activities include dedicated resources, training, continuous coordination with local and state government, storm preparation and restoration and an Emergency Operation Center (EOC) program. DEF provides local and state governments with resource and restoration information before, during and after storm events to assist with their local emergency response. Currently, there are approximately one hundred and twenty-five (125) resources assigned to coordination with local and state government as part of an emergency Storm Planning and Response Program in coordination with DEF's Incident Command Structure. DEF can leverage resources from its other state operations during storms, enabling a large pool of personnel and equipment to assist in rapid restoration efforts.

Emergency Planning and Storm Coordination – DEF's team works with counties and municipalities year-round and during major storm events. Prior to storm season, DEF holds meetings with communities to discuss emergency planning preparations and coordination, participate in county drills and training exercises and hold community education workshops and events.

Annually, DEF conducts an internal, system-wide storm drill, exercises, tabletops, and/or workshops in which all members of the team participate. Storm-preparedness training prior to storm season simulates the response to a real storm including pre-storm preparations activities during a major storm event and post-storm response. Staffing scenarios are created to simulate different storm impacts and staffing assignments to support each impact scenario. Additionally,

the DEF State EOC Representative team works with the state agencies to coordinate DEF's participation in the annual state storm drill.

DEF has enhanced the capability to produce county-specific, detailed, electronic outage information, which is provided to county EOC, available on request. The information is available in multiple formats, including formats that may be imported into county GIS systems. The information includes detailed outage data per square mile within the county and is produced periodically during each day of a significant event.

DEF has a dedicated storm webpage with a map that is available to the public including the media and local governments. The map provides access to the latest outage information, twenty-four hours a day, seven days a week. These maps provide county- specific estimates for power restoration, when available, and the ability to search by address. Also, DEF has a system to report outages online via computer or other mobile devices. This online reporting tool gives DEF's customers another way to communicate with DEF, helping to ensure any disruptions in service are recognized immediately and that power is restored as quickly and safely as possible.

Vegetation Management – It has become essential to implement programs designed to improve coordination with communities regarding vegetation management. DEF is responsible for maintaining approximately 46,000 miles of power lines in Florida and proactively manages trees and other vegetation to help ensure safe, reliable service for approximately 2 million customers across its 20,000 square-mile service area. Maintaining trees and vegetation along Distribution and Transmission rights-of-way help reduce outages on a day-to-day basis, as well as during storm events, and enhances safety for customers, the public, DEF's employees and contractors. DEF manages tree placement under Transmission and Distribution lines through the "Know Where You Grow" outreach Program. DEF maintains a rigorous inspection process that identifies vegetation encroachments and ensures vegetation management activities follow required pruning and clearance specifications. To enhance communication with DEF's communities regarding specific tree trimming projects, DEF meets with municipalities prior to implementation of significant projects in order to inform them of the general areas that are expected to be impacted, notes concerns and answers questions. DEF also conducts communication and outreach to customers along the impacted areas for significant activities to inform them of the project as well as to explain the need for vegetation management.

In 2025, DEF was designated a "Tree Line USA Utility for the 19th year in a row" This designation is given by the National Arbor Day Foundation in cooperation with the National Association of State Foresters. It recognizes public and private utilities across the nation that demonstrate practices that protect and enhance community forests while managing the need for reliable electric power. In partnership with the Arbor Day Foundation's Energy-Saving Trees Program, since 2017, DEF has given away more than 15,000 trees to customers throughout the state to honor Florida's Arbor Day. The Arbor Day Foundation's Energy-Saving Trees and Tree Line USA programs demonstrate how trees and utilities can co-exist for the benefit of communities and citizens by highlighting best management practices in public and private utility arboriculture.

EOC Road Clearing Program - Immediately following a major storm such as a hurricane, accessibility for first responders is a crucial component to public safety. Since 2018, DEF has

enacted the road clearing program to provide dedicated resources to assist County EOC road clearing programs within DEF's service territories for the first 24 – 48 hours of storm restoration. DEF resources work with county road clearing crews and remove DEF facilities from across roads, allowing the county to safely clear the roads. DEF has dedicated crews for each service territory zone staged at county facilities or DEF operations centers. DEF has also worked to clear the State roads in a partnership with FDOT on an as needed basis. The benefits of this program include improved response time to county priorities, improved customer satisfaction by reducing customer outage times, reduced exposure to nighttime storm hazards and increased DEF crew productivity during daylight hours.

Governor's Hurricane Conference – DEF has been a sponsor of the annual GHC.

2024 Activities:

The following activities are associated with DEF's coordination activities with state and local governments for 2024:

- Florida Division of Emergency Management's Severe Weather Awareness Week (February 5-9, 2024)
- National Hurricane Conference (March 26-28, 2024
- Governors Hurricane Conference (May 12-17, 2024)

Additional 2024 County/City Activities:

DEF continued to coordinate activities with state and local governments in 2024.
DEF representatives meet with county representatives in each of DEF's counties throughout the service territory during the year as well as participate in pre-storm season planning activities such as mock drills at the County EOCs. These meetings and visits will also include updating the EOCs on DEF emergency response policies and DEF website demonstrations on how to access electronic outage information during storm events. Some examples are provided below.

- DEF conducts ongoing communications with municipalities and counties to provide information about DEF's emergency response planning, respond to inquiries and update contact information for all EOCs.
- DEF executives will meet with many of the county EOC directors and their staff to discuss DEF's storm response planning and enhancement of the coordination between the company and county emergency management.
- DEF will meet with school board superintendents and their staff to discuss storm coordination, restoration prioritization, shelter locations and backup generation availability.
- DEF will participate in multiple community hurricane and storm expos held by counties or federal/state agencies throughout DEF's service territory to inform the public and encourage appropriate storm preparation by residents and businesses.

IV. Other Storm Hardening Initiatives (OH/UG)

DEF has incorporated all storm hardening activities in the DEF Storm Protection Plan.

Duke Energy Florida, LLC
V. 2024 Storm Protection Plan Programs and Projects

The annual status report shall include:

Rule 25-6.030(4)(a), F.A.C.: "Identification of all Storm Protection Plan programs and projects completed in the prior calendar year or planned for completion;"

Duke Energy Florida
Rule 25-6.030(4)
Storm Protection Plan (SPP) Programs & Projects

(4) By June 1, each utility must submit to the Commission Clerk an annual status report on the utility's Storm Protection Plan programs and projects. The annual status report shall include:
(a) Identification of all Storm Protection Plan programs and projects completed in the prior calendar year or planned for completion;

Table 3-1
DEF's SPP Projects and Activities Planned and Completed for 2024 – 2025
(SPPCRC Only)

Program Name	Projects/Activities Planned for 2024	Estimated Cost for 2024 (Millions)	Projects/Activities Completed in 2024	Actual Cost for 2024 (Millions)	Projects/Activities Planned for 2025	Estimated Cost for 2025 (Millions)
Dist. Self-Optimizing Grid	944	79.5	739	104.6	911	107.2
Dist. Feeder Hardening	117	157.6	174	219.3	124	159.6
Dist. Feeder Hardening Pole Replacements	1,955	20.7	855	7.9	3,319	36.2
Dist. Feeder Hardening Pole Inspections	28,221	1.1	21,366	0.8	31,264	1.0
Dist. Lateral Hardening Overhead	113	87.5	168	72.4	111	112.5
Dist. Lateral Hardening Pole Replacements	6,545	69.3	5,639	41.6	5,802	47.6
Dist. Lateral Hardening Pole Inspections	72,569	2.9	69,667	2.8	99,260	3.1
Dist. Lateral Hardening Underground	24	112.4	90	13.3	66	116.4
Dist. Underground Flood Mitigation	7	0.3	4	-0.3	4	2.8
Dist. Vegetation Management	4,179	49	4,006	47.7	4,599	51.3
Trans. Pole/Tower Inspections/Drone Inspections	12,820	0.6	12,647	0.4	12,971	0.6
Trans. Pole Replacements	1,853	121.7	1,961	123.8	1,853	121.7
Trans. Tower Upgrades	2	11.9	6	12.8	2	20.2
Trans. Overhead Ground Wire	7	11	38	8.7	13	20.3
Trans. GOAB Automation	7	8.3	26	5.4	6	6.6
Trans. Cathodic Protection	3	2.5	10	2.6	8	2.5
Trans. Substation Flood Mitigation	0	0	0	0.0	1	0.5
Trans. Substation Hardening	22	11.7	22	11.2	33	17.2
Trans. Vegetation Management	755	22.9	756	23.7	648	22.9
Totals		**$771**		**$698.7**		**$850.5**

Note: Trans. = Transmission, Dist. = Distribution

Table 3-2
DEF's Actual and Projected Bill Impacts (in dollars)
(SPPCRC Only)

2020* Actual	
$ (Millions)	Residential Bill impact $/1,000 kWh
$239.3	$2.05

2024 Estimated		2024 Actual		2025 Estimated	
$ (Millions)	Residential Bill impact $/1,000 kWh	$ (Millions)	Residential Bill impact $/1,000 kWh	$ (Millions)	Residential Bill impact $/1,000 kWh
$771.0	$3.08	$698.7	$2.65	$850.5	$3.19

*Note: The 2020 Actual amounts are from the Company's 2020 SPP Annual Report.

Duke Energy Florida, LLC
VI. 2024 Actual and Estimated Cost and Rate Impacts

The annual status report shall include:

Rule 25-6.030(4)(b), F.A.C.: "Actual costs and rate impacts associated with completed activities under the Storm Protection Plan as compared to the estimated costs and rate impacts for those activities; and"

Duke Energy Florida

25-6.030 (4)(b) Actual costs and rate impacts associated with completed activities under the Storm Protection Plan as compared to the estimated costs and rate impacts for those activities.

Distribution Investments	2024 Estimated Capital	2024 Estimated O&M	2024 Actual Capital	2024 Actual O&M	Total Estimated Investment	Total Actual Investment
Self-Optimizing Grid	$ 79,128,720	$ 375,732	$ 104,348,181	$ 230,166	$ 79,504,452	$ 104,578,347
Feeder Hardening	$ 157,534,863	$ 115,019	$ 218,739,289	$ 610,265	$ 157,649,882	$ 219,349,554
Feeder Hardening Pole Replacements	$ 20,689,765	$ 16,552	$ 7,868,756	$ 23,055	$ 20,706,317	$ 7,891,811
Feeder Hardening Pole Inspections	$ 603,700	$ 514,263	$ 594,183	$ 230,943	$ 1,117,963	$ 825,126
Lateral Hardening Overhead	$ 87,455,871	$ 62,486	$ 71,927,914	$ 441,087	$ 87,518,357	$ 72,369,001
Lateral Hardening Underground	$ 111,889,583	$ 501,237	$ 13,273,619	$ 6,800	$ 112,390,820	$ 13,280,418
Lateral Hardening Pole Replacements	$ 69,265,735	$ 55,413	$ 41,540,661	$ 102,686	$ 69,321,148	$ 41,643,347
Lateral Hardening Pole Inspections	$ 1,552,371	$ 1,322,390	$ 2,293,116	$ 501,549	$ 2,874,761	$ 2,794,664
Underground Flood Mitigation	$ 328,437	$ -	$ (293,539)	$ 123	$ 328,437	$ (293,417)
Vegetation Management	$ 2,040,133	$ 46,939,755	$ 2,291,709	$ 45,450,952	$ 48,979,888	$ 47,742,661
Total Distribution	**$ 530,489,178**	**$ 49,902,847**	**$ 462,583,889**	**$ 47,597,625**	**$ 580,392,025**	**$ 510,181,514**

Transmission Investments	2024 Estimated Capital	2024 Estimated O&M	2024 Actual Capital	2024 Actual O&M	Total Estimated Investment	Total Actual Investment
Pole Replacements	$ 119,194,566	$ 2,549,727	$ 122,217,604	$ 1,545,170	$ 121,744,293	$ 123,762,774
Tower Upgrades	$ 11,772,947	$ 147,743	$ 12,706,750	$ 86,864	$ 11,920,690	$ 12,793,615
Pole/Tower Inspections	$ -	$ 500,000	$ -	$ 362,952	$ 500,000	$ 362,952
Drone: Tower Inspections	$ -	$ 105,000	$ -	$ 73,604	$ 105,000	$ 73,604
Overhead Ground Wire	$ 11,000,000	$ -	$ 8,685,370	$ -	$ 11,000,000	$ 8,685,370
GOAB Automation	$ 8,213,099	$ 39,564	$ 5,422,088	$ -	$ 8,252,663	$ 5,422,088
Cathodic Protection	$ 2,500,000	$ -	$ 2,639,653	$ -	$ 2,500,000	$ 2,639,653
Substation Hardening	$ 11,690,685	$ -	$ 11,174,984	$ -	$ 11,690,685	$ 11,174,984
Vegetation Management	$ 12,072,268	$ 10,865,789	$ 13,265,704	$ 10,384,801	$ 22,938,057	$ 23,650,505
Total Transmission	**$ 176,443,565**	**$ 14,207,823**	**$ 176,112,153**	**$ 12,453,391**	**$ 190,651,389**	**$ 188,565,544**
TOTAL 2023 INVESTMENT	**$ 706,932,743**	**$ 64,110,671**	**$ 638,696,042**	**$ 60,051,015**	**$ 771,043,414**	**$ 698,747,058**

Distribution Revenue Requirements	Estimated	Actual	2024 Actual vs 2024 Estimates
Retail Revenue Requirements: Capital	$ 30,192,246	$ 26,523,172	$ (3,669,073)
Retail Revenue Requirements: O&M	$ 49,902,847	$ 47,597,625	$ (2,305,222)
Total Distribution Rev Req	**$ 80,095,093**	**$ 74,120,797**	**$ (5,974,296)**

Transmission Revenue Requirements	Estimated	Actual	2024 Actual vs 2024 Estimates
Retail Revenue Requirements: Capital	$ 6,766,471	$ 6,757,776	$ (8,695)
Retail Revenue Requirements: O&M	$ 14,207,823	$ 8,971,672	$ (5,236,152)
Total Transmission Rev Req	**$ 20,974,294**	**$ 15,729,448**	**$ (5,244,846)**

Total Revenue Requirements	Estimated	Actual	2024 Actual vs 2024 Estimates
Retail Revenue Requirements: Capital	$ 36,958,717	$ 33,280,948	$ (3,677,768)
Retail Revenue Requirements: O&M	$ 64,110,671	$ 56,569,296	$ (7,541,374)
Total SHP/SPP Rev Req	**$ 101,069,387**	**$ 89,850,245**	**$ (11,219,142)**

Rate Impact	Estimated	Actual	2024 Actual vs 2024 Estimates
Residential Rate $/1000 KWH	**3.08**	**2.65**	$ (0.43)
Retail Rate Factor (¢/KWH)	**0.263**	**0.227**	(0.036)

NOTES:

1) Investments reflect project activities that were completed during 2024.

2) Assumes that the Investments were made evenly throughout the year.

3) The assets were assumed to be placed In-Service as spend incurred.

4) The Revenue Requirements represent only the current year costs, previous year's Revenue Requirements for these investments were not considered in this report.

5) The Rate Impact shown is for illustrative purposes only. The rate shown is not incremental to current customer rates, nor are they representative of the rates presented in the Company's SPP Cost Recovery filings.

6) SPP Programs identified for 2024 were taken from Exhibit No_BML-1 filed in DEF's SPP in Docket 20220050-EI.

7) Department of Transportation (DOT) requested projects that may have SPP activities are not included in this report because the costs are 100% DEF reimbursable and there are no customer rate impacts.

8) Transmission Line Upgrades/Additions driven by load growth and NERC compliance that may have SPP activities are not included in this section the report. As a part of the SHP filing, there are planning projects that were identified as hardening the system, however, they do not fit the criteria filed for SPP with our current methodology and programs.

2024 Estimates Duke Energy Florida - Self-Optimizing Grid (SOG)

Location	Program	Project Cost Capital	Project Cost O&M
A112	Automation - SPP	$ 89,439	$ 438
A124	Automation - SPP	$ 89,439	$ 438
A132	Automation - SPP	$ 89,439	$ 438
A153	Automation - SPP	$ 89,439	$ 438
A195	Automation - SPP	$ 89,439	$ 438
A196	Automation - SPP	$ 89,439	$ 438
A200	Automation - SPP	$ 89,439	$ 438
A243	Automation - SPP	$ 92,445	$ 453
A245	Automation - SPP	$ 89,439	$ 438
A246	Automation - SPP	$ 89,439	$ 438
A282	Automation - SPP	$ 89,439	$ 438
A309	Automation - SPP	$ 89,439	$ 438
A310	Automation - SPP	$ 89,439	$ 438
A321	Automation - SPP	$ 89,439	$ 438
A388	Automation - SPP	$ 89,439	$ 438
A389	Automation - SPP	$ 89,603	$ 439
A48	Automation - SPP	$ 89,439	$ 438
A64	Automation - SPP	$ 89,439	$ 438
A95	Automation - SPP	$ 564	$ 3
A97	Automation - SPP	$ 750	$ 4
C10	Automation - SPP	$ 154,800	$ 759
C1002	Automation - SPP	$ 237,820	$ 1,165
C1003	Automation - SPP	$ 275,687	$ 1,351
C1004	Automation - SPP	$ 320,536	$ 1,571
C1005	Automation - SPP	$ 122,582	$ 601
C1007	Automation - SPP	$ 89,439	$ 438
C1008	Automation - SPP	$ 514,374	$ 2,520
C102	Automation - SPP	$ 149,332	$ 732
C106	Automation - SPP	$ 227,968	$ 1,117
C107	Automation - SPP	$ 391,092	$ 1,916
C11	Automation - SPP	$ 158,614	$ 777
C12	Automation - SPP	$ 112,936	$ 553
C14	Automation - SPP	$ 18,809	$ 92
C16	Automation - SPP	$ 623,684	$ 3,056
C17	Automation - SPP	$ 130,593	$ 640
C18	Automation - SPP	$ 161,437	$ 791
C19	Automation - SPP	$ 27,848	$ 136
C202	Automation - SPP	$ 18,557	$ 91
C203	Automation - SPP	$ 3,000	$ 15
C205	Automation - SPP	$ 1,500	$ 7
C206	Automation - SPP	$ 2,389	$ 12
C207	Automation - SPP	$ 35,891	$ 176
C209	Automation - SPP	$ 2,963	$ 15
C2806	Automation - SPP	$ 469,915	$ 2,303
C301	Automation - SPP	$ 20,789	$ 102
C307	Automation - SPP	$ 89,439	$ 438
C342	Automation - SPP	$ 89,439	$ 438
C343	Automation - SPP	$ 89,439	$ 438
C344	Automation - SPP	$ 89,439	$ 438
C3518	Automation - SPP	$ 13,835	$ 68
C3521	Automation - SPP	$ 89,439	$ 438
C3523	Automation - SPP	$ 104,718	$ 513
C3524	Automation - SPP	$ 89,439	$ 438
C3525	Automation - SPP	$ 24,114	$ 118
C3527	Automation - SPP	$ 130,487	$ 639
C3528	Automation - SPP	$ 89,439	$ 438
C4	Automation - SPP	$ 144,230	$ 707
C4008	Automation - SPP	$ 1,500	$ 7
C443	Automation - SPP	$ 2,461	$ 12
C444	Automation - SPP	$ 1,896	$ 9
C4500	Automation - SPP	$ 104,196	$ 511
C4507	Automation - SPP	$ 2,121	$ 10
C4509	Automation - SPP	$ 165,029	$ 809
C4510	Automation - SPP	$ 6,839	$ 34
C4512	Automation - SPP	$ 12,618	$ 62
C4972	Automation - SPP	$ 193,896	$ 950
C4973	Automation - SPP	$ 7,343	$ 36
C4976	Automation - SPP	$ 98,597	$ 483
C4977	Automation - SPP	$ 750	$ 4
C4985	Automation - SPP	$ 116,628	$ 571
C4986	Automation - SPP	$ 23,184	$ 114
C4989	Automation - SPP	$ 39,519	$ 194
C4990	Automation - SPP	$ 70,061	$ 343
C4991	Automation - SPP	$ 445,006	$ 2,181
C5	Automation - SPP	$ 286,917	$ 1,406
C5000	Automation - SPP	$ 89,439	$ 438
C5001	Automation - SPP	$ 49,264	$ 241
C5003	Automation - SPP	$ 89,439	$ 438
C5008	Automation - SPP	$ 89,439	$ 438
C5009	Automation - SPP	$ 38,329	$ 188
C5010	Automation - SPP	$ 89,439	$ 438

C5011	Automation - SPP	$ 89,439	$ 438
C5012	Automation - SPP	$ 89,439	$ 438
C5013	Automation - SPP	$ 89,439	$ 438
C5400	Automation - SPP	$ 35,973	$ 176
C5401	Automation - SPP	$ 6,101	$ 30
C5402	Automation - SPP	$ 10,713	$ 52
C5404	Automation - SPP	$ 3,750	$ 18
C5405	Automation - SPP	$ 246,045	$ 1,206
C5406	Automation - SPP	$ 126,073	$ 618
C651	Automation - SPP	$ 89,439	$ 438
C653	Automation - SPP	$ 397,750	$ 1,949
C655	Automation - SPP	$ 178,878	$ 877
C656	Automation - SPP	$ 333,521	$ 1,634
C658	Automation - SPP	$ 89,439	$ 438
C7	Automation - SPP	$ 318,711	$ 1,562
C752	Automation - SPP	$ 91,405	$ 448
C756	Automation - SPP	$ 18,689	$ 92
C757	Automation - SPP	$ 139,257	$ 682
C853	Automation - SPP	$ 89,439	$ 438
C854	Automation - SPP	$ 89,439	$ 438
C856	Automation - SPP	$ 89,439	$ 438
C857	Automation - SPP	$ 89,439	$ 438
C900	Automation - SPP	$ 85,413	$ 419
C901	Automation - SPP	$ 25,866	$ 127
C902	Automation - SPP	$ 112,836	$ 553
C906	Automation - SPP	$ 178,878	$ 877
C909	Automation - SPP	$ 153,754	$ 753
C911	Automation - SPP	$ 174,601	$ 856
J112	Automation - SPP	$ 109,341	$ 536
J113	Automation - SPP	$ 43,504	$ 213
J114	Automation - SPP	$ 67,533	$ 331
J115	Automation - SPP	$ 58,062	$ 285
J116	Automation - SPP	$ 22,844	$ 112
J117	Automation - SPP	$ 103,563	$ 507
J118	Automation - SPP	$ 405,605	$ 1,987
J140	Automation - SPP	$ 81,436	$ 399
J141	Automation - SPP	$ 248,624	$ 1,218
J142	Automation - SPP	$ 326,560	$ 1,600
J143	Automation - SPP	$ 189,832	$ 930
J145	Automation - SPP	$ 186,870	$ 916
J146	Automation - SPP	$ 105,340	$ 516
J147	Automation - SPP	$ 5,038	$ 25
J148	Automation - SPP	$ 655,621	$ 3,213
J150	Automation - SPP	$ 259,084	$ 1,270
J221	Automation - SPP	$ -	$ -
J223	Automation - SPP	$ -	$ -
J224	Automation - SPP	$ -	$ -
J226	Automation - SPP	$ 40,083	$ 196
J227	Automation - SPP	$ 114,953	$ 563
J228	Automation - SPP	$ 15,232	$ 75
J229	Automation - SPP	$ 66,053	$ 324
J230	Automation - SPP	$ 687,833	$ 3,370
J240	Automation - SPP	$ 412	$ 2
J242	Automation - SPP	$ 350,211	$ 1,716
J244	Automation - SPP	$ 2,812	$ 14
J246	Automation - SPP	$ 25,158	$ 123
J2901	Automation - SPP	$ 89,439	$ 438
J2902	Automation - SPP	$ 89,439	$ 438
J2903	Automation - SPP	$ 89,439	$ 438
J2904	Automation - SPP	$ 89,439	$ 438
J2905	Automation - SPP	$ 89,439	$ 438
J2906	Automation - SPP	$ 57,073	$ 280
J2907	Automation - SPP	$ 89,439	$ 438
J404	Automation - SPP	$ 90,189	$ 442
J407	Automation - SPP	$ 219,390	$ 1,075
J408	Automation - SPP	$ 89,439	$ 438
J409	Automation - SPP	$ 89,439	$ 438
J5030	Automation - SPP	$ 89,439	$ 438
J5034	Automation - SPP	$ 89,439	$ 438
J5038	Automation - SPP	$ 89,439	$ 438
J5040	Automation - SPP	$ 89,439	$ 438
J551	Automation - SPP	$ 89,439	$ 438
J552	Automation - SPP	$ -	$ -
J553	Automation - SPP	$ 89,439	$ 438
J554	Automation - SPP	$ 89,439	$ 438
J555	Automation - SPP	$ 89,439	$ 438
J556	Automation - SPP	$ 2,685	$ 13
J557	Automation - SPP	$ 2,250	$ 11
J558	Automation - SPP	$ 1,342	$ 7
J680	Automation - SPP	$ 85,850	$ 421
J682	Automation - SPP	$ 92,439	$ 453
J684	Automation - SPP	$ 89,439	$ 438
J689	Automation - SPP	$ 89,439	$ 438
J690	Automation - SPP	$ 89,439	$ 438

J691	Automation - SPP	$ 134,628	$ 660
J692	Automation - SPP	$ 1,077	$ 5
J888	Automation - SPP	$ 89,439	$ 438
J889	Automation - SPP	$ 408,781	$ 2,003
J890	Automation - SPP	$ -	$ -
J891	Automation - SPP	$ 89,439	$ 438
J892	Automation - SPP	$ 2,745	$ 13
J893	Automation - SPP	$ 89,439	$ 438
J894	Automation - SPP	$ 89,439	$ 438
J895	Automation - SPP	$ 89,439	$ 438
K100	Automation - SPP	$ 154,439	$ 757
K1023	Automation - SPP	$ 5,472	$ 27
K1026	Automation - SPP	$ 470,209	$ 2,304
K1028	Automation - SPP	$ 202,925	$ 994
K1063	Automation - SPP	$ 71	$ 0
K1104	Automation - SPP	$ 89,439	$ 438
K1196	Automation - SPP	$ 89,439	$ 438
K1231	Automation - SPP	$ 56,723	$ 278
K1406	Automation - SPP	$ 79,302	$ 389
K1503	Automation - SPP	$ 89,439	$ 438
K1616	Automation - SPP	$ 2,091	$ 10
K1618	Automation - SPP	$ 36,357	$ 178
K1688	Automation - SPP	$ 90,189	$ 442
K1689	Automation - SPP	$ 90,189	$ 442
K1694	Automation - SPP	$ 89,439	$ 438
K1761	Automation - SPP	$ 121,767	$ 597
K1762	Automation - SPP	$ 89,439	$ 438
K1763	Automation - SPP	$ 89,439	$ 438
K1766	Automation - SPP	$ 89,439	$ 438
K1775	Automation - SPP	$ 89,439	$ 438
K1777	Automation - SPP	$ 3,716	$ 18
K1778	Automation - SPP	$ 2,307	$ 11
K1780	Automation - SPP	$ 1,546	$ 8
K1781	Automation - SPP	$ 89,439	$ 438
K1783	Automation - SPP	$ 2,311	$ 11
K18	Automation - SPP	$ 89,439	$ 438
K1885	Automation - SPP	$ 10,597	$ 52
K20	Automation - SPP	$ 89,439	$ 438
K201	Automation - SPP	$ 750	$ 4
K203	Automation - SPP	$ 89,439	$ 438
K205	Automation - SPP	$ 89,439	$ 438
K207	Automation - SPP	$ 177,423	$ 869
K2244	Automation - SPP	$ 620	$ 3
K2246	Automation - SPP	$ 5,285	$ 26
K228	Automation - SPP	$ 83,908	$ 411
K232	Automation - SPP	$ 89,439	$ 438
K2476	Automation - SPP	$ 26	$ 0
K2701	Automation - SPP	$ 66,686	$ 327
K2703	Automation - SPP	$ 60,821	$ 298
K2704	Automation - SPP	$ 60,222	$ 295
K2706	Automation - SPP	$ 57,103	$ 280
K287	Automation - SPP	$ 89,439	$ 438
K288	Automation - SPP	$ 89,439	$ 438
K302	Automation - SPP	$ 101,532	$ 498
K304	Automation - SPP	$ 233,267	$ 1,143
K3283	Automation - SPP	$ 89,439	$ 438
K3285	Automation - SPP	$ 66,752	$ 327
K3286	Automation - SPP	$ 89,439	$ 438
K3360	Automation - SPP	$ 89,439	$ 438
K3362	Automation - SPP	$ 90,189	$ 442
K3364	Automation - SPP	$ 89,439	$ 438
K3366	Automation - SPP	$ 89,439	$ 438
K37	Automation - SPP	$ 89,439	$ 438
K396	Automation - SPP	$ 447	$ 2
K408	Automation - SPP	$ 162,274	$ 795
K42	Automation - SPP	$ 89,439	$ 438
K421	Automation - SPP	$ 74,050	$ 363
K426	Automation - SPP	$ 149,126	$ 731
K4815	Automation - SPP	$ 201,563	$ 988
K4817	Automation - SPP	$ 89,439	$ 438
K4818	Automation - SPP	$ 66,297	$ 325
K4833	Automation - SPP	$ 89,439	$ 438
K4836	Automation - SPP	$ 89,439	$ 438
K4837	Automation - SPP	$ 89,439	$ 438
K4840	Automation - SPP	$ 89,439	$ 438
K4841	Automation - SPP	$ 89,439	$ 438
K4845	Automation - SPP	$ 89,439	$ 438
K49	Automation - SPP	$ 89,439	$ 438
K495	Automation - SPP	$ 308,349	$ 1,511
K499	Automation - SPP	$ 524,635	$ 2,571
K5079	Automation - SPP	$ 89,439	$ 438
K57	Automation - SPP	$ 89,439	$ 438
K58	Automation - SPP	$ 89,439	$ 438
K601	Automation - SPP	$ 89,439	$ 438

K605	Automation - SPP	$ 89,439	$ 438
K606	Automation - SPP	$ 89,439	$ 438
K607	Automation - SPP	$ 89,439	$ 438
K67	Automation - SPP	$ 369,954	$ 1,813
K72	Automation - SPP	$ 73,944	$ 362
K73	Automation - SPP	$ 8,177	$ 40
K74	Automation - SPP	$ 318,765	$ 1,562
K75	Automation - SPP	$ 829	$ 4
K76	Automation - SPP	$ 149,733	$ 734
K77	Automation - SPP	$ 73,944	$ 362
K779	Automation - SPP	$ 5,018	$ 25
K782	Automation - SPP	$ 127,111	$ 623
K79	Automation - SPP	$ 485,168	$ 2,377
K800	Automation - SPP	$ 133,692	$ 655
K855	Automation - SPP	$ 343,398	$ 1,683
K857	Automation - SPP	$ 89,439	$ 438
K861	Automation - SPP	$ 89,439	$ 438
K863	Automation - SPP	$ 89,439	$ 438
K903	Automation - SPP	$ 190,019	$ 931
K904	Automation - SPP	$ 115,505	$ 566
K906	Automation - SPP	$ 186,319	$ 913
K907	Automation - SPP	$ 89,439	$ 438
K909	Automation - SPP	$ 254,508	$ 1,247
K910	Automation - SPP	$ 89,439	$ 438
K913	Automation - SPP	$ 89,439	$ 438
K919	Automation - SPP	$ 89,439	$ 438
K925	Automation - SPP	$ 18,790	$ 92
K934	Automation - SPP	$ 74,169	$ 363
K957	Automation - SPP	$ 6,095	$ 30
K959	Automation - SPP	$ 1,091	$ 5
K960	Automation - SPP	$ 4,522	$ 22
K967	Automation - SPP	$ 89,439	$ 438
K973	Automation - SPP	$ 87,414	$ 428
K975	Automation - SPP	$ 84,799	$ 416
K976	Automation - SPP	$ 69,682	$ 341
M1	Automation - SPP	$ 94,093	$ 461
M101	Automation - SPP	$ 79,395	$ 389
M107	Automation - SPP	$ 11,073	$ 54
M1088	Automation - SPP	$ 58,680	$ 288
M1092	Automation - SPP	$ 5,727	$ 28
M1095	Automation - SPP	$ 987	$ 5
M1096	Automation - SPP	$ 45,451	$ 223
M1132	Automation - SPP	$ 38,070	$ 187
M1133	Automation - SPP	$ 250	$ 1
M1136	Automation - SPP	$ 31,915	$ 156
M1138	Automation - SPP	$ 4,115	$ 20
M1139	Automation - SPP	$ 890	$ 4
M144	Automation - SPP	$ 72,989	$ 358
M1517	Automation - SPP	$ 89,439	$ 438
M1518	Automation - SPP	$ 1,422	$ 7
M1704	Automation - SPP	$ 853	$ 4
M1709	Automation - SPP	$ 750	$ 4
M1712	Automation - SPP	$ 2,250	$ 11
M1749	Automation - SPP	$ 89,439	$ 438
M1757	Automation - SPP	$ 75,049	$ 368
M1758	Automation - SPP	$ 89,439	$ 438
M1760	Automation - SPP	$ 47,539	$ 233
M1761	Automation - SPP	$ 89,439	$ 438
M1763	Automation - SPP	$ 89,439	$ 438
M2	Automation - SPP	$ 11,806	$ 58
M3	Automation - SPP	$ 94,850	$ 465
M4	Automation - SPP	$ 130,274	$ 638
M425	Automation - SPP	$ 89,439	$ 438
M426	Automation - SPP	$ 89,439	$ 438
M428	Automation - SPP	$ 89,439	$ 438
M4408	Automation - SPP	$ 89,439	$ 438
M451	Automation - SPP	$ 2,255	$ 11
M500	Automation - SPP	$ 89,439	$ 438
M572	Automation - SPP	$ 86,958	$ 426
M574	Automation - SPP	$ 49,458	$ 242
M575	Automation - SPP	$ 94,369	$ 462
M576	Automation - SPP	$ 147,175	$ 721
M579	Automation - SPP	$ 96,230	$ 472
M648	Automation - SPP	$ 89,439	$ 438
M650	Automation - SPP	$ 89,439	$ 438
M657	Automation - SPP	$ 280	$ 1
M659	Automation - SPP	$ 89,439	$ 438
M664	Automation - SPP	$ 44,125	$ 216
M666	Automation - SPP	$ 43,457	$ 213
M667	Automation - SPP	$ 100,351	$ 492
M668	Automation - SPP	$ 340,357	$ 1,668
M722	Automation - SPP	$ 1,088	$ 5
M727	Automation - SPP	$ 1,073	$ 5
M80	Automation - SPP	$ 34,674	$ 170

M81	Automation - SPP	$ 153,185	$ 751
M82	Automation - SPP	$ 145,670	$ 714
M84	Automation - SPP	$ 7,239	$ 35
M85	Automation - SPP	$ 125,013	$ 613
M907	Automation - SPP	$ 129,692	$ 635
M908	Automation - SPP	$ 84,007	$ 412
M909	Automation - SPP	$ 87,857	$ 430
N234	Automation - SPP	$ 35,814	$ 175
W0016	Automation - SPP	$ 1,990	$ 10
W0017	Automation - SPP	$ 84,807	$ 416
W0020	Automation - SPP	$ 112	$ 1
W0021	Automation - SPP	$ 83,983	$ 412
W0025	Automation - SPP	$ 750	$ 4
W0026	Automation - SPP	$ 167,252	$ 820
W0028	Automation - SPP	$ 86,994	$ 426
W0029	Automation - SPP	$ 27,663	$ 136
W0079	Automation - SPP	$ 7,864	$ 39
W0086	Automation - SPP	$ 750	$ 4
W0087	Automation - SPP	$ 3,000	$ 15
W0124	Automation - SPP	$ 89,439	$ 438
W0132	Automation - SPP	$ 89,439	$ 438
W0153	Automation - SPP	$ 16,996	$ 83
W0158	Automation - SPP	$ 704	$ 3
W0176	Automation - SPP	$ 73,891	$ 362
W0187	Automation - SPP	$ 164,646	$ 807
W0189	Automation - SPP	$ 60,352	$ 296
W0192	Automation - SPP	$ 161,752	$ 793
W0196	Automation - SPP	$ 10,580	$ 52
W0201	Automation - SPP	$ 89,439	$ 438
W0213	Automation - SPP	$ 1,165	$ 6
W0219	Automation - SPP	$ 5,087	$ 25
W0324	Automation - SPP	$ 3,767	$ 18
W0362	Automation - SPP	$ 750	$ 4
W0363	Automation - SPP	$ 3,338	$ 16
W0366	Automation - SPP	$ 19,356	$ 95
W0369	Automation - SPP	$ 182	$ 1
W0391	Automation - SPP	$ 153	$ 1
W0392	Automation - SPP	$ 5,659	$ 28
W0407	Automation - SPP	$ 373	$ 2
W0493	Automation - SPP	$ 33,538	$ 164
W0494	Automation - SPP	$ 630,762	$ 3,091
W0497	Automation - SPP	$ 123,447	$ 605
W0498	Automation - SPP	$ 63,750	$ 312
W0500	Automation - SPP	$ 448,168	$ 2,196
W0501	Automation - SPP	$ 11,399	$ 56
W0601	Automation - SPP	$ 134	$ 1
W0700	Automation - SPP	$ 250,434	$ 1,227
W0703	Automation - SPP	$ 65,806	$ 322
W0764	Automation - SPP	$ 89,439	$ 438
W0925	Automation - SPP	$ 275,433	$ 1,350
W0926	Automation - SPP	$ 79,628	$ 390
W0951	Automation - SPP	$ 3,314	$ 16
W0955	Automation - SPP	$ 1,742	$ 9
W0956	Automation - SPP	$ 2,211	$ 11
W0968	Automation - SPP	$ 2,082	$ 10
W0969	Automation - SPP	$ 750	$ 4
W0971	Automation - SPP	$ 1,346	$ 7
W0974	Automation - SPP	$ 2,211	$ 11
W0988	Automation - SPP	$ 13,847	$ 68
W0992	Automation - SPP	$ 2,105	$ 10
W1013	Automation - SPP	$ 6,780	$ 33
W1015	Automation - SPP	$ 9,475	$ 46
W1103	Automation - SPP	$ 30,580	$ 150
W1104	Automation - SPP	$ 61,376	$ 301
W4555	Automation - SPP	$ 89,439	$ 438
X100	Automation - SPP	$ 1,372	$ 7
X101	Automation - SPP	$ 95,457	$ 468
X102	Automation - SPP	$ 147,865	$ 725
X103	Automation - SPP	$ 3,000	$ 15
X104	Automation - SPP	$ 502	$ 2
X105	Automation - SPP	$ 2,250	$ 11
X107	Automation - SPP	$ 309,633	$ 1,517
X108	Automation - SPP	$ 19,239	$ 94
X112	Automation - SPP	$ 144	$ 1
X113	Automation - SPP	$ 139,639	$ 684
X119	Automation - SPP	$ 20,451	$ 100
X120	Automation - SPP	$ 7,503	$ 37
X121	Automation - SPP	$ 1,084	$ 5
X123	Automation - SPP	$ 3,196	$ 16
X125	Automation - SPP	$ 4,962	$ 24
X132	Automation - SPP	$ 89,439	$ 438
X133	Automation - SPP	$ 1,291	$ 6
X136	Automation - SPP	$ 2,000	$ 10
X138	Automation - SPP	$ 7,361	$ 36

X146	Automation - SPP	$ 74,834	$ 367
X212	Automation - SPP	$ 331,813	$ 1,626
X215	Automation - SPP	$ 537,656	$ 2,635
X216	Automation - SPP	$ 3,569	$ 17
X25	Automation - SPP	$ 11,059	$ 54
X262	Automation - SPP	$ 87,618	$ 429
X264	Automation - SPP	$ 78,947	$ 387
X265	Automation - SPP	$ 80,851	$ 396
X267	Automation - SPP	$ 79,834	$ 391
X27	Automation - SPP	$ 45,835	$ 225
X282	Automation - SPP	$ 7,188	$ 35
X291	Automation - SPP	$ 4,868	$ 24
X31	Automation - SPP	$ 90,625	$ 444
X34	Automation - SPP	$ 74,881	$ 367
X36	Automation - SPP	$ 77,436	$ 379
X45	Automation - SPP	$ 73,770	$ 361
X50	Automation - SPP	$ 81,363	$ 399
X53	Automation - SPP	$ 79,393	$ 389
X55	Automation - SPP	$ 87,588	$ 429
X56	Automation - SPP	$ 82,218	$ 403
X57	Automation - SPP	$ 84,056	$ 412
X60	Automation - SPP	$ 47,804	$ 234
X63	Automation - SPP	$ 82,158	$ 403
X64	Automation - SPP	$ 324,604	$ 1,591
X66	Automation - SPP	$ 6,038	$ 30
X71	Automation - SPP	$ 88,358	$ 433
X72	Automation - SPP	$ 74,674	$ 366
X78	Automation - SPP	$ 19,255	$ 94
X82	Automation - SPP	$ 79,101	$ 388
X85	Automation - SPP	$ 85,912	$ 421
X96	Automation - SPP	$ 44,410	$ 218
X99	Automation - SPP	$ 570	$ 3
A124	Capacity & Connectivity - SPP	$ 932,651	$ 4,570
A131	Capacity & Connectivity - SPP	$ 134,554	$ 659
A153	Capacity & Connectivity - SPP	$ 126,034	$ 618
A200	Capacity & Connectivity - SPP	$ 365,196	$ 1,789
A262	Capacity & Connectivity - SPP	$ 3,284	$ 16
A284	Capacity & Connectivity - SPP	$ 27,471	$ 135
A392	Capacity & Connectivity - SPP	$ 44,213	$ 217
A394	Capacity & Connectivity - SPP	$ 448,681	$ 2,199
A48	Capacity & Connectivity - SPP	$ 275,762	$ 1,351
A64	Capacity & Connectivity - SPP	$ 449,336	$ 2,202
A95	Capacity & Connectivity - SPP	$ 3,029	$ 15
A97	Capacity & Connectivity - SPP	$ 19,006	$ 93
C1002	Capacity & Connectivity - SPP	$ 1,218,240	$ 5,969
C1003	Capacity & Connectivity - SPP	$ 95,774	$ 469
C1005	Capacity & Connectivity - SPP	$ 609,791	$ 2,988
C1007	Capacity & Connectivity - SPP	$ 4,638	$ 23
C1008	Capacity & Connectivity - SPP	$ 22,943	$ 112
C106	Capacity & Connectivity - SPP	$ 1,500,682	$ 7,353
C107	Capacity & Connectivity - SPP	$ 561,182	$ 2,750
C152	Capacity & Connectivity - SPP	$ 641,539	$ 3,144
C16	Capacity & Connectivity - SPP	$ 62,058	$ 304
C17	Capacity & Connectivity - SPP	$ 199,624	$ 978
C202	Capacity & Connectivity - SPP	$ 1,280	$ 6
C207	Capacity & Connectivity - SPP	$ 113,024	$ 554
C2806	Capacity & Connectivity - SPP	$ 1,355,575	$ 6,642
C301	Capacity & Connectivity - SPP	$ 10,781	$ 53
C307	Capacity & Connectivity - SPP	$ 75,620	$ 371
C344	Capacity & Connectivity - SPP	$ 195,504	$ 958
C3518	Capacity & Connectivity - SPP	$ 129,292	$ 634
C3521	Capacity & Connectivity - SPP	$ 204,982	$ 1,004
C3528	Capacity & Connectivity - SPP	$ 63,874	$ 313
C441	Capacity & Connectivity - SPP	$ 8,398	$ 41
C442	Capacity & Connectivity - SPP	$ 1,877	$ 9
C443	Capacity & Connectivity - SPP	$ 23,109	$ 113
C4500	Capacity & Connectivity - SPP	$ 30,876	$ 151
C4509	Capacity & Connectivity - SPP	$ 41,144	$ 202
C4973	Capacity & Connectivity - SPP	$ 389,138	$ 1,907
C4987	Capacity & Connectivity - SPP	$ 9,525	$ 47
C4991	Capacity & Connectivity - SPP	$ 33,812	$ 166
C5	Capacity & Connectivity - SPP	$ 311,181	$ 1,525
C5001	Capacity & Connectivity - SPP	$ 63,537	$ 311
C5009	Capacity & Connectivity - SPP	$ 10,947	$ 54
C5011	Capacity & Connectivity - SPP	$ 259,882	$ 1,273
C5013	Capacity & Connectivity - SPP	$ 201,654	$ 988
C5404	Capacity & Connectivity - SPP	$ 298,941	$ 1,465
C5406	Capacity & Connectivity - SPP	$ 32,953	$ 161
C7	Capacity & Connectivity - SPP	$ 346,056	$ 1,696
C756	Capacity & Connectivity - SPP	$ 9,767	$ 48
C853	Capacity & Connectivity - SPP	$ 464,662	$ 2,277
C900	Capacity & Connectivity - SPP	$ 9,525	$ 47
C911	Capacity & Connectivity - SPP	$ 1,289	$ 6

J117	Capacity & Connectivity - SPP	$ 12,260	$ 60
J118	Capacity & Connectivity - SPP	$ 290,283	$ 1,422
J142	Capacity & Connectivity - SPP	$ 1,659,911	$ 8,134
J147	Capacity & Connectivity - SPP	$ 51,314	$ 251
J148	Capacity & Connectivity - SPP	$ 764,782	$ 3,747
J150	Capacity & Connectivity - SPP	$ 1,080	$ 5
J227	Capacity & Connectivity - SPP	$ 462,702	$ 2,267
J240	Capacity & Connectivity - SPP	$ 7,361	$ 36
J242	Capacity & Connectivity - SPP	$ 316	$ 2
J2902	Capacity & Connectivity - SPP	$ 181,489	$ 889
J2903	Capacity & Connectivity - SPP	$ 31,508	$ 154
J2904	Capacity & Connectivity - SPP	$ 748,037	$ 3,665
J2907	Capacity & Connectivity - SPP	$ 47,389	$ 232
J404	Capacity & Connectivity - SPP	$ 85,703	$ 420
J409	Capacity & Connectivity - SPP	$ 152,763	$ 749
J552	Capacity & Connectivity - SPP	$ 7,769	$ 38
J554	Capacity & Connectivity - SPP	$ 108,389	$ 531
J555	Capacity & Connectivity - SPP	$ 63,521	$ 311
J557	Capacity & Connectivity - SPP	$ 4,190	$ 21
J690	Capacity & Connectivity - SPP	$ 93,265	$ 457
J691	Capacity & Connectivity - SPP	$ 11,905	$ 58
J890	Capacity & Connectivity - SPP	$ 42,841	$ 210
J892	Capacity & Connectivity - SPP	$ 5,000	$ 25
J893	Capacity & Connectivity - SPP	$ 85,703	$ 420
J895	Capacity & Connectivity - SPP	$ 223,080	$ 1,093
K1063	Capacity & Connectivity - SPP	$ 4,629	$ 23
K1503	Capacity & Connectivity - SPP	$ 30,248	$ 148
K1508	Capacity & Connectivity - SPP	$ 14,347	$ 70
K1761	Capacity & Connectivity - SPP	$ 136,499	$ 669
K1778	Capacity & Connectivity - SPP	$ 11,545	$ 57
K1780	Capacity & Connectivity - SPP	$ 4,559	$ 22
K18	Capacity & Connectivity - SPP	$ 375,581	$ 1,840
K20	Capacity & Connectivity - SPP	$ 435,926	$ 2,136
K22	Capacity & Connectivity - SPP	$ 62,697	$ 307
K232	Capacity & Connectivity - SPP	$ 100,827	$ 494
K2476	Capacity & Connectivity - SPP	$ 36,921	$ 181
K3287	Capacity & Connectivity - SPP	$ 9,274	$ 45
K3362	Capacity & Connectivity - SPP	$ 100,662	$ 493
K3364	Capacity & Connectivity - SPP	$ 278,031	$ 1,362
K37	Capacity & Connectivity - SPP	$ 100,827	$ 494
K425	Capacity & Connectivity - SPP	$ 55,354	$ 271
K45	Capacity & Connectivity - SPP	$ 1,329	$ 7
K495	Capacity & Connectivity - SPP	$ 52,796	$ 259
K51	Capacity & Connectivity - SPP	$ 1,628	$ 8
K606	Capacity & Connectivity - SPP	$ 287,105	$ 1,407
K72	Capacity & Connectivity - SPP	$ 1,446	$ 7
K74	Capacity & Connectivity - SPP	$ 598,916	$ 2,935
K79	Capacity & Connectivity - SPP	$ 36,876	$ 181
M1059	Capacity & Connectivity - SPP	$ 2,582	$ 13
M107	Capacity & Connectivity - SPP	$ 1,516	$ 7
M1136	Capacity & Connectivity - SPP	$ 213,593	$ 1,047
M1758	Capacity & Connectivity - SPP	$ 125,883	$ 617
M1761	Capacity & Connectivity - SPP	$ 302,734	$ 1,483
M1763	Capacity & Connectivity - SPP	$ 186,732	$ 915
M572	Capacity & Connectivity - SPP	$ 67,920	$ 333
M668	Capacity & Connectivity - SPP	$ 113	$ 1
M82	Capacity & Connectivity - SPP	$ 175	$ 1
M907	Capacity & Connectivity - SPP	$ 1,923,928	$ 9,427
M909	Capacity & Connectivity - SPP	$ 126,587	$ 620
W0017	Capacity & Connectivity - SPP	$ 4,588	$ 22
W0020	Capacity & Connectivity - SPP	$ 798,384	$ 3,912
W0028	Capacity & Connectivity - SPP	$ 136,532	$ 669
W0029	Capacity & Connectivity - SPP	$ 600,199	$ 2,941
W0158	Capacity & Connectivity - SPP	$ 1,598	$ 8
W0176	Capacity & Connectivity - SPP	$ 1,958	$ 10
W0189	Capacity & Connectivity - SPP	$ 53,229	$ 261
W0216	Capacity & Connectivity - SPP	$ 493	$ 2
W0363	Capacity & Connectivity - SPP	$ 813,384	$ 3,986
W0470	Capacity & Connectivity - SPP	$ 1,079	$ 5
W0472	Capacity & Connectivity - SPP	$ 534	$ 3
W0474	Capacity & Connectivity - SPP	$ 56	$ 0
W0524	Capacity & Connectivity - SPP	$ 4,124	$ 20
W0601	Capacity & Connectivity - SPP	$ 5,360	$ 26
W0954	Capacity & Connectivity - SPP	$ 85	$ 0
W0955	Capacity & Connectivity - SPP	$ 110,227	$ 540
W0956	Capacity & Connectivity - SPP	$ 1,600,806	$ 7,844
W1103	Capacity & Connectivity - SPP	$ 818,768	$ 4,012
X101	Capacity & Connectivity - SPP	$ 171,828	$ 842
X102	Capacity & Connectivity - SPP	$ 42,225	$ 207
X104	Capacity & Connectivity - SPP	$ 8,920	$ 44
X107	Capacity & Connectivity - SPP	$ 27,416	$ 134
X112	Capacity & Connectivity - SPP	$ 28,572	$ 140
X120	Capacity & Connectivity - SPP	$ 262,988	$ 1,289
X121	Capacity & Connectivity - SPP	$ 2,625	$ 13

X133	Capacity & Connectivity - SPP	$	2,914,833	$ 14,283
X136	Capacity & Connectivity - SPP	$	1,754,383	$ 8,596
X215	Capacity & Connectivity - SPP	$	28,180	$ 138
X25	Capacity & Connectivity - SPP	$	23,100	$ 113
X262	Capacity & Connectivity - SPP	$	92,693	$ 454
X264	Capacity & Connectivity - SPP	$	62,120	$ 304
X27	Capacity & Connectivity - SPP	$	28,238	$ 138
X34	Capacity & Connectivity - SPP	$	181,555	$ 890
X50	Capacity & Connectivity - SPP	$	159,260	$ 780
X57	Capacity & Connectivity - SPP	$	110,957	$ 544
X60	Capacity & Connectivity - SPP	$	74,284	$ 364
X64	Capacity & Connectivity - SPP	$	24	$ 0
X66	Capacity & Connectivity - SPP	$	281,344	$ 1,379
X72	Capacity & Connectivity - SPP	$	669	$ 3
X96	Capacity & Connectivity - SPP	$	136,055	$ 667
Engineering for 2025 Projects	Automation - SPP	$	1,657,003	$ -
Engineering for 2025 Projects	Capacity & Connectivity - SPP	$	791,803	$ -
SOG - Automation - SPPCRC		**$**	**43,717,003**	**$ 206,094**
SOG - Capacity & Connectivity - SPPCRC		**$**	**35,411,717**	**$ 169,638**
		$	**79,128,720**	**$ 375,732**
				$ 79,504,452 Capital + O&M - SPPCRC

2024 Actuals Duke Energy Florida - Self-Optimizing Grid (SOG)

Location	Program	Project Cost Capital	Project Cost O&M
A112	Automation - SPP	$ 168,297	$ 153
A112	Capacity & Connectivity - SPP	$ 22,182	$ 67
A124	Automation - SPP	$ 383,231	$ 889
A124	Capacity & Connectivity - SPP	$ 1,452,478	$ 3,894
A129	Automation - SPP	$ 2,649	
A130	Capacity & Connectivity - SPP	$ 14,258	$ 44
A131	Capacity & Connectivity - SPP	$ 17,334	$ 37
A132	Automation - SPP	$ 79,812	$ 243
A14	Capacity & Connectivity - SPP	$ 5,132	$ (7)
A153	Automation - SPP	$ 7,492	
A153	Capacity & Connectivity - SPP	$ 9,572	$ 41
A154	Automation - SPP	$ 3,867	
A154	Capacity & Connectivity - SPP	$ 408	
A195	Automation - SPP	$ 271,644	$ 438
A196	Automation - SPP	$ 82,121	$ 222
A196	Capacity & Connectivity - SPP	$ 5,864	$ 15
A200	Automation - SPP	$ 162,038	$ 140
A200	Capacity & Connectivity - SPP	$ 1,093,838	$ 4,067
A216	Automation - SPP	$ 228	
A218	Automation - SPP	$ (0)	
A219	Capacity & Connectivity - SPP	$ (1,064)	
A221	Capacity & Connectivity - SPP	$ 346	
A243	Automation - SPP	$ 13,910	$ 12
A245	Automation - SPP	$ 7,406	$ -
A245	Capacity & Connectivity - SPP	$ 2,074	$ 12
A246	Automation - SPP	$ (64,801)	$ 65
A250	Capacity & Connectivity - SPP	$ 9,716	$ 14
A251	Automation - SPP	$ 87	
A253	Automation - SPP	$ 468	
A262	Capacity & Connectivity - SPP	$ (86,719)	$ 85
A263	Automation - SPP	$ 4,496	
A282	Automation - SPP	$ 280,673	$ 173
A282	Capacity & Connectivity - SPP	$ 32,932	$ 41
A284	Automation - SPP	$ 0	
A284	Capacity & Connectivity - SPP	$ 27,471	$ 92
A285	Automation - SPP	$ 5	
A285	Capacity & Connectivity - SPP	$ 43,392	$ -
A286	Automation - SPP	$ 6	
A309	Automation - SPP	$ 217,648	$ (19)
A309	Capacity & Connectivity - SPP	$ 1,597	
A310	Automation - SPP	$ (17,671)	$ 12
A321	Automation - SPP	$ 7,738	$ (14)
A322	Automation - SPP	$ 7,014	
A322	Capacity & Connectivity - SPP	$ 2,202	$ 12
A333	Automation - SPP	$ 2,651	$ -
A333	Capacity & Connectivity - SPP	$ 84,831	$ 320
A334	Automation - SPP	$ 3,007	
A334	Capacity & Connectivity - SPP	$ 70,275	$ 332
A336	Capacity & Connectivity - SPP	$ 11,116	$ 18
A388	Automation - SPP	$ (34,101)	$ 13
A388	Capacity & Connectivity - SPP	$ 71,353	$ 65
A389	Automation - SPP	$ (56,541)	$ 18
A389	Capacity & Connectivity - SPP	$ 12,094	$ 20
A392	Capacity & Connectivity - SPP	$ 11,539	$ 11
A394	Capacity & Connectivity - SPP	$ 67,639	$ 102
A48	Automation - SPP	$ 478,676	$ 304
A48	Capacity & Connectivity - SPP	$ 204,090	$ 231
A6	Capacity & Connectivity - SPP	$ 2,297	
A64	Automation - SPP	$ 95,749	$ (16)
A64	Capacity & Connectivity - SPP	$ 77,283	$ 102
A95	Automation - SPP	$ (12,053)	
A95	Capacity & Connectivity - SPP	$ (39,622)	$ (31,089)
A97	Automation - SPP	$ 33,680	
A97	Capacity & Connectivity - SPP	$ (87,575)	$ 17,311
A98	Automation - SPP	$ (15,385)	
A98	Capacity & Connectivity - SPP	$ (6)	
C10	Automation - SPP	$ 3,104	$ 25
C1002	Automation - SPP	$ 167,655	$ (2,778)
C1002	Capacity & Connectivity - SPP	$ 363,190	$ 257
C1003	Automation - SPP	$ 162,702	$ 5,219
C1003	Capacity & Connectivity - SPP	$ 544,396	$ 1,771
C1004	Automation - SPP	$ 244,564	$ 422
C1005	Automation - SPP	$ 191,117	$ 1,309
C1005	Capacity & Connectivity - SPP	$ 532,630	$ 1,257
C1007	Automation - SPP	$ 251,975	$ 113
C1007	Capacity & Connectivity - SPP	$ 33,245	$ 135
C1008	Automation - SPP	$ 434,008	$ 3,811
C1008	Capacity & Connectivity - SPP	$ 35,722	$ 149
C102	Automation - SPP	$ 156,601	$ 191
C106	Automation - SPP	$ 151,298	$ 3,252
C106	Capacity & Connectivity - SPP	$ 1,187,136	$ 4,163
C107	Automation - SPP	$ 379,922	$ 811
C107	Capacity & Connectivity - SPP	$ 267,595	$ 65
C11	Automation - SPP	$ 121,503	$ 91
C12	Automation - SPP	$ 354,708	$ 269
C14	Automation - SPP	$ 240,296	$ (181)
C152	Capacity & Connectivity - SPP	$ 422,591	$ 4,416
C159	Capacity & Connectivity - SPP	$ 16,199	$ 41
C16	Automation - SPP	$ 642,610	$ 702
C16	Capacity & Connectivity - SPP	$ 722,283	$ 3,163
C17	Automation - SPP	$ 505,948	$ 135
C17	Capacity & Connectivity - SPP	$ 132,902	$ 8,292
C18	Automation - SPP	$ 455,328	$ -
C19	Automation - SPP	$ 26,533	$ 128
C202	Automation - SPP	$ 970	$ (43)
C202	Capacity & Connectivity - SPP	$ (10,467)	
C203	Automation - SPP	$ 797	$ 17
C203	Capacity & Connectivity - SPP	$ (63)	
C205	Automation - SPP	$ (1,173)	$ (10)
C206	Automation - SPP	$ 12,428	$ 62
C206	Capacity & Connectivity - SPP	$ (4,134)	$ (82)
C207	Automation - SPP	$ 71,056	$ 12
C207	Capacity & Connectivity - SPP	$ 298,112	$ 681
C209	Automation - SPP	$ (1,611)	$ (30)
C209	Capacity & Connectivity - SPP	$ 71,499	$ 915
C2806	Automation - SPP	$ 444,411	$ 385
C2806	Capacity & Connectivity - SPP	$ 1,112,881	$ 2,948
C301	Automation - SPP	$ 101,757	$ 232
C301	Capacity & Connectivity - SPP	$ 72,558	$ 679
C303	Automation - SPP	$ 11,010	$ 65
C303	Capacity & Connectivity - SPP	$ 3,225	
C304	Automation - SPP	$ 7,743	$ 36
C304	Capacity & Connectivity - SPP	$ 20,129	$ 16
C305	Automation - SPP	$ 11,957	$ 57
C305	Capacity & Connectivity - SPP	$ 1,317	
C307	Automation - SPP	$ 330,202	$ 234
C307	Capacity & Connectivity - SPP	$ 37,529	$ 72
C308	Automation - SPP	$ 9,401	$ 56
C308	Capacity & Connectivity - SPP	$ 1,922	
C342	Automation - SPP	$ 154,624	$ 11
C342	Capacity & Connectivity - SPP	$ 777	
C343	Automation - SPP	$ 16,769	$ 12

C343	Capacity & Connectivity - SPP	$ 8,457	$ 32
C344	Automation - SPP	$ 165,272	$ 17
C344	Capacity & Connectivity - SPP	$ 40,563	$ 137
C3518	Automation - SPP	$ 14,066	$ 61
C3518	Capacity & Connectivity - SPP	$ 869,095	$ 3,733
C3521	Automation - SPP	$ 153,589	$ 239
C3521	Capacity & Connectivity - SPP	$ 983,294	$ 3,888
C3523	Automation - SPP	$ 119,057	$ 205
C3524	Automation - SPP	$ 313,289	$ 407
C3525	Automation - SPP	$ 32,546	$ 145
C3527	Automation - SPP	$ 160,151	$ 320
C3528	Automation - SPP	$ 164,142	$ 147
C3528	Capacity & Connectivity - SPP	$ 280,893	$ 17,743
C4	Automation - SPP	$ 133,362	$ 159
C4008	Automation - SPP	$ 2,606	
C4201	Automation - SPP	$ 10,756	$ 64
C4201	Capacity & Connectivity - SPP	$ 18,355	$ 38
C4203	Automation - SPP	$ 5,204	$ 22
C4320	Automation - SPP	$ 4,962	$ 21
C4320	Capacity & Connectivity - SPP	$ 1,452	
C4323	Automation - SPP	$ 13,761	$ 3
C4323	Capacity & Connectivity - SPP	$ 6,390	$ 4
C4328	Automation - SPP	$ 11,124	$ 19
C4328	Capacity & Connectivity - SPP	$ 1,905	
C4329	Automation - SPP	$ 7,639	$ 45
C4329	Capacity & Connectivity - SPP	$ 14,823	$ 79
C4344	Automation - SPP	$ 8,235	$ 11
C4344	Capacity & Connectivity - SPP	$ 3,162	$ 13
C441	Automation - SPP	$ 802	
C441	Capacity & Connectivity - SPP	$ 11,779	$ 161
C442	Automation - SPP	$ 3,232	$ 56
C442	Capacity & Connectivity - SPP	$ 1,774	
C443	Automation - SPP	$ (1,512)	$ (9)
C443	Capacity & Connectivity - SPP	$ 50,948	$ (1)
C444	Automation - SPP	$ 4,859	$ 59
C4500	Automation - SPP	$ 81,402	$ 87
C4500	Capacity & Connectivity - SPP	$ 57,943	$ (1,576)
C4507	Automation - SPP	$ (709)	$ (41)
C4509	Automation - SPP	$ 93,983	$ 103
C4509	Capacity & Connectivity - SPP	$ 13,905	$ 6
C4510	Automation - SPP	$ 28,475	$ (111)
C4512	Automation - SPP	$ 18,681	$ 51
C4972	Automation - SPP	$ 292,187	$ 691
C4973	Automation - SPP	$ 86,213	$ 359
C4973	Capacity & Connectivity - SPP	$ 87,384	$ 95
C4976	Automation - SPP	$ 129,211	$ 333
C4985	Automation - SPP	$ 111,388	$ 223
C4986	Automation - SPP	$ 110,913	$ 434
C4987	Capacity & Connectivity - SPP	$ 9,016	$ 41
C4989	Automation - SPP	$ 58,369	$ 176
C4990	Automation - SPP	$ 56,039	$ 225
C4991	Automation - SPP	$ 484,417	$ 581
C4991	Capacity & Connectivity - SPP	$ 9,654	$ (89)
C5	Automation - SPP	$ 203,777	$ 125
C5	Capacity & Connectivity - SPP	$ 735,112	$ 1,808
C5000	Automation - SPP	$ 121,630	$ 161
C5000	Capacity & Connectivity - SPP	$ 7,739	$ 13
C5001	Automation - SPP	$ 77,277	$ 216
C5001	Capacity & Connectivity - SPP	$ 1,325	$ -
C5003	Automation - SPP	$ 174,700	$ 62
C5003	Capacity & Connectivity - SPP	$ 2,282	
C5008	Automation - SPP	$ 108,218	
C5008	Capacity & Connectivity - SPP	$ 3,769	
C5009	Automation - SPP	$ 49,045	$ 194
C5009	Capacity & Connectivity - SPP	$ 4,671	$ 15
C5010	Automation - SPP	$ 52,509	
C5010	Capacity & Connectivity - SPP	$ 2,363	
C5011	Automation - SPP	$ 412,331	$ 142
C5011	Capacity & Connectivity - SPP	$ 70,610	$ 265
C5012	Automation - SPP	$ 116,880	
C5012	Capacity & Connectivity - SPP	$ 11,288	$ (12)
C5013	Automation - SPP	$ 297,865	$ 67
C5013	Capacity & Connectivity - SPP	$ 42,750	$ 133
C5400	Automation - SPP	$ 53,035	$ 204
C5400	Capacity & Connectivity - SPP	$ (74,832)	$ (362)
C5401	Automation - SPP	$ 27,680	$ 103
C5402	Automation - SPP	$ 54,390	$ 223
C5404	Automation - SPP	$ (19,425)	$ (1,223)
C5404	Capacity & Connectivity - SPP	$ 108,910	$ 351
C5405	Automation - SPP	$ 227,524	$ 414
C5406	Automation - SPP	$ 82,097	$ 96
C5406	Capacity & Connectivity - SPP	$ 25,595	$ 162
C651	Automation - SPP	$ 235,026	$ 322
C653	Automation - SPP	$ 292,894	$ 542
C653	Capacity & Connectivity - SPP	$ 1,778	$ 14
C655	Automation - SPP	$ 212,272	$ 299
C656	Automation - SPP	$ 246,326	$ 310
C658	Automation - SPP	$ 199,040	$ 255
C7	Automation - SPP	$ 257,574	$ 418
C7	Capacity & Connectivity - SPP	$ 592,572	$ 2,503
C752	Automation - SPP	$ 294,115	$ 279
C752	Capacity & Connectivity - SPP	$ 3,267	$ 10
C756	Automation - SPP	$ 111,920	$ 196
C756	Capacity & Connectivity - SPP	$ 6,886	$ 31
C757	Automation - SPP	$ 109,638	$ 331
C757	Capacity & Connectivity - SPP	$ 8,677	
C853	Automation - SPP	$ 11,242	$ 13
C853	Capacity & Connectivity - SPP	$ 89,113	$ 405
C854	Automation - SPP	$ 12,602	$ -
C854	Capacity & Connectivity - SPP	$ 43,249	$ 200
C856	Automation - SPP	$ 10,840	$ 12
C856	Capacity & Connectivity - SPP	$ 11,322	$ 31
C857	Automation - SPP	$ 15,754	$ -
C857	Capacity & Connectivity - SPP	$ 111,714	$ 522
C900	Automation - SPP	$ 297,469	$ 1,239
C900	Capacity & Connectivity - SPP	$ 8,972	$ 52
C901	Automation - SPP	$ 31,706	$ 105
C902	Automation - SPP	$ 108,312	$ 304
C906	Automation - SPP	$ 328,493	$ 511
C906	Capacity & Connectivity - SPP	$ (735)	$ 38
C909	Automation - SPP	$ 186,213	$ 359
C911	Automation - SPP	$ 171,671	$ 661
J1001	Automation - SPP	$ 25,698	$ 98
J1001	Capacity & Connectivity - SPP	$ 1,418	$ -
J112	Automation - SPP	$ 93,968	$ (191)
J113	Automation - SPP	$ 245,100	$ 536
J114	Automation - SPP	$ 126,888	$ 242
J115	Automation - SPP	$ 234,367	$ 298
J115	Capacity & Connectivity - SPP	$ (4,563)	$ 6
J116	Automation - SPP	$ 54,664	$ 135
J116	Capacity & Connectivity - SPP	$ (44,703)	$ (220)
J117	Automation - SPP	$ 148,593	$ 178
J117	Capacity & Connectivity - SPP	$ 11,792	$ 98
J118	Automation - SPP	$ 451,107	$ 475
J118	Capacity & Connectivity - SPP	$ 132,821	$ 1,299
J140	Automation - SPP	$ 72,522	$ (143)

J141	Automation - SPP	$ 209,910	$ 249
J142	Automation - SPP	$ 307,617	$ 157
J142	Capacity & Connectivity - SPP	$ 1,012,883	$ 1,882
J143	Automation - SPP	$ 170,660	$ 251
J145	Automation - SPP	$ 179,314	$ 309
J146	Automation - SPP	$ 106,063	$ (231)
J147	Automation - SPP	$ 54,086	$ 51
J147	Capacity & Connectivity - SPP	$ 216,917	$ 5,164
J148	Automation - SPP	$ 268,077	$ 286
J148	Capacity & Connectivity - SPP	$ 285,811	$ 1,935
J150	Automation - SPP	$ 243,139	$ (256)
J150	Capacity & Connectivity - SPP	$ 4,050	$ 102
J221	Automation - SPP	$ 3,921	
J223	Automation - SPP	$ 2,872	
J224	Automation - SPP	$ 27,650	
J226	Automation - SPP	$ 3,358	$ (19)
J227	Automation - SPP	$ 72,644	$ 320
J227	Capacity & Connectivity - SPP	$ (108,385)	$ 15,877
J228	Automation - SPP	$ 15,534	$ (80)
J228	Capacity & Connectivity - SPP	$ 16,019	$ 54
J229	Automation - SPP	$ 92,213	$ 92
J240	Automation - SPP	$ 3,568	$ 12
J240	Capacity & Connectivity - SPP	$ 206	
J242	Automation - SPP	$ 287,155	$ 92
J242	Capacity & Connectivity - SPP	$ 3,012	$ 69
J244	Automation - SPP	$ 18,265	$ 6
J246	Automation - SPP	$ 79,202	$ 2,291
J2901	Automation - SPP	$ 223,944	$ 86
J2901	Capacity & Connectivity - SPP	$ 2,249	
J2902	Automation - SPP	$ 109,386	
J2902	Capacity & Connectivity - SPP	$ 88,166	$ 169
J2903	Automation - SPP	$ 301,346	$ 58
J2903	Capacity & Connectivity - SPP	$ 7,333	$ 25
J2904	Automation - SPP	$ 211,187	$ 10
J2904	Capacity & Connectivity - SPP	$ 398,992	$ 934
J2905	Automation - SPP	$ 167,022	$ 730
J2906	Automation - SPP	$ 762,193	$ 79
J2907	Automation - SPP	$ 461,552	$ 278
J2907	Capacity & Connectivity - SPP	$ 144,262	$ 428
J404	Automation - SPP	$ 390,233	$ 61
J404	Capacity & Connectivity - SPP	$ 14,710	$ 52
J405	Automation - SPP	$ 19,747	$ 71
J405	Capacity & Connectivity - SPP	$ 60,451	$ 238
J406	Automation - SPP	$ 33,579	$ 120
J407	Automation - SPP	$ 152,484	$ 1,195
J407	Capacity & Connectivity - SPP	$ 27	$ 15
J408	Automation - SPP	$ 67,945	$ 51
J409	Automation - SPP	$ 134,594	$ 21
J409	Capacity & Connectivity - SPP	$ 35,236	$ 207
J5030	Automation - SPP	$ 237,039	$ 62
J5032	Automation - SPP	$ 81,408	$ 66
J5032	Capacity & Connectivity - SPP	$ 21,851	$ 65
J5034	Automation - SPP	$ 348,265	$ 451
J5034	Capacity & Connectivity - SPP	$ 15,972	$ 12
J5038	Automation - SPP	$ 243,018	$ 266
J5040	Automation - SPP	$ 147,522	$ 14
J551	Automation - SPP	$ 224,867	$ 24
J551	Capacity & Connectivity - SPP	$ 237	
J552	Automation - SPP	$ 79,518	$ 82
J552	Capacity & Connectivity - SPP	$ 8,743	$ 61
J553	Automation - SPP	$ 346,197	$ 378
J553	Capacity & Connectivity - SPP	$ 7,420	$ 46
J554	Automation - SPP	$ 590,963	$ 552
J554	Capacity & Connectivity - SPP	$ 354,601	$ 540
J555	Automation - SPP	$ 147,474	$ 34
J555	Capacity & Connectivity - SPP	$ 255,253	$ 1,304
J556	Automation - SPP	$ 10,462	$ 39
J557	Automation - SPP	$ 5,578	$ 340
J557	Capacity & Connectivity - SPP	$ 600	$ 4,392
J558	Automation - SPP	$ (26,288)	$ (250)
J680	Automation - SPP	$ 72,272	$ (85)
J682	Automation - SPP	$ 244,388	$ 48
J682	Capacity & Connectivity - SPP	$ 39,774	$ (44,693)
J684	Automation - SPP	$ 228,227	$ 47
J684	Capacity & Connectivity - SPP	$ 1,875	
J689	Automation - SPP	$ 74,174	$ 36
J690	Automation - SPP	$ 333,417	$ 103
J690	Capacity & Connectivity - SPP	$ 103,204	$ 130
J691	Automation - SPP	$ 100,518	$ (374)
J691	Capacity & Connectivity - SPP	$ 213,615	$ 1,512
J692	Automation - SPP	$ 260	$ 14
J692	Capacity & Connectivity - SPP	$ 3,145	$ 13
J888	Automation - SPP	$ 114,178	$ (1)
J889	Automation - SPP	$ 238,630	$ 49
J890	Automation - SPP	$ 74,234	
J890	Capacity & Connectivity - SPP	$ 113,893	$ 246
J891	Automation - SPP	$ 112,917	
J892	Automation - SPP	$ 46,520	$ 23
J892	Capacity & Connectivity - SPP	$ -	$ -
J893	Automation - SPP	$ 169,990	$ 15
J893	Capacity & Connectivity - SPP	$ 1,265	
J894	Automation - SPP	$ 367,678	
J894	Capacity & Connectivity - SPP	$ 9,195	$ 38
J895	Automation - SPP	$ 379,893	
J895	Capacity & Connectivity - SPP	$ 10,815	$ 96
K100	Automation - SPP	$ 83,311	$ 66
K1023	Automation - SPP	$ 5,348	
K1024	Automation - SPP	$ 72,325	$ 84
K1025	Automation - SPP	$ 131,639	$ 115
K1025	Capacity & Connectivity - SPP	$ 11,719	$ 42
K1026	Automation - SPP	$ 153,161	$ 396
K1028	Automation - SPP	$ 211,833	$ 568
K1060	Automation - SPP	$ (11,141)	
K1060	Capacity & Connectivity - SPP	$ 8,636	
K1061	Automation - SPP	$ (37,531)	$ -
K1063	Automation - SPP	$ (6,781)	
K1063	Capacity & Connectivity - SPP	$ 4,629	
K1104	Automation - SPP	$ 375,237	$ 550
K1104	Capacity & Connectivity - SPP	$ 26,638	$ 36
K1136	Automation - SPP	$ (171)	
K1195	Capacity & Connectivity - SPP	$ 25,796	$ 33
K1196	Automation - SPP	$ 240,671	$ 287
K1196	Capacity & Connectivity - SPP	$ 5,377	$ 27
K1231	Automation - SPP	$ 770,459	$ 579
K1231	Capacity & Connectivity - SPP	$ 180,459	$ 12
K1406	Automation - SPP	$ 244,703	$ 157
K1406	Capacity & Connectivity - SPP	$ (6,336)	
K1409	Automation - SPP	$ 5,966	$ 55
K1410	Automation - SPP	$ 11,647	$ 69
K1410	Capacity & Connectivity - SPP	$ 11,980	$ 71
K1412	Automation - SPP	$ 5,988	$ 38
K1416	Automation - SPP	$ 2,985	$ 28
K1443	Automation - SPP	$ (1,032)	
K1503	Automation - SPP	$ 125,578	$ 20
K1508	Capacity & Connectivity - SPP	$ 15,819	$ 48
K1616	Automation - SPP	$ 4,511	

K1616	Capacity & Connectivity - SPP	$ (2,828)	
K1618	Automation - SPP	$ 19,995	
K1687	Automation - SPP	$ (9,525)	
K1687	Capacity & Connectivity - SPP	$ (52,091)	$ (59,729)
K1688	Automation - SPP	$ 68,876	
K1689	Automation - SPP	$ 124,726	
K1694	Automation - SPP	$ 94,337	$ 130
K1761	Automation - SPP	$ 409,673	$ 120
K1761	Capacity & Connectivity - SPP	$ 173,820	$ 115
K1762	Automation - SPP	$ 228,901	$ (4,115)
K1762	Capacity & Connectivity - SPP	$ 20,310	$ -
K1763	Automation - SPP	$ 441,725	$ 123
K1763	Capacity & Connectivity - SPP	$ 73,914	$ 98
K1766	Automation - SPP	$ 117,174	$ -
K1766	Capacity & Connectivity - SPP	$ 32,231	$ 41
K1775	Automation - SPP	$ 152,492	$ 320
K1777	Automation - SPP	$ (31,296)	$ 21
K1777	Capacity & Connectivity - SPP	$ 10,754	
K1778	Automation - SPP	$ (41,210)	
K1778	Capacity & Connectivity - SPP	$ 11,802	
K1780	Automation - SPP	$ (1,634)	$ 45
K1780	Capacity & Connectivity - SPP	$ 6,500	$ 39
K1781	Automation - SPP	$ 21,067	$ 98
K1781	Capacity & Connectivity - SPP	$ 329	
K1783	Automation - SPP	$ 2,718	$ 38
K18	Automation - SPP	$ 1,516,114	$ 7,318
K18	Capacity & Connectivity - SPP	$ 1,386,790	$ 3,925
K1885	Automation - SPP	$ 47,711	$ 71
K20	Automation - SPP	$ 384,625	$ 1,791
K20	Capacity & Connectivity - SPP	$ 756,412	$ 2,930
K201	Automation - SPP	$ 9,003	$ 424
K201	Capacity & Connectivity - SPP	$ 5,454	$ 346
K202	Automation - SPP	$ (143)	
K203	Automation - SPP	$ 80,966	$ 5
K204	Automation - SPP	$ 124	
K204	Capacity & Connectivity - SPP	$ 35,111	$ 1,104
K205	Automation - SPP	$ 416,256	$ 751
K205	Capacity & Connectivity - SPP	$ 14,220	$ 86
K207	Automation - SPP	$ 309,288	$ 421
K207	Capacity & Connectivity - SPP	$ 18,871	$ 63
K22	Capacity & Connectivity - SPP	$ 548,588	$ 2,020
K2244	Automation - SPP	$ 620	
K2244	Capacity & Connectivity - SPP	$ (1,335)	
K2246	Automation - SPP	$ 15,175	
K2246	Capacity & Connectivity - SPP	$ (6,287)	$ 29
K2247	Automation - SPP	$ (3,997)	
K2247	Capacity & Connectivity - SPP	$ (9,701)	
K2249	Automation - SPP	$ 5,960	
K2252	Automation - SPP	$ (352)	
K228	Automation - SPP	$ 260,315	$ 104
K228	Capacity & Connectivity - SPP	$ 195,719	$ 112
K232	Automation - SPP	$ 488,883	
K232	Capacity & Connectivity - SPP	$ 117,177	$ 51
K2476	Automation - SPP	$ (5,596)	$ (148)
K2476	Capacity & Connectivity - SPP	$ 13,573	$ 49
K2701	Automation - SPP	$ 423,709	$ 272
K2701	Capacity & Connectivity - SPP	$ 480,519	$ (271)
K2703	Automation - SPP	$ 501,981	$ 166
K2703	Capacity & Connectivity - SPP	$ 257,634	$ 241
K2704	Automation - SPP	$ 193,038	$ 150
K2704	Capacity & Connectivity - SPP	$ 239,846	$ 71
K2706	Automation - SPP	$ 371,688	$ 85
K2706	Capacity & Connectivity - SPP	$ 183,562	$ 95
K278	Automation - SPP	$ (4,001)	$ 79
K279	Automation - SPP	$ 152	
K279	Capacity & Connectivity - SPP	$ 2	
K287	Automation - SPP	$ 96,772	$ 234
K288	Automation - SPP	$ 102,314	
K302	Automation - SPP	$ 67,095	$ 399
K302	Capacity & Connectivity - SPP	$ (402)	
K304	Automation - SPP	$ 210,603	$ 343
K3246	Capacity & Connectivity - SPP	$ (5,239)	
K3283	Automation - SPP	$ 430,160	$ 151
K3283	Capacity & Connectivity - SPP	$ 14,889	$ 73
K3285	Automation - SPP	$ 47,192	$ 52
K3286	Automation - SPP	$ 512,326	$ 487
K3286	Capacity & Connectivity - SPP	$ 1,840,287	$ 17,407
K3287	Automation - SPP	$ 1,846	
K3287	Capacity & Connectivity - SPP	$ 24,032	$ 251
K3360	Automation - SPP	$ 139,880	$ 156
K3360	Capacity & Connectivity - SPP	$ 7,191	
K3362	Automation - SPP	$ 410,199	$ 482
K3362	Capacity & Connectivity - SPP	$ 35,923	$ 332
K3364	Automation - SPP	$ 359,069	$ 67
K3364	Capacity & Connectivity - SPP	$ 149,202	$ 167
K3366	Automation - SPP	$ 408,500	$ 378
K37	Automation - SPP	$ 421,928	$ 265
K37	Capacity & Connectivity - SPP	$ 281,910	$ 1,487
K396	Automation - SPP	$ 4,208	
K408	Automation - SPP	$ 190,050	$ 424
K42	Automation - SPP	$ 167,100	$ 175
K421	Automation - SPP	$ (49,853)	$ 41
K421	Capacity & Connectivity - SPP	$ 10	
K425	Capacity & Connectivity - SPP	$ 27,127	$ 61
K426	Automation - SPP	$ 37,091	$ 109
K45	Capacity & Connectivity - SPP	$ 1,339	
K4815	Automation - SPP	$ 441,316	$ 324
K4817	Automation - SPP	$ 423,537	$ 391
K4817	Capacity & Connectivity - SPP	$ 111,625	
K4818	Automation - SPP	$ 518,976	$ 52
K4831	Automation - SPP	$ 22,222	$ (78)
K4831	Capacity & Connectivity - SPP	$ 29,674	$ 58
K4833	Automation - SPP	$ 539,494	$ 343
K4833	Capacity & Connectivity - SPP	$ 6,971	$ 12
K4834	Automation - SPP	$ 783	
K4836	Automation - SPP	$ 272,554	$ 408
K4836	Capacity & Connectivity - SPP	$ -	$ -
K4837	Automation - SPP	$ 190,828	
K4840	Automation - SPP	$ 324,442	$ 984
K4841	Automation - SPP	$ 292,847	$ 209
K4841	Capacity & Connectivity - SPP	$ 30,259	$ 80
K4845	Automation - SPP	$ 209,820	$ 322
K4845	Capacity & Connectivity - SPP	$ 9,008	$ 20
K49	Automation - SPP	$ 74,979	$ 25
K49	Capacity & Connectivity - SPP	$ 1,100	$ (22)
K495	Automation - SPP	$ 96,906	$ 135
K495	Capacity & Connectivity - SPP	$ 67,341	$ (1,942)
K499	Automation - SPP	$ 109,701	$ 314
K5079	Automation - SPP	$ 209,340	$ 169
K5079	Capacity & Connectivity - SPP	$ 32,497	$ 183
K51	Automation - SPP	$ (5)	
K51	Capacity & Connectivity - SPP	$ 1,690	$ -
K53	Automation - SPP	$ 82,839	$ 200
K561	Automation - SPP	$ (3,930)	
K57	Automation - SPP	$ 342,401	$ 388
K57	Capacity & Connectivity - SPP	$ 49,563	$ 218

K58	Automation - SPP	$ 144,532	$ 99
K601	Automation - SPP	$ 372,611	$ 321
K601	Capacity & Connectivity - SPP	$ 5,577	$ (18)
K605	Automation - SPP	$ 387,296	$ 1,425
K606	Automation - SPP	$ 340,936	$ 108
K606	Capacity & Connectivity - SPP	$ 645,945	$ 1,649
K607	Automation - SPP	$ 483,011	$ 598
K67	Automation - SPP	$ 338,155	$ 876
K67	Capacity & Connectivity - SPP	$ (215)	
K72	Automation - SPP	$ 94,282	$ 144
K72	Capacity & Connectivity - SPP	$ 1,430	
K73	Automation - SPP	$ 8,367	
K74	Automation - SPP	$ 223,393	$ 498
K74	Capacity & Connectivity - SPP	$ 669,034	$ 3,079
K75	Automation - SPP	$ 978	
K75	Capacity & Connectivity - SPP	$ (12,100)	$ (67)
K76	Automation - SPP	$ 94,271	$ 234
K76	Capacity & Connectivity - SPP	$ 463	
K77	Automation - SPP	$ 83,047	$ 182
K779	Automation - SPP	$ 2,260	$ 1
K779	Capacity & Connectivity - SPP	$ (23,231)	$ 108
K782	Automation - SPP	$ 74,831	$ 49
K79	Automation - SPP	$ 235,095	$ 852
K79	Capacity & Connectivity - SPP	$ 352,785	$ (158)
K800	Automation - SPP	$ 220,255	$ 256
K855	Automation - SPP	$ 22,115	$ 395
K857	Automation - SPP	$ 225,401	$ 55
K857	Capacity & Connectivity - SPP	$ -	$ -
K861	Automation - SPP	$ 156,577	$ 56
K863	Automation - SPP	$ 32,997	$ 59
K863	Capacity & Connectivity - SPP	$ 1,860	$ (16)
K882	Automation - SPP	$ 10,649	$ 63
K883	Automation - SPP	$ 10,975	$ 67
K884	Automation - SPP	$ 3,481	$ 47
K903	Automation - SPP	$ 216,504	$ 460
K903	Capacity & Connectivity - SPP	$ (14)	
K904	Automation - SPP	$ 144,834	$ 481
K906	Automation - SPP	$ 98,602	$ 392
K906	Capacity & Connectivity - SPP	$ 7,492	
K907	Automation - SPP	$ 13,562	$ 33
K909	Automation - SPP	$ 253,596	$ 712
K910	Automation - SPP	$ 14,286	$ 90
K913	Automation - SPP	$ 27,906	$ 150
K917	Capacity & Connectivity - SPP	$ 805	
K919	Automation - SPP	$ 128,541	$ 227
K925	Automation - SPP	$ 34,815	$ 179
K934	Automation - SPP	$ 66,430	$ 208
K934	Capacity & Connectivity - SPP	$ 68,244	$ 44
K957	Automation - SPP	$ 17,973	$ (56)
K957	Capacity & Connectivity - SPP	$ 36,875	$ (9)
K959	Automation - SPP	$ (1,273)	
K959	Capacity & Connectivity - SPP	$ (1,716)	
K960	Automation - SPP	$ 7,414	$ (33)
K960	Capacity & Connectivity - SPP	$ 97	
K964	Automation - SPP	$ (43,528)	$ 12
K967	Automation - SPP	$ 64,336	$ 85
K973	Automation - SPP	$ 141,711	$ 765
K975	Automation - SPP	$ 85,377	$ 31
K976	Automation - SPP	$ 323,546	$ 1,317
K976	Capacity & Connectivity - SPP	$ (5,780)	$ -
M1	Automation - SPP	$ 76,664	$ 154
M101	Automation - SPP	$ 104,983	$ 237
M1059	Capacity & Connectivity - SPP	$ 2,582	$ -
M107	Automation - SPP	$ 23,476	$ 147
M107	Capacity & Connectivity - SPP	$ 1,516	
M1086	Automation - SPP	$ 3,162	$ 19
M1087	Automation - SPP	$ (6,265)	$ -
M1087	Capacity & Connectivity - SPP	$ (2,001)	
M1088	Automation - SPP	$ 19,945	$ 15
M1088	Capacity & Connectivity - SPP	$ 266	
M1092	Automation - SPP	$ (67,488)	$ 19
M1094	Automation - SPP	$ 6,937	
M1094	Capacity & Connectivity - SPP	$ 15,748	$ 61
M1095	Automation - SPP	$ 987	
M1096	Automation - SPP	$ 78,862	$ 16
M1096	Capacity & Connectivity - SPP	$ 4,715	$ 16
M112	Automation - SPP	$ 6,098	
M112	Capacity & Connectivity - SPP	$ (1,624)	$ 16
M113	Automation - SPP	$ 17,597	$ 60
M1131	Automation - SPP	$ 4,656	
M1132	Automation - SPP	$ 246,176	$ 100
M1133	Automation - SPP	$ 99,492	$ 668
M1136	Automation - SPP	$ 160,841	$ 150
M1136	Capacity & Connectivity - SPP	$ 201,778	$ 14
M1138	Automation - SPP	$ 4,102	$ 14
M1139	Automation - SPP	$ 13,300	$ 17
M115	Automation - SPP	$ 8,137	
M144	Automation - SPP	$ 24,624	$ 14
M144	Capacity & Connectivity - SPP	$ 5,445	$ 10
M1517	Automation - SPP	$ 141,969	$ 113
M1517	Capacity & Connectivity - SPP	$ 20,103	$ 113
M1518	Automation - SPP	$ 1,422	
M1520	Automation - SPP	$ 435	
M1704	Automation - SPP	$ (8,698)	$ 312
M1706	Automation - SPP	$ 9,228	$ -
M1707	Automation - SPP	$ 19,003	$ 113
M1707	Capacity & Connectivity - SPP	$ 2,922	$ 17
M1709	Automation - SPP	$ (11,046)	$ -
M1712	Automation - SPP	$ 146,071	$ 38
M1749	Automation - SPP	$ 213,002	$ 219
M1749	Capacity & Connectivity - SPP	$ 13,041	$ 46
M1757	Automation - SPP	$ 112,568	$ 94
M1758	Automation - SPP	$ 109,312	$ 85
M1758	Capacity & Connectivity - SPP	$ 44,223	$ 178
M1760	Automation - SPP	$ 103,580	$ 88
M1761	Automation - SPP	$ 102,709	$ 74
M1761	Capacity & Connectivity - SPP	$ 218,072	$ 646
M1763	Automation - SPP	$ 101,571	$ 85
M1763	Capacity & Connectivity - SPP	$ 292,804	$ 1,230
M2	Automation - SPP	$ 37,467	
M254	Capacity & Connectivity - SPP	$ (1,829)	
M3	Automation - SPP	$ 76,522	$ 125
M340	Automation - SPP	$ (13)	
M340	Capacity & Connectivity - SPP	$ 5,071	$ 19
M345	Automation - SPP	$ 8,526	$ 12
M345	Capacity & Connectivity - SPP	$ 2,079	
M346	Automation - SPP	$ 2,610	
M346	Capacity & Connectivity - SPP	$ 27,485	$ 53
M351	Automation - SPP	$ 6,099	
M351	Capacity & Connectivity - SPP	$ 6,120	$ (1)
M4	Automation - SPP	$ 122,803	$ 218
M422	Automation - SPP	$ 9,759	$ 19
M423	Automation - SPP	$ 23,393	
M425	Automation - SPP	$ 91,417	
M426	Automation - SPP	$ 239,517	$ 102
M426	Capacity & Connectivity - SPP	$ 23,975	$ 105

M427	Automation - SPP	$ 17,769	$ 64
M428	Automation - SPP	$ 142,452	$ 98
M428	Capacity & Connectivity - SPP	$ 6,615	$ 58
M4405	Automation - SPP	$ 24	
M4405	Capacity & Connectivity - SPP	$ 95	
M4407	Automation - SPP	$ 22	
M4408	Automation - SPP	$ 150,074	$ 152
M451	Automation - SPP	$ 2,255	
M451	Capacity & Connectivity - SPP	$ 14,399	$ 43
M471	Automation - SPP	$ 14,339	
M499	Automation - SPP	$ 0	
M499	Capacity & Connectivity - SPP	$ 8	
M500	Automation - SPP	$ 251,265	$ 288
M572	Automation - SPP	$ 365,950	$ 122
M572	Capacity & Connectivity - SPP	$ 511,452	$ 2,369
M574	Automation - SPP	$ 41,312	$ 96
M575	Automation - SPP	$ 71,724	$ 122
M576	Automation - SPP	$ 119,318	$ 1,968
M579	Automation - SPP	$ 65,756	$ 260
M648	Automation - SPP	$ 220,309	$ 234
M649	Automation - SPP	$ 6,284	$ 18
M649	Capacity & Connectivity - SPP	$ 8,132	$ 24
M650	Automation - SPP	$ 128,703	
M650	Capacity & Connectivity - SPP	$ 903	
M657	Automation - SPP	$ 12,905	$ 38
M658	Capacity & Connectivity - SPP	$ 5,300	$ 31
M659	Automation - SPP	$ 115,327	$ 85
M659	Capacity & Connectivity - SPP	$ 952	
M663	Automation - SPP	$ 8,011	
M663	Capacity & Connectivity - SPP	$ 10,012	$ 22
M664	Automation - SPP	$ (164)	
M666	Automation - SPP	$ 2,227	$ 394
M667	Automation - SPP	$ 25,898	$ 202
M668	Automation - SPP	$ 168,993	$ 645
M668	Capacity & Connectivity - SPP	$ (4,236)	
M670	Automation - SPP	$ 7,565	$ -
M722	Automation - SPP	$ 6,007	$ (2,484)
M722	Capacity & Connectivity - SPP	$ 4,185	$ (10,774)
M727	Automation - SPP	$ 16,670	
M727	Capacity & Connectivity - SPP	$ 1,022	$ 151
M80	Automation - SPP	$ 62,490	
M81	Automation - SPP	$ 141,170	$ 366
M82	Automation - SPP	$ 211,123	$ 505
M82	Capacity & Connectivity - SPP	$ 43,482	$ 102
M84	Automation - SPP	$ 12,563	$ 52
M85	Automation - SPP	$ 48,143	$ (302)
M907	Automation - SPP	$ 87,475	$ (735)
M907	Capacity & Connectivity - SPP	$ 552,855	$ 6,127
M908	Automation - SPP	$ 40,364	$ (878)
M908	Capacity & Connectivity - SPP	$ (1,241)	
M909	Automation - SPP	$ 63,701	$ 43
M909	Capacity & Connectivity - SPP	$ 212,910	$ 1,064
N233	Automation - SPP	$ 1,091	
N234	Automation - SPP	$ 36,445	
N59	Automation - SPP	$ 1,831	
W0015	Automation - SPP	$ 13,252	$ 37
W0015	Capacity & Connectivity - SPP	$ 2,974	
W0016	Automation - SPP	$ 14,312	$ 58
W0016	Capacity & Connectivity - SPP	$ 1,770	
W0017	Automation - SPP	$ 71,773	$ 1,487
W0017	Capacity & Connectivity - SPP	$ 193,207	$ 717
W0020	Automation - SPP	$ 48,915	$ 130
W0020	Capacity & Connectivity - SPP	$ 264,459	$ 17,007
W0021	Automation - SPP	$ 71,359	$ 46
W0025	Automation - SPP	$ (858)	$ 81
W0026	Automation - SPP	$ 216,637	$ 3,098
W0028	Automation - SPP	$ 138,858	$ 126
W0028	Capacity & Connectivity - SPP	$ 28,156	$ 72
W0029	Automation - SPP	$ 49,652	$ 101
W0029	Capacity & Connectivity - SPP	$ 219,101	$ 710
W0079	Automation - SPP	$ 116,098	$ 309
W0086	Automation - SPP	$ 16,518	$ 35
W0086	Capacity & Connectivity - SPP	$ 13,997	$ 73
W0087	Automation - SPP	$ 170,864	$ 280
W0124	Automation - SPP	$ 401,981	$ 1,234
W0124	Capacity & Connectivity - SPP	$ 4,595	$ (1)
W0132	Automation - SPP	$ 236,850	$ 467
W0151	Automation - SPP	$ 609	
W0153	Automation - SPP	$ 75,221	$ 1,942
W0158	Automation - SPP	$ 9,098	$ -
W0158	Capacity & Connectivity - SPP	$ 1,694	
W0175	Automation - SPP	$ 24,040	$ 96
W0175	Capacity & Connectivity - SPP	$ 5,741	$ 28
W0176	Automation - SPP	$ 210,820	$ 369
W0176	Capacity & Connectivity - SPP	$ 56,117	$ (3,831)
W0181	Automation - SPP	$ 20,871	$ 65
W0187	Automation - SPP	$ 274,112	$ 1,499
W0187	Capacity & Connectivity - SPP	$ 6,942	$ 45
W0189	Automation - SPP	$ 200,011	$ 66
W0189	Capacity & Connectivity - SPP	$ 394,845	$ 4,398
W0192	Automation - SPP	$ 203,930	$ 1,671
W0192	Capacity & Connectivity - SPP	$ (6,438)	$ 24
W0196	Automation - SPP	$ 9,207	$ (12)
W0196	Capacity & Connectivity - SPP	$ (3,539)	$ 23
W0201	Automation - SPP	$ 216,747	$ 355
W0212	Automation - SPP	$ (7,146)	$ (33)
W0213	Automation - SPP	$ 1,296	
W0215	Automation - SPP	$ 9,183	$ 48
W0215	Capacity & Connectivity - SPP	$ 2,772	$ 13
W0216	Automation - SPP	$ 9,424	$ 49
W0216	Capacity & Connectivity - SPP	$ 13,782	$ 52
W0219	Automation - SPP	$ 4,921	$ 20
W0265	Automation - SPP	$ 4,163	
W0265	Capacity & Connectivity - SPP	$ (4,668)	$ -
W0298	Automation - SPP	$ 9	
W0324	Automation - SPP	$ 20,442	$ 290
W0362	Automation - SPP	$ 1,996	
W0363	Automation - SPP	$ 8,147	$ (21)
W0363	Capacity & Connectivity - SPP	$ 4	
W0365	Automation - SPP	$ 3	$ (38)
W0366	Automation - SPP	$ 34,870	$ 146
W0366	Capacity & Connectivity - SPP	$ 1	
W0368	Automation - SPP	$ (348)	
W0368	Capacity & Connectivity - SPP	$ 18,165	
W0369	Automation - SPP	$ 43,231	$ 159
W0369	Capacity & Connectivity - SPP	$ 335,222	$ 675
W0372	Capacity & Connectivity - SPP	$ 2,916	$ 413
W0391	Automation - SPP	$ 13,205	
W0392	Automation - SPP	$ 12,381	$ 31
W0395	Automation - SPP	$ 5,400	
W0404	Automation - SPP	$ (17)	
W0405	Automation - SPP	$ 309	
W0407	Automation - SPP	$ 1,330	
W0408	Automation - SPP	$ (122)	
W0408	Capacity & Connectivity - SPP	$ 460,681	$ 1,707
W0470	Capacity & Connectivity - SPP	$ 5,115	$ 12

W0472	Automation - SPP	$ 2,186	
W0472	Capacity & Connectivity - SPP	$ 1,269	$ 212
W0474	Capacity & Connectivity - SPP	$ 2,043	
W0475	Automation - SPP	$ 1,271	
W0493	Automation - SPP	$ 36,945	$ 192
W0494	Automation - SPP	$ 233,082	$ 837
W0496	Automation - SPP	$ 3,922	$ 11
W0497	Automation - SPP	$ (95,471)	$ 282
W0498	Automation - SPP	$ (5,413)	$ 227
W0500	Automation - SPP	$ 44,721	$ 285
W0501	Automation - SPP	$ (33,631)	$ 37
W0524	Automation - SPP	$ 17,529	
W0524	Capacity & Connectivity - SPP	$ 37,336	$ (22,664)
W0596	Capacity & Connectivity - SPP	$ 33,068	$ 178
W0597	Automation - SPP	$ 28,526	$ 139
W0597	Capacity & Connectivity - SPP	$ 131,846	$ 863
W0598	Automation - SPP	$ 10,793	$ 33
W0598	Capacity & Connectivity - SPP	$ 5,907	$ 31
W0601	Automation - SPP	$ 11,824	$ 52
W0601	Capacity & Connectivity - SPP	$ 25,477	$ 67
W0700	Automation - SPP	$ 228,461	$ 130
W0700	Capacity & Connectivity - SPP	$ (2,764)	$ (5,118)
W0702	Automation - SPP	$ 14,161	$ 72
W0702	Capacity & Connectivity - SPP	$ 8,562	$ 40
W0703	Automation - SPP	$ 173,270	$ 160
W0703	Capacity & Connectivity - SPP	$ 15,740	
W0705	Automation - SPP	$ 3,772	$ 11
W0705	Capacity & Connectivity - SPP	$ 16,809	$ 79
W0764	Automation - SPP	$ 152,405	$ 310
W0764	Capacity & Connectivity - SPP	$ 12,099	$ 58
W0805	Automation - SPP	$ (23,945)	
W0805	Capacity & Connectivity - SPP	$ 1	
W0806	Automation - SPP	$ 1,437	
W0806	Capacity & Connectivity - SPP	$ 0	
W0809	Automation - SPP	$ 139	
W0924	Automation - SPP	$ 1,380	
W0925	Automation - SPP	$ 283,440	$ 595
W0926	Automation - SPP	$ 140,089	$ 45
W0926	Capacity & Connectivity - SPP	$ 19,412	$ 1,725
W0951	Automation - SPP	$ (24,271)	$ (285)
W0951	Capacity & Connectivity - SPP	$ (45)	
W0952	Automation - SPP	$ 1,271	
W0954	Capacity & Connectivity - SPP	$ 31,822	$ 106
W0955	Automation - SPP	$ 3,026	
W0955	Capacity & Connectivity - SPP	$ 45,501	$ (10,605)
W0956	Automation - SPP	$ 4,145	$ 12
W0956	Capacity & Connectivity - SPP	$ 1,503,703	$ 1,199
W0968	Automation - SPP	$ (19,513)	$ (228)
W0968	Capacity & Connectivity - SPP	$ 4,881	$ 8
W0969	Automation - SPP	$ 1,174	$ (54)
W0971	Automation - SPP	$ 13,727	$ 62
W0974	Automation - SPP	$ 5,289	$ 15
W0988	Automation - SPP	$ 3,591	$ 36
W0992	Automation - SPP	$ 3,189	
W1012	Automation - SPP	$ (8,565)	$ 14
W1013	Automation - SPP	$ 45,193	$ 30
W1015	Automation - SPP	$ 26,309	$ 228
W1018	Automation - SPP	$ 29,904	$ 83
W1103	Automation - SPP	$ 2,044	
W1103	Capacity & Connectivity - SPP	$ 19,399	$ (235)
W1104	Automation - SPP	$ 10,153	$ (383)
W1104	Capacity & Connectivity - SPP	$ (5)	
W1105	Automation - SPP	$ 34,001	$ 52
W1105	Capacity & Connectivity - SPP	$ 16,915	$ 80
W1106	Automation - SPP	$ 5,546	$ 34
W1106	Capacity & Connectivity - SPP	$ 5,194	$ 25
W1108	Capacity & Connectivity - SPP	$ (144)	
W1109	Automation - SPP	$ (9,446)	$ 11
W1109	Capacity & Connectivity - SPP	$ (14,252)	$ (258)
W1110	Automation - SPP	$ (18,334)	$ (905)
W1110	Capacity & Connectivity - SPP	$ 16,951	$ (1,181)
W1703	Automation - SPP	$ 2,208	
W1703	Capacity & Connectivity - SPP	$ (150)	
W4555	Automation - SPP	$ 141,706	$ 281
W4555	Capacity & Connectivity - SPP	$ 234,168	$ 620
X100	Automation - SPP	$ 22,425	$ 16
X101	Automation - SPP	$ 78,538	$ 403
X101	Capacity & Connectivity - SPP	$ 284,918	$ 36,345
X102	Automation - SPP	$ (24,491)	$ 410
X102	Capacity & Connectivity - SPP	$ (383,142)	$ 25,394
X103	Automation - SPP	$ 8,114	
X104	Automation - SPP	$ 30,473	$ 31
X104	Capacity & Connectivity - SPP	$ 55,999	$ (6)
X105	Automation - SPP	$ 31,764	
X107	Automation - SPP	$ 79,183	$ 456
X107	Capacity & Connectivity - SPP	$ (55,909)	$ 408
X108	Automation - SPP	$ 70,383	$ 513
X108	Capacity & Connectivity - SPP	$ (122)	$ 31
X112	Automation - SPP	$ 30,912	$ 3,266
X112	Capacity & Connectivity - SPP	$ (1,642)	$ 42
X113	Automation - SPP	$ 299,825	$ 528
X119	Automation - SPP	$ 66,651	$ 5,040
X120	Automation - SPP	$ 42,767	$ 1,869
X120	Capacity & Connectivity - SPP	$ 1,192,142	$ 5,081
X121	Automation - SPP	$ 59,624	$ 3,398
X121	Capacity & Connectivity - SPP	$ 3,160	$ 5
X123	Automation - SPP	$ 17,336	$ 1,506
X125	Automation - SPP	$ 20,720	$ 16
X132	Automation - SPP	$ 231,566	$ 4
X133	Automation - SPP	$ 28,719	$ (1,662)
X133	Capacity & Connectivity - SPP	$ 271,924	$ 1,352
X136	Automation - SPP	$ 13,097	$ 19
X136	Capacity & Connectivity - SPP	$ 1,206,518	$ 4,750
X138	Automation - SPP	$ 46,095	$ 25
X146	Automation - SPP	$ 262,537	$ 164
X146	Capacity & Connectivity - SPP	$ (5,587)	$ -
X149	Capacity & Connectivity - SPP	$ 2,451	$ 1,082
X212	Automation - SPP	$ (14,762)	$ (1,287)
X215	Automation - SPP	$ 248,137	$ 132
X215	Capacity & Connectivity - SPP	$ 19,168	$ 38
X216	Automation - SPP	$ 19,574	$ 12
X216	Capacity & Connectivity - SPP	$ 792	
X25	Automation - SPP	$ 74,998	$ 37
X25	Capacity & Connectivity - SPP	$ 7,969	$ 16
X262	Automation - SPP	$ 80,534	$ (26)
X262	Capacity & Connectivity - SPP	$ 669,611	$ 1,696
X264	Automation - SPP	$ 118,736	$ 69
X264	Capacity & Connectivity - SPP	$ 39,401	$ 58
X265	Automation - SPP	$ 149,745	$ 153
X265	Capacity & Connectivity - SPP	$ 6,333	$ 64
X267	Automation - SPP	$ 136,604	$ 135
X27	Automation - SPP	$ 156,938	$ 3,727
X27	Capacity & Connectivity - SPP	$ 16,631	$ 53
X282	Automation - SPP	$ 36,523	$ 242
X283	Automation - SPP	$ 5,645	$ 34
X284	Automation - SPP	$ 9,012	$ 46

X285	Automation - SPP	$ 12,020	$ 62	
X285	Capacity & Connectivity - SPP	$ 166		
X286	Automation - SPP	$ 4,622	$ 12	
X287	Automation - SPP	$ 5,258	$ 10	
X287	Capacity & Connectivity - SPP	$ 111		
X289	Automation - SPP	$ 2,566		
X290	Automation - SPP	$ 8,025	$ 10	
X290	Capacity & Connectivity - SPP	$ 196		
X291	Automation - SPP	$ 57,234	$ 2,261	
X31	Automation - SPP	$ 402,985	$ 1,165	
X31	Capacity & Connectivity - SPP	$ 3,497	$ 18	
X34	Automation - SPP	$ 318,237	$ 345	
X34	Capacity & Connectivity - SPP	$ 48,354	$ 47	
X36	Automation - SPP	$ 301,323	$ 286	
X45	Automation - SPP	$ 292,213	$ 354	
X50	Automation - SPP	$ 342,573	$ 257	
X50	Capacity & Connectivity - SPP	$ 552,596	$ 615	
X53	Automation - SPP	$ 450,025	$ 485	
X53	Capacity & Connectivity - SPP	$ 4,666	$ 22	
X55	Automation - SPP	$ 93,097	$ 148	
X55	Capacity & Connectivity - SPP	$ 4,936	$ 15	
X56	Automation - SPP	$ 423,213	$ 299	
X56	Capacity & Connectivity - SPP	$ 2,897	$ (42)	
X57	Automation - SPP	$ 296,623	$ 219	
X57	Capacity & Connectivity - SPP	$ 486,541	$ 1,142	
X60	Automation - SPP	$ 193,702	$ 562	
X60	Capacity & Connectivity - SPP	$ 218,140	$ 15,069	
X63	Automation - SPP	$ 433,480	$ 407	
X64	Automation - SPP	$ 230,391	$ 346	
X64	Capacity & Connectivity - SPP	$ 5,590	$ 94	
X66	Automation - SPP	$ 101,681	$ 3,700	
X66	Capacity & Connectivity - SPP	$ 742,514	$ 3,826	
X71	Automation - SPP	$ 206,992	$ (130)	
X72	Automation - SPP	$ 130,880	$ (758)	
X72	Capacity & Connectivity - SPP	$ (331)	$ (409)	
X78	Automation - SPP	$ 275,697	$ 719	
X82	Automation - SPP	$ 225,316	$ 258	
X85	Automation - SPP	$ 74,127	$ 115	
X96	Automation - SPP	$ 22,001	$ 88	
X96	Capacity & Connectivity - SPP	$ 255,303	$ 597	
X99	Automation - SPP	$ (2,432)	$ 27	
SOG - Automation - SPP		**$ 66,264,694**	**$ 121,615**	
SOG - Capacity & Connectivity - SPP		**$ 38,083,487**	**$ 108,551**	
Totals		**$ 104,348,181**	**$ 230,166**	
			$ 104,578,347	**Capital + O&M - SPPCRC**

2024 Estimates Duke Energy Florida - Feeder Hardening

Location	Project Cost Capital	Project Cost O&M
N202	$ 364,151	$ 291
W0807	$ 1,626,250	$ 1,301
W0809	$ 75,142	$ 60
W1103	$ 4,810	$ 4
W1105	$ 17,770	$ 14
W1109	$ 2,989	$ 2
C202	$ 667,545	$ 534
C205	$ 75,042	$ 60
C207	$ 154,301	$ 123
C208	$ 459,331	$ 367
C210	$ 756,470	$ 605
K2246	$ 219	$ 0
W0391	$ 124,852	$ 100
X102	$ 164,586	$ 132
X108	$ 1,067,180	$ 854
X213	$ 77,493	$ 62
X219	$ 117,797	$ 94
X220	$ 189,326	$ 151
A84	$ 312,453	$ 250
W0175	$ 4,852,400	$ 3,882
A205	$ 970,437	$ 776
C4988	$ 63,027	$ 50
K67	$ 523,057	$ 418
K68	$ 2,633,872	$ 2,107
K73	$ 2,048,613	$ 1,639
K76	$ 1,032,572	$ 826
K957	$ 993,418	$ 795
K959	$ 4,726,511	$ 3,781
K495	$ 644,124	$ 515
W0494	$ 2,447,340	$ 1,958
W0497	$ 1,500,066	$ 1,200
W0500	$ 848,970	$ 679
C10	$ 1,034,760	$ 828
C11	$ 1,919,309	$ 1,535
C12	$ 1,192,450	$ 954
C18	$ 460,969	$ 369
J141	$ 2,657,842	$ 2,126
J143	$ 2,038,581	$ 1,631
J148	$ 3,779,190	$ 3,023
C4973	$ 2,246,124	$ 1,797
C4976	$ 3,175,430	$ 2,540
C4985	$ 1,542,119	$ 1,234
C4987	$ 1,861,685	$ 1,489
C4989	$ 190,055	$ 152
C4990	$ 1,555,124	$ 1,244
C4991	$ 1,362,164	$ 1,090
W0320	$ 2,089,333	$ 1,671
W0321	$ 1,085,005	$ 868
X111	$ 264,104	$ 211
X113	$ 816,549	$ 653
X123	$ 328,284	$ 263
X125	$ 251,700	$ 201
W0151	$ 195,455	$ 156
W0153	$ 239,155	$ 191
M80	$ 2,064,346	$ 1,651
M82	$ 4,327,399	$ 3,462
W0079	$ 1,549,363	$ 1,239
W0086	$ 948,128	$ 759
J224	$ 1,249,935	$ 1,000
J227	$ 1,178,191	$ 943
W0968	$ 744,370	$ 595
W0970	$ 3,976,663	$ 3,181
W0975	$ 649,152	$ 519
C4501	$ 1,440,034	$ 1,152
C4508	$ 712,228	$ 570
W0363	$ 2,906,043	$ 2,325
W0365	$ 1,550,626	$ 1,241

W0366	$	2,710,485	$	2,168
W0367	$	2,762,868	$	2,210
W0368	$	3,444,281	$	2,755
X70	$	1,304,250	$	1,043
X71	$	3,425,914	$	2,741
X72	$	2,079,156	$	1,663
X78	$	295,420	$	236
K976	$	1,455,106	$	1,164
W0027	$	3,378,799	$	2,703
X262	$	1,860,793	$	1,489
X268	$	933,506	$	747
K605	$	2,622,038	$	2,098
J555	$	86,356	$	69
A272	$	8,863,556	$	7,091
C5405	$	292,781	$	234
C5406	$	1,839,020	$	1,471
W0022	$	187,616	$	150
W0025	$	453,157	$	363
W0029	$	560,896	$	449
K601	$	1,007,317	$	806
W0034	$	1,505,310	$	1,204
K1687	$	764,230	$	611
K1688	$	809,138	$	647
K1689	$	1,799,765	$	1,440
K4815	$	114,523	$	92
X50	$	349,016	$	279
X53	$	611,589	$	489
M143	$	461,788	$	369
M144	$	789,819	$	632
K1775	$	299,428	$	240
K1778	$	1,028,437	$	823
K4833	$	810,921	$	649
K4836	$	869,634	$	696
M1757	$	569,589	$	456
M1758	$	1,621,805	$	1,297
M1760	$	904,924	$	724
C753	$	934,251	$	747
C756	$	651,449	$	521
C757	$	800,795	$	641
C3523	$	505,517	$	404
C3525	$	744,836	$	596
J888	$	212,333	$	170
J893	$	630,019	$	504
K857	$	548,016	$	438
K863	$	598,661	$	479
J114	$	203,296	$	163
J115	$	136,729	$	109
J2905	$	566,524	$	453
K903	$	823,419	$	659
K907	$	420,953	$	337
Engineering/Materials for 2025 Projects	$	13,760,851		
Total	**$**	**157,534,863**	**$**	**115,019**
			$	**157,649,882** **Capital + O&M**

2024 Actuals Duke Energy Florida - Feeder Hardening

Location	Project Cost Capital	Project Cost O&M
A205	$ 1,770,829	$ 843
A272	$ 6,954,041	$ 4,572
A84	$ 235,005	$ 25,028
C10	$ 1,997,545	$ 4,818
C102	$ 364,575	$ 640
C11	$ 2,424,689	$ 34,610
C12	$ 2,971,602	$ 8,772
C18	$ 3,060,473	$ 4,807
C202	$ (331,389)	$ (414)
C205	$ (286,301)	$ (719)
C207	$ 209,176	$ (744)
C208	$ (560,789)	$ (1,165)
C209	$ (2,061)	
C210	$ (623,701)	$ (841)
C3523	$ 2,175,581	$ 2,833
C3525	$ 2,647,509	$ 1,927
C4002	$ 156,521	$ 151
C4007	$ 32,977	$ 186
C4009	$ 4,151	$ 25
C4202	$ 612,408	$ 1,226
C4203	$ 145,217	$ 244
C4320	$ 238,623	$ 224
C4501	$ 1,139,411	$ 11,923
C4508	$ 143,954	$ (30)
C4973	$ 2,062,808	$ (1,168)
C4976	$ 4,680,307	$ 2,953
C4985	$ 1,043,657	$ 9,032
C4987	$ 2,252,131	$ 1,334
C4988	$ 50,721	$ 20,020
C4989	$ 1,267,927	$ 1,507
C4990	$ 2,209,404	$ 640
C4991	$ 2,517,260	$ (7,066)
C5405	$ 1,939,570	$ 3,108
C5406	$ 7,605,297	$ (11,974)
C753	$ 2,330,709	$ 3,387
C756	$ 2,848,749	$ 4,892
C757	$ 885,945	$ 1,040
C902	$ (444,580)	
J114	$ 1,850,230	$ 2,234
J115	$ 1,173,933	$ 127
J141	$ 4,775,004	$ 3,852
J143	$ 4,250,408	$ 9,590
J148	$ 5,916,839	$ 12,273
J224	$ 718,148	$ (14)
J227	$ 1,616,180	$ 1,889
J2905	$ 541,696	$ 490
J406	$ 298,736	$ (1,986)
J407	$ 290,607	$ (1,802)
J409	$ 255,411	$ (1,518)
J555	$ 140,675	$ 4,609
J888	$ 1,682,463	$ 4,024
J893	$ 4,615,494	$ 16,548
J895	$ 1	
K1023	$ 357,331	$ (394)
K1025	$ 238,981	$ (209)
K1614	$ 148,354	$ (566)
K1616	$ 150,472	$ 43
K1687	$ 876,473	$ 2,244
K1688	$ 1,525,571	$ 2,664
K1689	$ 2,589,605	$ 7,196
K1690	$ 387,136	$ 1,247
K1691	$ 271,994	$ 548
K1775	$ 1,583,231	$ 1,439
K1778	$ 3,872,008	$ 14,358
K2246	$ (429,127)	
K2250	$ (497,621)	$ (436)
K2252	$ 104,481	$ 20
K2253	$ (351,860)	
K278	$ 28,314	$ (20,609)
K4815	$ 528,742	$ (184)
K4833	$ 1,887,952	$ 3,402
K4836	$ 5,341,536	$ 12,648
K495	$ 1,226,689	$ (158)
K601	$ 4,556,448	$ 10,414
K605	$ 2,218,597	$ 12,732
K67	$ 791,571	$ (456)
K68	$ 4,994,277	$ 4,659
K73	$ 2,001,650	$ 854
K76	$ 1,057,774	$ 3,329
K789	$ 130,810	$ (92)
K857	$ 103,919	$ 294
K863	$ 171,717	$ 374
K883	$ 105,874	$ 272
K884	$ 16,820	$ 22
K903	$ 165,421	$ 587
K907	$ 78,895	$ 324
K957	$ 1,248,045	$ 14,044
K959	$ 2,710,194	$ (5,099)
K976	$ 1,403,328	$ 2,568
M143	$ 2,043,559	$ 4,243
M144	$ 2,476,303	$ 3,125
M1704	$ 83,643	$ 48
M1709	$ 32,097	$ 1
M1757	$ 672,200	$ 2,417
M1758	$ 3,470,547	$ 7,686
M1760	$ 571,012	$ 16,019
M648	$ 158,648	$ (257)
M649	$ 160,105	$ 162
M659	$ 114,889	$ (122)
M80	$ 2,986,508	$ 4,606
M82	$ 3,242,212	$ 14,368
N202	$ 270,538	$ (529)
N233	$ 113,090	$ 172
N234	$ (654,958)	$ (1,082)
W0015	$ 108,689	$ 362
W0016	$ 143,718	$ 390
W0022	$ 1,580,296	$ 4,551

W0025	$ 388,208	$ (552)
W0027	$ 2,968,668	$ 4,809
W0029	$ 2,157,018	$ (776)
W0034	$ 1,931,273	$ 3,643
W0079	$ 3,851,707	$ 20,896
W0086	$ 3,151,683	$ 19,829
W0087	$ (375,053)	
W0151	$ (144,275)	$ 1,559
W0153	$ 288,439	$ 32,973
W0174	$ 326,183	$ 316
W0175	$ 3,882,801	$ 24,973
W0212	$ 78,132	$ 492
W0213	$ 170,678	$ 976
W0217	$ 100,597	$ 581
W0320	$ 4,794,922	$ 1,729
W0321	$ 3,012,624	$ (241)
W0363	$ 3,043,764	$ 14,750
W0365	$ 2,749,333	$ 2,151
W0366	$ 3,813,212	$ 7,032
W0367	$ 2,425,694	$ (507)
W0368	$ 5,554,178	$ 5,599
W0391	$ (834,714)	$ (20,326)
W0494	$ 1,238,094	$ 6,705
W0497	$ 1,940,324	$ 1,325
W0500	$ 872,543	$ 1,071
W0805	$ (858,870)	
W0807	$ (1,169,971)	
W0808	$ (26,512)	
W0809	$ 580,698	$ 5,511
W0968	$ 1,612,958	$ (361)
W0970	$ 4,856,113	$ (1,030)
W0975	$ 1,518,042	$ 447
W1103	$ (624,287)	$ 106
W1105	$ (294,382)	$ (1,115)
W1109	$ (165,030)	$ (838)
X101	$ (22,190)	$ (82)
X102	$ 233,280	$ 1,403
X108	$ 627,607	$ 17,078
X111	$ 1,025,816	$ 64,594
X113	$ 4,652,870	$ 6,002
X123	$ 1,707,123	$ 24,381
X125	$ 1,533,129	$ 48,148
X142	$ 2,626	$ 16
X143	$ 162,296	$ 445
X146	$ 191,541	$ 174
X147	$ 160,606	$ 236
X150	$ 133,746	$ (9)
X151	$ 98,285	$ (92)
X211	$ (190,082)	
X213	$ 22,250	$ 224
X219	$ 85,243	$ (729)
X220	$ 214,427	$ 297
X262	$ 1,158,112	$ 7,428
X268	$ (24,631)	$ 467
X284	$ 161,009	$ 146
X287	$ 144,686	$ 92
X289	$ 84,596	$ 34
X50	$ 1,314,803	$ 2,017
X53	$ 1,446,579	$ 3,146
X70	$ 2,238,435	$ 2,323
X71	$ 2,077,305	$ 1,790
X72	$ 988,171	$ 509
X78	$ 889,315	$ 563
X81	$ 120,461	$ 104
X82	$ 133,519	$ 128
X84	$ 190,473	$ (1,099)
X85	$ 338,616	$ (2,377)
	$ 218,739,289	**$ 610,265**
		$ 219,349,554 **Capital + O&M**

2024 Estimates Duke Energy Florida - Feeder Hardening Pole Replacements

Location	Project Cost Capital	Project Cost O&M
Feeder Hardening Pole Replacements	20,689,765	16,552
Total	**$ 20,689,765**	**$ 16,552**
		$ 20,706,317 Capital + O&M

2024 Actuals Duke Energy Florida - Feeder Hardening Pole Replacements

Location	Project Cost Capital	Project Cost O&M
Monticello	$ 293,802	$ 2,574
Ocala/Inverness	$ 299,430	$ 144
Seven Springs/Zephyrhills	$ 546	
Apopka	$ 2,078,563	$ 7,809
Deland	$ 273,012	$ 4,549
Jamestown/Longwood	$ 588,881	$ 991
Clearwater	$ 919,311	$ 468
St. Petersburg	$ 732,527	$ 1,021
Walsingham	$ 151,909	$ (12)
Buena Vista/SE Orlando	$ 48,537	$ 1,503
Highlands/Lake Wales	$ 2,414,673	$ 3,806
Winter Garden/Clermont	$ 67,566	$ 201
Total	**$ 7,868,756**	**$ 23,055**
		$ 7,891,811 **Capital + O&M**

2024 Estimates Duke Energy Florida - Feeder Hardening Inspections

Location	Project Cost Capital	Project Cost O&M	
Pole Inspections and Treatments	$ 603,700	$ 514,263	
Totals	**$ 603,700**	**$ 514,263**	
		$ 1,117,963	**Capital + O&M**

2024 Estimates Duke Energy Florida - Lateral Hardening Inspections

Location	Project Cost Capital	Project Cost O&M	
Pole Inspections and Treatments	$ 1,552,371	$ 1,322,390	
Totals	**$ 1,552,371**	**$ 1,322,390**	
		$ 2,874,761	**Capital + O&M**

2024 Actuals Duke Energy Florida - Feeder Hardening Inspections

Program	Project Cost Capital	Project Cost O&M
Pole Inspections and Treatments	$ 594,183	$ 230,943
Totals	**$ 594,183.32**	**$ 230,943**
		$ 825,126 **Capital + O&M**

2024 Actuals Duke Energy Florida - Lateral Hardening Inspections

Program	Project Cost Capital	Project Cost O&M
Pole Inspections and Treatments	$ 2,293,116	$ 501,549
Totals	**$ 2,293,115.79**	**$ 501,549**
		$ 2,794,664 **Capital + O&M**

2024 Estimates Duke Energy Florida - Lateral Hardening Overhead

Location	Project Cost Capital	Project Cost O&M
W0806	$ 355	$ 0
W0808	$ 2,518	$ 2
W0809	$ 21,374	$ 17
W1103	$ 8,106	$ 6
W1105	$ 24,147	$ 19
C202	$ 106,308	$ 85
C205	$ 92,183	$ 74
C206	$ 30,451	$ 24
C207	$ 38,377	$ 31
C208	$ 937,217	$ 750
C209	$ 228,025	$ 182
C210	$ 336,236	$ 269
N233	$ 16,230	$ 13
K2246	$ 45,529	$ 36
K2252	$ 362,384	$ 290
K2253	$ 42,677	$ 34
W0391	$ 13,636	$ 11
X101	$ 2,042	$ 2
X102	$ 67,567	$ 54
X108	$ 76,736	$ 61
X132	$ 17,584	$ 14
X211	$ 189,882	$ 152
X213	$ 1,088,211	$ 871
X219	$ 50,404	$ 40
X220	$ 573,503	$ 459
K67	$ 98,310	$ 79
K68	$ 2,695,381	$ 2,156
K73	$ 31,126	$ 25
K76	$ 552,393	$ 442
K495	$ 422,372	$ 338
W0494	$ 1,115,492	$ 892
W0497	$ 67,114	$ 54
W0500	$ 771,231	$ 617
C10	$ 770,012	$ 616
C11	$ 2,204,350	$ 1,763
C12	$ 1,264,355	$ 1,011
C18	$ 263,967	$ 211
J141	$ 180,673	$ 145
J143	$ 441,080	$ 353
J148	$ 201,044	$ 161
K278	$ 13,986	$ 11
C4973	$ 321,389	$ 257
C4976	$ 55,687	$ 45
C4985	$ 46,578	$ 37
C4989	$ 84,780	$ 68
C4990	$ 44,917	$ 36
C4991	$ 216,404	$ 173
W0320	$ 890,825	$ 713
W0321	$ 1,385,875	$ 1,109
X113	$ 1,551,341	$ 1,241
X123	$ 676,899	$ 542
M80	$ 279,268	$ 223
M82	$ 43,317	$ 35
W0079	$ 231,721	$ 185
W0086	$ 24,905	$ 20
J224	$ (43,836)	$ (35)
J227	$ (17,086)	$ (14)
W0968	$ 452,270	$ 362
W0970	$ 295,121	$ 236
W0975	$ 1,491,041	$ 1,193
C4501	$ 229,361	$ 183
C4508	$ 156,298	$ 125
W0363	$ 5,912,192	$ 4,730
W0365	$ 33,315	$ 27
W0366	$ 519,342	$ 415
W0367	$ 44,112	$ 35
W0368	$ 2,829,657	$ 2,264
X70	$ 1,432,844	$ 1,146
X71	$ 4,107,472	$ 3,286
X72	$ 1,171,727	$ 937
X78	$ 9,528,957	$ 7,623
K976	$ 155,178	$ 124

C5405	$	69,164	$ 55
C5406	$	294,343	$ 235
W0022	$	92,615	$ 74
W0025	$	224,209	$ 179
W0027	$	309,181	$ 247
W0029	$	171,944	$ 138
X262	$	1,644,936	$ 1,316
X268	$	2,055,063	$ 1,644
K601	$	553,047	$ 442
K605	$	354,155	$ 283
W0034	$	4,619,878	$ 3,696
K1687	$	1,192,902	$ 954
K1688	$	1,428,096	$ 1,142
K1689	$	1,634,028	$ 1,307
K4815	$	43,311	$ 35
X50	$	647,870	$ 518
X53	$	594,961	$ 476
M143	$	1,417,089	$ 1,134
M144	$	749,711	$ 600
K1775	$	110,569	$ 88
K1778	$	251,654	$ 201
K4833	$	650,664	$ 521
K4836	$	199,766	$ 160
M1757	$	75,559	$ 60
M1758	$	1,221,746	$ 977
M1760	$	1,642,546	$ 1,314
C753	$	358,461	$ 287
C756	$	824,878	$ 660
C757	$	591,112	$ 473
C3523	$	198,234	$ 159
C3525	$	429,120	$ 343
J888	$	56,016	$ 45
J893	$	532,989	$ 426
K857	$	58,106	$ 46
K863	$	96,774	$ 77
J114	$	369,261	$ 295
J115	$	151,336	$ 121
J2905	$	860,463	$ 688
K903	$	1,303,262	$ 1,043
K907	$	223,698	$ 179
J555	$	188,696	$ 151
Engineering/Materials for 2025 Projects	$	9,348,016	
Total	**$**	**87,455,871**	**$ 62,486**
			$ 87,518,357 Capital + O&M

2024 Actuals Duke Energy Florida - Lateral Hardening Overhead

Location	Project Cost Capital	Project Cost O&M
C10	$ 1,736,688	$ 5,089
C102	$ 166,092	$ 130
C11	$ 919,718	$ 8,669
C12	$ 1,295,937	$ 17,705
C18	$ 322,218	$ 2,598
C202	$ (1,237,286)	$ (1,716)
C205	$ (129,729)	$ (250)
C206	$ 107,068	$ (27)
C207	$ (154,344)	$ (291)
C208	$ (1,160,231)	$ (794)
C209	$ (464,585)	$ (2,870)
C210	$ (1,030,171)	$ (5,767)
C3523	$ 697,980	$ 2,806
C3525	$ 968,662	$ 1,800
C4002	$ 135,050	$ 417
C4007	$ 38,620	$ 229
C4009	$ 6,291	$ 37
C4202	$ 151,012	$ 233
C4203	$ 352,190	$ 462
C4320	$ 224,057	$ 327
C4501	$ (135,133)	$ (82)
C4508	$ (59,562)	$ 1,557
C4973	$ 258,197	$ 9,858
C4976	$ 37,752	$ 357
C4985	$ (93,087)	$ 849
C4987	$ (95,551)	$ 515
C4989	$ (41,551)	$ 698
C4990	$ (405,726)	$ 2,122
C4991	$ 2,480	$ 582
C5405	$ 260,338	$ 312
C5406	$ 735,530	$ 3,292
C753	$ 353,672	$ 100
C756	$ 825,767	$ 2,553
C757	$ 860,359	$ 638
J114	$ 570,633	$ (888)
J115	$ 353,067	$ 560
J141	$ 156,860	$ 17,617
J143	$ 302,135	$ 1,640
J148	$ 159,962	$ (2,967)
J224	$ (29,321)	$ 1,446
J227	$ (18,100)	$ 2,314
J2905	$ 815,220	$ 1,429
J406	$ 552,984	$ (2,963)
J407	$ 322,838	$ (2,286)
J409	$ 77,196	$ (525)
J555	$ 777,507	$ 918
J888	$ 367,828	$ 233
J893	$ 2,368,314	$ 5,598
K1023	$ 172,881	$ 64
K1025	$ 90,960	$ (18)
K1614	$ 27,850	$ (98)
K1616	$ 22,675	$ (57)
K1687	$ 1,180,808	$ 2,349
K1688	$ 1,998,685	$ 3,229
K1689	$ 962,464	$ 3,837
K1690	$ 861,616	$ 3,717
K1691	$ 625,006	$ 2,973
K1775	$ 307,121	$ 35
K1778	$ 311,158	$ 1,263
K2246	$ 45,529	
K2252	$ 371,376	$ 177
K2253	$ 42,677	$ 29
K278	$ 13,986	
K4815	$ 69,066	$ 2,448
K4833	$ 996,771	$ 5,432
K4836	$ 829,035	$ 2,406
K495	$ 311,812	$ (134)
K601	$ 940,755	$ 1,494
K605	$ 555,565	$ 8,116
K67	$ 45,010	$ (3,671)
K68	$ 794,179	$ 3,727
K73	$ 20,715	$ 356
K76	$ 154,693	$ 439
K789	$ 32,602	$ 57
K857	$ 22,518	$ 169
K863	$ 160,846	$ 566
K883	$ 10,069	$ 24
K884	$ 15,130	$ 40
K903	$ 246,073	$ 1,466
K907	$ 111,905	$ 376
K957	$ 12,831	$ 38
K959	$ 47,805	$ 5,590
K976	$ 325,055	$ (90)
M143	$ 2,622,548	$ 8,805
M144	$ 1,151,830	$ 9,594
M1704	$ 122,595	$ 68
M1709	$ 47,893	$ 13
M1757	$ 202,818	$ 305
M1758	$ 1,508,601	$ 4,670
M1760	$ 953,134	$ 1,823
M648	$ 57,550	$ (39)
M649	$ 47,929	$ 63
M659	$ 41,415	$ (23)
M80	$ 19,886	$ 26
M82	$ (85,239)	$ (84)
N15	$ 149,559	$ 253
N233	$ 71,376	
N234	$ (381,157)	$ (438)
W0015	$ 315,081	$ 1,105
W0016	$ 113,437	$ 305
W0022	$ 587,686	$ 2,526
W0025	$ 200,120	$ 423
W0027	$ 1,051,563	$ 10,507
W0029	$ 206,956	$ (740)
W0034	$ 2,040,319	$ 7,050
W0079	$ 602,524	$ 927
W0086	$ 139,802	$ 64
W0151	$ 6,581	$ 29
W0153	$ (92,551)	$ (36)
W0174	$ 483,246	$ 563
W0175	$ 160,444	$ 177
W0212	$ 127,186	$ 692
W0213	$ 191,090	$ 1,018
W0217	$ 185,908	$ 998
W0320	$ 864,370	$ 1,153
W0321	$ 1,282,305	$ 118
W0363	$ 2,719,335	$ 9,767

W0365	$	(10,503)	$ (8)
W0366	$	212,809	$ 1,370
W0367	$	50,626	$ 243
W0368	$	889,693	$ 1,949
W0391	$	269,192	
W0494	$	214,353	$ (158)
W0497	$	75,143	$ (95)
W0500	$	685,550	$ 341
W0805	$	55,868	$ 29
W0806	$	54,291	
W0807	$	(485,545)	
W0808	$	(2,116,001)	$ (1,040)
W0809	$	(404,192)	$ (3,157)
W0968	$	211,282	$ 6,662
W0970	$	(164,617)	$ 2,180
W0975	$	143,344	$ 767
W1103	$	(1,094,644)	$ 243
W1105	$	(401,386)	$ (169)
W1109	$	150,158	$ (344)
X101	$	30,982	$ -
X102	$	14,930	$ 6,425
X108	$	95,991	$ 67
X111	$	12,434	$ 2,111
X113	$	291,410	$ 2,041
X123	$	539,162	$ 12,537
X125	$	504	$ 137
X142	$	7,786	$ 46
X143	$	168,761	$ 269
X146	$	160,785	$ 608
X147	$	87,969	$ 158
X150	$	97,632	$ 69
X151	$	107,527	$ (34)
X211	$	(871,595)	$ (1,595)
X213	$	859,930	$ (47,008)
X219	$	157,878	$ (90)
X220	$	334,601	$ 164
X262	$	2,094,672	$ 3,947
X268	$	1,807,096	$ 1,640
X284	$	126,837	$ 242
X287	$	73,088	$ 114
X289	$	53,049	$ 72
X50	$	2,080,039	$ 1,678
X53	$	1,643,047	$ 520
X70	$	3,233,634	$ 5,364
X71	$	5,389,894	$ 155,861
X72	$	4,907,066	$ 4,220
X78	$	5,508,357	$ 107,112
X81	$	347,130	$ 227
X82	$	307,078	$ 429
X84	$	793,021	$ (4,651)
X85	$	452,594	$ (2,699)
Total	**$**	**71,927,914**	**$ 441,087**
			$ 72,369,001 **Capital + O&M**

2024 Estimates Duke Energy Florida - Lateral Hardening Pole Replacements

Location	Project Cost Capital	Project Cost O&M
Lateral Hardening Pole Replacements	$ 69,265,735	$ 55,413
Total	**$ 69,265,735**	**$ 55,413**
		$ 69,321,148 **Capital + O&M**

2024 Actuals Duke Energy Florida - Lateral Hardening Pole Replacements

Location	Project Cost Capital	Project Cost O&M
Monticello	$ 2,353,758	$ 22,763
Ocala/Inverness	$ 2,671,053	$ 2,594
Seven Springs/Zephyrhills	$ 40,092	$ 127
Apopka	$ 10,617,943	$ 27,449
Deland	$ 6,620,019	$ 22,889
Jamestown/Longwood	$ 1,769,345	$ 1,705
Clearwater	$ 2,541,638	$ 2,484
St. Petersburg	$ 5,034,477	$ 2,767
Walsingham	$ 554,632	$ 258
Buena Vista/SE Orlando	$ 330,468	$ 2,480
Highlands/Lake Wales	$ 8,864,069	$ 17,063
Winter Garden/Clermont	$ 143,169	$ 107
Total	**$ 41,540,661**	**$ 102,686**
		$ 41,643,347 **Capital + O&M**

2024 Estimates Duke Energy Florida - Lateral Hardening Underground

Location	Project Cost Capital	Project Cost O&M
C202	$ 1,154,803	$ 5,659
C205	$ 6,047,456	$ 29,633
C207	$ 1,997	$ 10
C208	$ 380,803	$ 1,866
C209	$ 1,638,185	$ 8,027
C210	$ 516,605	$ 2,531
K2246	$ 1,639	$ 8
W0391	$ 1,437,691	$ 7,045
W0805	$ 7,151,699	$ 35,043
W0806	$ 3,960,821	$ 19,408
W0807	$ 7,659,429	$ 37,531
W0808	$ 1,312,721	$ 6,432
W0809	$ 4,605,471	$ 22,567
W1103	$ 984,325	$ 4,823
W1105	$ 5,302,262	$ 25,981
W1109	$ 896,408	$ 4,392
X101	$ 5,378,807	$ 26,356
X102	$ 12,200,382	$ 59,782
X108	$ 22,030,893	$ 107,951
X211	$ 4,107,182	$ 20,125
X213	$ 8,196,681	$ 40,164
X219	$ 6,202,693	$ 30,393
W0079	$ 580,876	$ 2,846
C4508	$ 543,428	$ 2,663
Engineering/Materials for 2025 Projects	$ 9,596,324	
Total	**$ 111,889,583**	**$ 501,237**
		$ 112,390,820 **Capital + O&M**

2024 Actuals Duke Energy Florida - Lateral Hardening Underground

Location	Project Cost Capital	Project Cost O&M	
C10	$ 34,633	$ 77	
C11	$ 21,383	$ (13)	
C12	$ (7,543)	$ (86)	
C18	$ 21,442	$ 27	
C202	$ (597,357)	$ (9,017)	
C205	$ 1,398,229	$ 2,113	
C207	$ (557,482)	$ (3,500)	
C208	$ (692,147)	$ (9,322)	
C209	$ 706,268	$ 2,182	
C210	$ 728,498	$ (2,358)	
C4501	$ (2,005)	$ (19)	
C4508	$ 523,404	$ 1,852	
C4973	$ 596	$ -	
C4976	$ (161)	$ -	
C4985	$ (1,867)	$ 0	
C4987	$ (221)	$ -	
C4989	$ (1,950)	$ 0	
C4990	$ 479	$ -	
C4991	$ (1,100)	$ -	
C5405	$ 88,512	$ 62	
C5406	$ 25,195	$ 97	
C753	$ 204,096		
C756	$ 93,883	$ 352	
C757	$ 92,832	$ 354	
J141	$ 165,175	$ 152	
J143	$ 16,025	$ 429	
J148	$ (28)	$ 18	
J224	$ 500,653	$ 612	
J227	$ 248,774	$ 842	
K2246	$ (313,274)		
K2252	$ (11,990)		
K2253	$ (279,810)		
K4815	$ 1,158		
K495	$ 1,275,462	$ 4,152	
K601	$ 167,294	$ 472	
K605	$ 31,009	$ 129	
K67	$ 52,315	$ 58	
K68	$ 33,183	$ 258	
K73	$ 11,474	$ 116	
K76	$ 39,793	$ 510	
K957	$ 772		
K959	$ 5,886		
M143	$ 33,635	$ 20	
M144	$ 22,157	$ (107)	
M1758	$ 22,663	$ 25	
M1760	$ 70,455	$ 89	
M80	$ 27,164	$ 132	
M82	$ (98,316)	$ (105)	
N234	$ 736		
W0022	$ 320,443	$ 554	
W0025	$ 70,765	$ 148	
W0027	$ 39,086	$ 112	
W0029	$ 95,394	$ 387	
W0034	$ 59,887	$ 37	
W0079	$ 609,533	$ 2,238	
W0086	$ 218,022	$ -	
W0151	$ 16,879	$ 156	
W0153	$ 25,438	$ (284)	
W0320	$ 484,526	$ 2,301	
W0321	$ 542,133	$ 3,335	
W0363	$ 6,062	$ 611	
W0365	$ 169,125	$ 468	
W0366	$ (149,783)	$ 204	
W0367	$ 9,798	$ 166	
W0368	$ 24,340	$ 358	
W0391	$ 1,023,818	$ 3,486	
W0497	$ 41,061	$ 209	
W0805	$ 56,427	$ 277	
W0806	$ (72,438)	$ 85	
W0807	$ (582,177)	$ (3,318)	
W0808	$ (627,913)	$ (2,913)	
W0809	$ 93,118	$ 608	
W0968	$ (21,896)	$ (81)	
W0970	$ (4,497)	$ (359)	
W0975	$ (63,079)	$ (383)	
W1103	$ 169,826	$ 2,842	
W1105	$ 2,277,965	$ 2,920	
W1109	$ 176,200	$ 921	
X101	$ 596,606	$ 9,004	
X102	$ (127,228)	$ (2,386)	
X108	$ (264,822)	$ (1,899)	
X111	$ 14,950	$ 57	
X113	$ 335,871	$ 1,395	
X125	$ 34,209		
X211	$ 692,497	$ (5,205)	
X213	$ 2,402,668	$ (4,033)	
X219	$ 456,786	$ 4,051	
X53	$ 106		
X70	$ 24,482	$ 127	
X71	$ (552)		
Total	**$ 13,273,619**	**$ 6,800**	
		$ 13,280,418	**Capital + O&M**

2024 Estimates Duke Energy Florida - Distribution Underground Flood Mitigation

Location	Project Cost Capital	Project Cost O&M
Incremental Engineering	$ 328,437	
Total	**$ 328,437**	**$ -**

$ 328,437 Capital + O&M

2024 Actuals Duke Energy Florida - Distribution Underground Flood Mitigation

Location	Project Cost Capital	Project Cost O&M
C208	$ (76,278)	$ 71
C209	$ (65,138)	$ (8)
C210	$ (150,812)	$ 59
C4002	$ (1,312)	$ -
Total	**$ (293,539)**	**$ 123**
		$ (293,417) Capital + O&M

2024 Estimates Duke Energy Florida - Transmission Pole/Tower Inspections

Location	Project Cost Capital	Project Cost O&M
Structure Inspections (O&M)	N/A	$ 500,000
Totals	**$ -**	**$ 500,000**

2024 Estimates Duke Energy Florida - Transmission Drone Inspections

Location	Project Cost Capital	Project Cost O&M
Drone Inspections (O&M)	N/A	$ 105,000
Totals	**$ -**	**$ 105,000**

2024 Actuals Duke Energy Florida - Transmission Pole / Tower Inspections

Program	Project Cost Capital	Project Cost O&M
Structure Inspections (O&M)	N/A	$ 362,952
Totals	**$ -**	**$ 362,952**

2024 Actuals Duke Energy Florida - Transmission Drone Inspections

Program	Project Cost Capital	Project Cost O&M
Drone Inspections (O&M)	N/A	$ 73,604
Totals	**$ -**	**$ 73,604**

2024 Estimates Duke Energy Florida - Transmission Pole Replacements

Location	Project Cost Capital	Project Cost O&M
WA-1	$ 505,967	$ 11,008
NLA-1	$ 569,213	$ 12,384
ASC-1	$ 1,138,425	$ 24,768
WP-1	$ 758,950	$ 16,512
APW-1	$ 1,454,655	$ 31,648
WT-1	$ 1,391,409	$ 30,272
BPB-1	$ 126,492	$ 2,752
BI-2	$ 1,328,163	$ 28,896
CEB-2	$ 2,403,342	$ 52,288
ICB-2	$ 1,201,671	$ 26,144
BWKX-1	$ 63,246	$ 1,376
HB-2	$ 2,403,342	$ 52,288
DC-1	$ 3,794,751	$ 82,560
CLA-1	$ 2,972,555	$ 64,672
WA-2	$ 1,770,884	$ 38,528
ICLB-1	$ 885,442	$ 19,264
WR-2	$ 822,196	$ 17,888
CGP-1/IS-5	$ 632,459	$ 13,760
BI-1	$ 379,475	$ 8,256
WR-3	$ 3,415,276	$ 74,304
WR-4	$ 1,960,621	$ 42,656
DCO-1	$ 6,324,585	$ 137,600
LEL-1	$ 4,427,210	$ 96,320
LEL-2	$ 948,688	$ 20,640
JA-3	$ 3,794,751	$ 82,560
CS-1	$ 442,721	$ 9,632
WCC-1	$ 2,023,867	$ 44,032
CRB-3-TL1	$ 379,475	$ 8,256
HCR-HT-1	$ 3,225,539	$ 70,176
CRB-4	$ 126,492	$ 2,752
ICLW-1	$ 695,704	$ 15,136
ICLW-2	$ 632,459	$ 13,760
DL-1	$ 316,229	$ 6,880
DDW-1	$ 2,466,588	$ 53,664
ED-1	$ 2,087,113	$ 45,408
SDW-1	$ 379,475	$ 8,256
DLS-1	$ 4,933,177	$ 107,328
DLW-1	$ 126,492	$ 2,752
WO-3	$ 1,264,917	$ 27,520
UEN-1	$ 822,196	$ 17,888
EP-2	$ 1,517,900	$ 33,024
CP-2	$ 379,475	$ 8,256
CP-3	$ 3,794,751	$ 82,560
BMF-2	$ 1,201,671	$ 26,144
AL-3	$ 2,529,834	$ 55,040
FFG-1	$ 695,704	$ 15,136
CF-3	$ 126,492	$ 2,752
IS-4	$ 2,656,326	$ 57,792
HP-2	$ 3,731,505	$ 81,184
LE-2	$ 379,475	$ 8,256
AL-3-TL3	$ 3,794,751	$ 82,560
WL-1	$ 442,721	$ 9,632
WLB-1	$ 1,328,163	$ 28,896
CEB-3	$ 1,391,409	$ 30,272
LTW-1	$ 505,967	$ 11,008
DLW-2	$ 63,246	$ 1,376
LMP-2	$ 379,475	$ 8,256
NT-1	$ 3,415,276	$ 74,304
WO-6	$ 1,707,638	$ 37,152
DLW-3	$ 189,738	$ 4,128
OH-1	$ 252,983	$ 5,504
TZ-2	$ 1,517,900	$ 33,024
OSC-1	$ 569,213	$ 12,384
ED-4	$ 6,324,585	$ 137,600
PF-1	$ 822,196	$ 17,888
WR-7	$ 126,492	$ 2,752
DLW-4	$ 126,492	$ 2,752

OCF-1	$	4,427,210	$ 96,320
SP-1	$	758,950	$ 16,512
DL-LTW-1	$	63,246	$ 1,376
DLW-6	$	1,328,163	$ 28,896
BCF-BW-2-TL4	$	695,704	$ 15,136
WWW-1	$	4,553,701	$ 99,071
Engineering/Materials for 2025 Projects	$	2,000,000	
Totals	**$**	**119,[illegible]**	**$ [illegible]**

121,744,293 **Capital + O&M**

2024 Actuals Duke Energy Florida - Transmission Pole Replacements

Location	Project Cost Capital	Project Cost O&M
AD-1	$ 147,333	$ 29,887
AF2-1	$ 61,912	$ 1,396
AFC-1	$ 223	
AL-1	$ 908,209	$ 24,537
AL-3	$ 2,036,368	$ 16,837
AL-3-TL1	$ (46,355)	
AL-3-TL3	$ 1,958,090	$ 9,683
ALP-1	$ 112,600	$ 4,068
ALP-2	$ 197,746	$ 69,441
ALP-SUC-1	$ 1,158,529	$ 32,642
AO-1	$ 13,300	
AOGX-1	$ 424	
APW-1	$ 1,079,753	$ 5,952
ASC-1	$ 1,202,965	$ 26,709
ASL-1	$ 138,334	$ 2,786
ASL-1	$ 35,000	
ASL-2	$ (22,317)	
ASW-1	$ 126,948	
ASW-2	$ (50,284)	
ASW-3	$ 25,385	
AUCF-1	$ 1,005,661	$ 20,361
AW-1		$ (1)
BBW-1	$ (419)	
BCF-BW-2-TL4	$ 415,178	$ 10,159
BF-1	$ 22,748	
BFE-1	$ 99,003	$ (0)
BFR-1	$ 851	
BH-4	$ 4,648	
BI-1	$ 253,706	$ 1,462
BI-2	$ 1,279,170	$ 13,826
BK-1	$ 68,330	$ 11,178
BMF-2	$ 668,004	
BPB-1	$ 105,225	$ 217
BW	$ 28,966	
BW-1	$ 1,108,537	$ 20,572
BWKX-1	$ 32,815	$ 200
BWL-1	$ 3,934	
BWR-2-TL2	$ 10,612	
CEB-2	$ 1,629,634	$ 37,646
CEB-3	$ 1,035,916	$ 20,539
CET-1	$ 7,613	
CET-2	$ 621	
CFLE-1	$ 874	
CFW-3	$ (1,390)	
CLA-1	$ 2,853,037	$ 37,316
CLC-1	$ 193,210	$ 5,745
CLFX-1	$ 248	
CLL-2	$ 19,525	
CNS-1	$ (2,197)	
CP-1	$ -	
CP-2	$ 451,051	$ 1,528
CP-3	$ 8,888,149	$ 57,644
CPS-1	$ 392,500	
CRB-1	$ 15,668	
CRB-2	$ 7,377	
CRB-3	$ 1,694	
CRB-3-TL1	$ 280,021	$ 3,694
CRB-4	$ 83,056	$ 427
CRCF-1	$ 5,500	
CS-1	$ 318,916	$ 9,493
CSB-1	$ 3,312	
CSB-1-TL1	$ 799,315	$ 14,195
CSB-2	$ 2,389	
DA-1	$ 56,200	

DB-1	$ 724	
DC-1	$ 5,446,160	$ 50,169
DCO-1	$ 5,795,590	$ 19,935
DCP-1	$ 705	
DCP-1-TL1	$ -	
DDW-1	$ 1,686,929	$ 12,729
DDW-2	$ 88,730	
DED-1	$ 137,438	$ 1,396
DEX-1	$ 136,766	
DL-1	$ 354,533	$ 2,150
DLL-OCF-1	$ 262,886	$ 25,621
DL-LTW-1	$ (22,654)	
DLM-1	$ -	
DLM-LMP-1	$ 113,637	
DLM-LMP-2	$ 300,687	$ 12,206
DLP-2	$ -	
DLS-1	$ 3,050,523	$ 19,479
DLW-1	$ 147,404	$ 3,345
DLW-2	$ 15,979	
DLW-3	$ 116,905	$ 1,251
DLW-4	$ 89,614	$ 810
DLW-6	$ 860,568	$ 8,639
DP-1-TL3	$ (468)	
DR-1	$ 3,439	
DW-1	$ 11	
DWB-1	$ (142,624)	
DWD-1	$ 865	
DW-OCF-1	$ 131,852	$ 2,791
DWS-1	$ 474,268	
ECTW-3	$ 224,813	$ 8,860
ECTW-4	$ 314,717	$ 14,285
ED-1	$ 2,046,141	$ 14,623
ED-2	$ 1,465,896	$ 11,875
ED-3	$ 2,575,652	$ 25,850
ED-4	$ 1,680,016	$ 23,242
ELX-AL-1	$ 575,941	
EP-2	$ 1,026,748	$ 19,737
EP-3	$ (12,661)	
EP-4	$ 986	
EP-5	$ 263	
FFG-1	$ (8,286)	
FH-1	$ 334,086	
FMB-1	$ 105,220	
FMB-3	$ (63,888)	
FMB-5	$ -	
FP-1	$ 14,995	
FTO-1-TL1	$ 28,968	
FTR-2	$ 20,763	
FTR-3	$ 388,164	$ 11,120
GH-1	$ 2,519	
GH-3A	$ 500	
HB-1	$ (5,758)	
HB-2	$ 286,522	$ 9,493
HB-3	$ 158,098	$ 3,508
HB-4	$ (0)	
HCL-1	$ 42,673	$ 1,520
HCR-1	$ 75,318	
HCR-HT-1	$ 2,361,193	$ 61,755
HDU-1	$ 453,877	$ 15,080
HGC-1	$ 182	
HP-1	$ 107,822	$ 27,764
HP-2	$ 2,799,477	$ 17,544
HTW-2	$ 863	
IB-1	$ 4,954	
ICB-1	$ 613,257	$ 22,730
ICB-2	$ (858)	
ICLB-1	$ 951,904	$ 6,212
ICLB-2	$ 12,134	$ 541

ICLW-1	$ 504,032	$ 2,473
ICLW-2	$ 1,148,160	$ 12,259
ICLW-3	$ 134	$ 1,887
ICLW-6	$ 198,785	$ 52,753
ICP-1	$ 911	
IO-1	$ 149	
IR-1	$ 803	
IS-1	$ 2,490,763	$ 12,637
IS-5	$ 1,208	
IT-CKT1	$ 37,143	
JA-1	$ 5,695,051	$ 43,609
JA-2	$ 389,365	$ 3,070
JF-1	$ 83,635	$ 217
JF-1-TL1	$ 2,207	
JQ-2-TL3	$ 16,051	
JS-1	$ 223,057	$ 5,582
JS-2	$ 766,475	
JS-3	$ 4,974	
JS-3-TL2	$ 3,850	
KZN-1	$ 8,397	
LBV-1	$ (16,814)	
LC-1	$ 551,543	
LD-2	$ (6,429)	
LD-3	$ 178,447	$ 4,187
LE-1	$ 22,258	
LE-1-TL1	$ 148	
LE-2	$ 285,498	$ 2,871
LECW-3	$ 681,036	$ 14,113
LEL-1	$ 2,965,438	$ 17,679
LEL-2	$ 127,791	
LMP-2	$ 18,351	
LTW-1	$ 458,347	$ 3,385
MF-1	$ 549,921	$ 29,593
MM-1	$ 222	
MS-1	$ (12,946)	
MS-1-TL1	$ (53)	
MSH-1	$ (82,627)	$ 651
NLA-1	$ 667,403	$ 3,862
NT-1	$ 2,236,591	$ 5,838
NT-1.6	$ 195,071	
OCC-1	$ 175,181	$ 872
OCF	$ 430,132	$ 1,195
OCF-1	$ 4,258,830	$ 20,186
OCF-6	$ 11	
OCF-7	$ 7,938	
OH-1	$ 326,557	$ 10,256
OLR-1	$ 148	
OSC-1	$ 488,181	$ 3,514
PAX-1	$ 454	
PF-1	$ 592,550	$ 15,620
PP-1	$ 297,489	$ 43,412
PS-2	$ (65)	
PSL-1	$ 756,895	$ 29,025
PW-1	$ 11,142	
QX-3	$ 2,531	
RW-3	$ 33,890	
RW-4	$ 106,930	$ 1,396
SB-1	$ 304,594	$ 7,640
SDW-1	$ 267,849	$ 2,532
SES-1	$ 460,901	$ 5,182
SI-4-TL2	$ (32,069)	
SLE-1	$ (23,903)	
SLM-1	$ 550,437	$ 10,455
SLX-1	$ (14,131)	
SP-1	$ 310,640	$ 3,032
SP-SUM-1	$ 97,375	
SSC-1	$ (12,004)	
TC-1	$ 189	

TC-2	$	4,279		
TDE-1	$	391,370	$	11,819
TMS-2	$	96,879	$	5,324
TO-2	$	3,518		
TZ-2	$	2,110,029	$	8,321
UEN-1	$	753,816	$	6,362
VFGS-1	$	2,578		
VW-1	$	120,550		
WA-1	$	468,078	$	3,116
WA-2	$	1,462,943	$	11,817
WCC	$	5,689		
WCC-1	$	1,644,823	$	8,510
WF-1	$	174,083	$	29,191
WIW-1	$	9,213		
WL-1	$	538,569	$	11,848
WLB-1	$	1,439,136	$	8,352
WLL-1	$	137,444	$	2,977
WLLW-1	$	9,073		
WO-1	$	293,943	$	3,754
WO-2	$	15,288		
WO-3	$	468,370	$	2,195
WO-5	$	111,784	$	301
WO-6	$	1,566,664	$	15,414
WO-7	$	157,751	$	16,660
WP-1	$	3,743,167	$	23,104
WP-2	$	415		
WR-1	$	108		
WR-2	$	373,776	$	4,100
WR-3	$	2,435,332	$	19,233
WR-4	$	878,459	$	4,963
WR-7	$	(42)		
WR-8	$	(30,581)		
WT-1	$	1,424,573	$	7,114
WT-3	$	18		
WWW-1	$	2,739,834	$	22,626
CLL-1	$	18,139	$	684
ICB-3	$	(11,525)		
Totals	**$**	**122,217,604**	**$**	**1,545,170**
			$	**123,762,774** **Capital + O&M**

2024 Estimates Duke Energy Florida - Transmission Tower Upgrades

Location	Project Cost Capital	Project Cost O&M
WLXF-3	$ 9,375,006	$ 111,504
NR-4	$ 1,995,423	$ 36,239
Engineering for 2025 Projects	$ 402,518	
Totals	**$ 11,772,947**	**$ 147,743**
		$ 11,920,690 **Capital + O&M**

2024 Actuals Duke Energy Florida - Transmission Tower Upgrades

Location	Project Cost Capital	Project Cost O&M	
CP-1	$ 3,051		
NR-1	$ (11,063)		
NR-4	$ 2,248,919	$ 35,899	
WLXF-1	$ 54,394		
WLXT-1	$ 1,800		
WLXF-3	$ 10,409,650	$ 50,965	
Totals	**$ 12,706,750**	**$ 86,864**	
		$ 12,793,615	**Capital + O&M**

2024 Estimates Duke Energy Florida - Transmission Overhead Ground Wires

Location	Project Cost Capital	Project Cost O&M
DCO-1	$ 1,988,248	$ -
AL-4	$ 1,389,299	$ -
AL-3-TL3	$ 1,798,351	$ -
DLP-2	$ 1,988,248	$ -
WO-4.3	$ 596,475	$ -
APW-1	$ 2,312,522	$ -
AL-3	$ 726,857	
Engineering/Materials for 2025 Projects	$ 200,000	$ -
Totals	**$ 11,000,000**	**$ -**
		$ 11,000,000 **Capital + O&M**

2024 Actuals Duke Energy Florida - Transmission Overhead Ground Wires

Location	Project Cost Capital	Project Cost O&M
AD-1	$ 400	
AL-3	$ 1,920,914	
ALP-1	$ (2,183)	
ALP-2	$ 13,567	
ALP-3	$ 13,554	
APW-1	$ 1,538,272	
ASC-1	$ 31,023	
ASW-1	$ 8,348	
AUCF-1	$ 6,107	
CET-1	$ 8,315	
CLA-1	$ 71,336	
DB-1	$ 5,675	
DCO-1	$ 439,696	
DLL-1	$ 9,733	
DLP-1	$ 3,409,442	
DLW-3	$ 3,271	
ECTW-1	$ 12,200	
HB-1	$ 22,565	
HCL-1	$ 7,759	
ICLW-1	$ 609	
ICLW-2	$ 5,067	
ICLW-3	$ 3,934	
ICLW-6	$ 25,980	
LD-1	$ 25,000	
LECW-3	$ 59,530	
LMP-2	$ 171	
OCC-1	$ 39,322	
OSC-1	$ 10,161	
PF-1	$ 644	
SES-1	$ 983	
SLE-1	$ 2,691	
SLX-1	$ 6,785	
TMS-1	$ 14,222	
WLB-2	$ 3,069	
WO-2	$ 89,252	
WO-4	$ 169,223	
WR-1	$ 4,463	
WT-1	$ 704,271	
Totals	**$ 8,685,370**	**$ -**

$ 8,685,370 Capital + O&M

2024 Estimates Duke Energy Florida - Transmission GOAB Automation

Location	Project Cost Capital	Project Cost O&M
DR-1-TL1	$ 898,185	$ 5,652
MS-1-TL1	$ 752,799	$ 5,652
AL-3-TL3	$ 1,040,372	$ 5,652
APW-1-TL3	$ 509,152	$ 5,652
JQ-2	$ 770,320	$ 5,652
JQ-2-TL1	$ 1,395,273	$ 5,652
JQ-3	$ 1,039,781	$ 5,652
Engineering/Materials for 2025 Projects	$ 1,807,217	$ -
Totals	**$ 8,213,099**	**$ 39,564**
		$ 8,252,663 **Capital + O&M**

2024 Actuals Duke Energy Florida - Transmission GOAB Automation

Location	Project Cost Capital	Project Cost O&M
AL-1	$ 104,242	
AL-3-TL3	$ 391,747	
ALP-SUC-1-TL1	$ 203,591	
APW-1	$ (132,341)	
APW-1-TL3	$ 473,461	
CEB-2	$ 72,237	
CEB-3	$ 77,500	
CS-1	$ 44,219	
CS-1-TL2	$ 64,172	
DR-1	$ 276,685	
DR-1-TL1	$ 829,509	
DWH-WHX-1	$ 99,633	
FMB-1	$ 23,179	
FMB-1-TL1	$ 45,788	
JA-2	$ 91,597	
JQ-2	$ 1,157,768	
JQ-3	$ 542,641	
MS-1-TL1	$ 535,937	
S-9013	$ 98,445	
S-9575	$ 584	
S-9576	$ 3,984	
S-9577	$ 62,090	
S-9582	$ 153,218	
S-9608	$ 89	
S-9796	$ 43,615	
CRB-1-TL1	$ 158,498	
Totals	**$ 5,422,088**	$ -

$ 5,422,088 Capital + O&M

2024 Estimates Duke Energy Florida - Transmission Tower Cathodic Protection

Location	Project Cost Capital	Project Cost O&M
CLT-1	$ 1,079,262	$ -
CLT-2	$ 278,840	$ -
CRCF	$ 264,869	$ -
Engineering/Materials/Labor for 2025 Projects	$ 877,029	$ -
Totals	**$ 2,500,000**	**$ -**
		$ 2,500,000 **Capital + O&M**

2024 Actuals Duke Energy Florida - Transmission Tower Cathodic Protection

Location	Project Cost Capital	Project Cost O&M
CFO-4	$ 10,194	
CFW-4	$ 24,260	
CLT-1	$ 786,157	
CLT-2	$ 259,006	
CRCF-1	$ 787,235	
NC-1	$ 51,753	
NC-2	$ 15,384	
SDW-1	$ 75,231	
SF2-1	$ 298,022	
SPP-1	$ 332,410	
Totals	**$ 2,639,653**	**$ -**

$ 2,639,653 Capital + O&M

2024 Estimates Duke Energy Florida - Transmission Substation Hardening

Location	Project Cost Capital	Project Cost O&M
S-0156	$ 2,423,549	$ -
S-0197	$ 4,517,098	$ -
S-0504	$ 2,311,366	$ -
S-0136	$ 1,264,479	$ -
Engineering/Materials for 2025 Projects	$ 1,174,193	$ -
Totals	**$ 11,690,685**	**$ -**

$ 11,690,685 Capital + O&M

2024 Actuals Duke Energy Florida - Transmission Substation Hardening

Location	Project Cost Capital	Project Cost O&M
ALMT	$ 2,059,786	
BAYH	$ 231,848	
C5010	$ 899	
CASA	$ 0	
ECON	$ 2,549	
ELFR	$ 4,305,403	
FMD	$ 2,111,301	
LE-2	$ 87	
MCLO	$ 33,025	
S-0026	$ 167,214	
S-0045	$ 155,833	
S-0066	$ 12,058	
S-0083	$ 54,639	
S-0085	$ 529	
S-0143	$ 59,834	
S-0156	$ 1,586,374	
S-0167	$ 129,379	
S-0206	$ 29,203	
S-0305	$ 131,618	
S-0315	$ 29,461	
S-0267	$ 48	
S-0031	$ 50	
STAR	$ 73,845	
Totals	**$ 11,174,984**	**$ -**

11,174,984 Capital + O&M

Duke Energy Florida, LLC
VII. 2025 Estimated Cost and Rate Impacts

The annual status report shall include:

Rule 25-6.030(4)(c), F.A.C.: "Estimated costs and rate impacts associated with programs planned for completion during the next calendar year."

Duke Energy Florida

25-6.030 (4)(c) Estimated costs and rate impacts associated with programs planned for completion during the next calendar year.

Distribution Investments		2025 Estimated Capital		2025 Estimated O&M		Total Investment
Self-Optimizing Grid	$	106,698,952	$	509,619	$	107,208,570
Feeder Hardening	$	159,501,639	$	121,718	$	159,623,357
Feeder Hardening Pole Replacements	$	36,177,100	$	28,942	$	36,206,042
Feeder Hardening Pole Inspections	$	864,432	$	125,142	$	989,574
Lateral Hardening Overhead	$	112,465,546	$	83,499	$	112,549,045
Lateral Hardening Underground	$	115,861,870	$	566,580	$	116,428,450
Lateral Hardening Pole Replacements	$	47,576,400	$	38,061	$	47,614,461
Lateral Hardening Pole Inspections	$	2,744,428	$	397,328	$	3,141,756
Underground Flood Mitigation	$	2,786,167	$	12,924	$	2,799,091
Vegetation Management	$	2,344,939	$	48,990,922	$	51,335,861
Total Distribution	**$**	**587,021,473**	**$**	**50,874,733**	**$**	**637,896,206**

Transmission Investments		2025 Estimated Capital		2025 Estimated O&M		Total Investment
Pole Replacements	$	119,210,798	$	2,532,992	$	121,743,790
Tower Upgrades	$	20,000,000	$	222,941	$	20,222,941
Pole/Tower Inspections	$	-	$	500,000	$	500,000
Drone: Tower Inspections	$	-	$	105,000	$	105,000
Overhead Ground Wire	$	20,263,277	$	-	$	20,263,277
GOAB Automation	$	6,618,697	$	-	$	6,618,697
Cathodic Protection	$	2,500,000	$	-	$	2,500,000
Substation Flood Mitigation	$	500,000	$	-	$	500,000
Substation Hardening	$	17,223,194	$	-	$	17,223,194
Vegetation Management	$	10,765,780	$	12,125,853	$	22,891,633
Total Transmission	**$**	**197,081,746**	**$**	**15,486,786**	**$**	**212,568,532**
TOTAL 2025 INVESTMENT	**$**	**784,103,219**	**$**	**66,361,519**	**$**	**850,464,738**

Distribution Revenue Requirements		
Retail Revenue Requirements: Capital	$	33,781,593
Retail Revenue Requirements: O&M	$	50,874,733
Total Distribution Rev Req	**$**	**84,656,326**

Transmission Revenue Requirements		
Retail Revenue Requirements: Capital	$	7,472,345
Retail Revenue Requirements: O&M	$	15,486,786
Total Transmission Rev Req	**$**	**22,959,132**

Total Revenue Requirements		2025 Estimated Capital Revenue Requirement
Retail Revenue Requirements: Capital	$	41,253,939
Retail Revenue Requirements: O&M	$	66,361,519
Total SHP/SPP Rev Req	**$**	**107,615,458**

Rate Impact		
Residential Rate $/1000 KWH	**$**	**3.19**
Retail Rate Factor (¢/KWH)		**0.265**

NOTES:

1) Investments reflect project activities that are expected to be completed during 2025.
2) Assumes that the Investments were made evenly throughout the year.
3) The assets were assumed to be placed In-Service as spend incurred.
4) The Revenue Requirements represent only the current year costs, previous year's Revenue Requirements for these investments were not considered in this report.
5) The Rate Impact shown is for illustrative purposes only. The rate shown is not incremental to current customer rates, nor are they representative of the rates presented in the Company's SPP Cost Recovery filings.
6) Department of Transportation (DOT) requested projects that may have SPP activities are not included in this report because the costs are 100% DEF reimbursable and there are no customer rate impacts.
7) Transmission Line Upgrades/Additions driven by load growth and NERC compliance that may have SPP activities are not included in this section the report. As a part of the SHP filing, there are planning projects that were identified as hardening the system, however, they do not fit the criteria filed for SPP with our current methodology and programs.

Section 3 - Duke Energy Florida, LLC

Program Descriptions

Below are the programs that DEF implemented in 2024 or will implement in 2025. Further details of the programs are in DEF's SPP[12].

Distribution Self-Optimizing Grid

This program utilizes automated switching which allows most circuits to be restored from alternate sources. The program has connectivity projects that create tie points between circuits and adds segmentation such that the distribution circuits have much smaller line segments, thus reducing the number of customers that are affected by outages.

Distribution Pole Replacements and Inspections

DEF inspects wood poles on an average eight-year cycle to determine the extent of pole decay and any associated loss of strength. The information gathered from the inspections is used to determine if the pole needs to be replaced or if treatment and reinforcement will extend the life of the pole. DEF completes a loading analysis on poles with joint-use attachments on its system on an average eight-year cycle.

Distribution Feeder Hardening

This program will enable the feeder backbone to better withstand extreme weather events. This includes strengthening or replacing structures, updating basic insulation levels and conductors to current standards, relocating difficult to access facilities, and incorporates the Company's pole inspection and replacement activities. All new structures will meet the National Electric Safety Code (NESC) 250C extreme wind load (EWL) standard.

Distribution Lateral Hardening

This program will enable branch lines to better withstand extreme weather events. The Lateral Hardening Program includes undergrounding of the laterals that are most prone to damage during extreme weather events and are in inaccessible locations, and overhead hardening of those laterals less prone to damage. Laterals will also be relocated to accessible locations, where practical.

Distribution Underground Flood Mitigation

This program will harden existing underground facilities that are prone to storm surge during extreme weather events. This involves the installation of specialized stainless-steel equipment, submersible connections, and concrete pads with increased mass.

---

[12] Docket No. 20220050-EI, *In re: Review of Storm Protection Plan pursuant to Rule 25-6.030, F.A.C., Duke Energy Florida, LLC.*

Distribution Vegetation Management

The program consists of routine maintenance trimming, hazard tree removal, herbicide applications, vine removal, customer requested work, and right-of-way brush mowing where applicable. DEF trims its feeders on an average three-year cycle and trims its laterals on an average five-year cycle.

Transmission Structure and Drone Inspections

The transmission system's inspection activities include all types of structures, line hardware, guying, and anchoring systems. Ground-line inspections determine the extent of pole decay and any associated loss of strength. The transmission wood poles are inspected on a four-year cycle and the transmission non-wooden poles and towers are inspected on a six-year cycle. Drone inspections provide high resolution imagery for structure, hardware and insulation vulnerabilities that otherwise would be difficult to see.

Transmission Pole Replacements

This program's activities are based on the results of the inspections of transmission wood poles. This activity upgrades wood poles to non-wood material such as steel or concrete. Other related hardware upgrades will occur simultaneously, such as insulators, crossarms, switches, and guys.

Transmission Tower Upgrades

This program focuses on the replacement of tower types that failed during extreme weather events as well as lattice towers identified during inspection results and cathodic protection data. It will prioritize towers based on inspection data and enhanced weather modeling.

Transmission Overhead Ground Wire

This program targets lines to improve lightning protection. The program prioritizes the replacement of deteriorated overhead ground wires by targeting lines with frequent lightning events, outage histories, structure design types, overhead ground wire materials, and inspection results.

Transmission GOAB Automation

The Gang Operated Air Break (GOAB) line switch automation project is an initiative that will upgrade switch locations with modern switches enabled with remote-control capabilities. The GOAB upgrades increase the number of remote-control switches to support faster isolation of trouble spots on the transmission system and more rapid restoration following line faults.

Transmission Cathodic Protection

This program mitigates active ground level corrosion on the steel lattice tower system. The Cathodic Protection program includes the installation of passive cathodic protection systems comprised of anodes on each leg of the lattice towers. The anodes serve as sacrificial assets that corrode in place of the structural steel, preventing loss of structure strength due to corrosion.

Transmission Substation Flood Mitigation

The Substation Flood Mitigation program builds, using flood plain and storm surge data, includes a systematic review and prioritization of substations at risk of flooding to determine the proper mitigation solution. The mitigation solutions may include elevating or modifying equipment or relocating substations altogether.

Transmission Substation Hardening

The replacement of oil circuit breakers with state-of-the-art breakers will result in the transmission system being able to more effectively and consistently isolate faults, reclose after momentary interruptions, and improve the customer experience through fewer interruptions. The replacement of electro-mechanical relays with electronic relays is designed to provide rapid communication capabilities and microprocessor technology, which enables a quicker recovery from events. Relay upgrades will be matched with breaker replacements.

Transmission Vegetation Management

DEF's Transmission vegetation management program focuses on ensuring the safe and reliable operation of the transmission system by minimizing vegetation-related interruptions and adequate conductor-to-vegetation clearances. The program consists of planned threat and condition-based work, hazard tree mitigation, and floor management (herbicide, mowing, and hand cutting).

Table 3-1 provides a list of the projects and activities planned and completed for 2024 and the projects and activities planned for 2025. In addition, the table includes a comparison of the estimated and actual costs of the projects and activities for 2024 and the estimated costs for 2025.

Table 3-1
DEF's SPP Projects Planned & Completed for 2024 – 2025
(SPPCRC Only)

Program name	Projects/ Activities Planned for 2024	Estimated Cost for 2024 (Millions)	Projects/ Activities Completed in 2024	Actual Cost for 2024 (Millions)	Projects/ Activities Planned for 2025	Estimated Cost for 2025 (Millions)
Dist. Self-Optimizing Grid	944	$ 79.5	739	$ 104.6	911	$ 107.2
Dist. Feeder Hardening	117	$ 157.6	174	$ 219.3	124	$ 159.6
Dist. Feeder Hardening Pole Replacements (poles)	1,955	$20.7	855	$ 7.9	3,319	$ 36.2
Dist. Feeder Hardening Pole Inspections (poles)	28,221	$ 1.1	21,366	$ 0.8	31,264	$ 1.0
Dist. Lateral Hardening - Overhead	113	$87.5	168	$ 72.4	111	$ 112.5
Dist. Lateral Hardening Pole Replacements (poles)	6,545	$69.3	5,639	$ 41.6	5,802	$ 47.6
Dist. Lateral Hardening Pole Inspections (poles)	72,569	$ 2.9	69,667	$ 2.8	99,260	$ 3.1
Dist. Lateral Hardening - Underground	24	$112.4	90	$ 13.3	66	$ 116.4
Dist. Underground Flood Mitigation	7	$ 0.3	4	($ 0.3)	4	$ 2.8
Dist. Vegetation Management (miles)	4,179	$ 49.0	4,006	$ 47.7	4,599	$ 51.3
Trans. Pole/Tower Inspections/Drone Inspections	12,820	$ 0.6	12,647	$ 0.4	12,971	$ 0.6
Trans. Pole Replacements (poles)	1,853	$ 121.7	1,961	$123.8	1,853	$ 121.7
Trans. Tower Upgrades	2	$11.9	6	$ 12.8	2	$ 20.2
Trans. Overhead Ground Wire	7	$ 11.0	38	$ 8.7	13	$ 20.3
Trans. GOAB Automation	7	$ 8.3	26	$ 5.4	6	$ 6.6
R6.ans. Cathodic Protection	3	$ 2.5	10	$ 2.6	8	$ 2.5
Trans. Substation Flood Mitigation	0	$ 0.0	0	$ 0.0	1	$ 0.5
Trans. Substation Hardening	22	$ 11.7	22	$ 11.2	33	$ 17.2
Trans. Vegetation Management (miles)	755	$ 22.9	756	$ 23.7	648	$ 22.9
Totals		**$ 771.0**		**$ 698.7**		**$ 850.5**

Note: Trans. = Transmission, Dist. = Distribution.

Table 3-2 provides the typical residential customer's bill impact for the implementation of DEF's SPP programs. These values represent the total costs of DEF's SPP activities recovered through the SPPCRC. For reference purposes, only the initial year 2020 contains a base rate component because this was prior to any additional SPP activities or transition of such costs.

Table 3-2
DEF's Actual and Projected Bill Impacts (in dollars)

2020* Actual		2024 Estimated		2024 Actual		2025 Estimated	
Total Costs (Millions)	Residential Bill Impact ($/1,000 kWh)	Total Costs (Millions)	Residential Bill Impact ($/1,000 kWh)	Total Costs (Millions)	Residential Bill Impact ($/1,000 kWh)	Total Costs (Millions)	Residential Bill Impact ($/1,000 kWh)
$239.3	$2.05	$771.0	$2.98	$698.7	$2.65	$850.5	$3.19

*Note: The 2020 Actual amounts are from the Company's 2020 SPP Annual Report.

Attachment Index

Attachment A

Document title:	Document number:
Emergency Response Plan	ADMP-RSTR-DOS-00022
	Revision No.: 005
	Revision Cycle in Years: 1
Keywords:	Impacted Business Areas:
DEE | Restore	DEE-Distribution Only

Chapter 1: Overview

Chapter 2: Operations Section

Chapter 3: Planning Section

Emergency Response Plan

Chapter 1: Overview

1.0 Introduction

The mission of Duke Energy's Customer Delivery Organization, following a disruptive event to the Distribution system, is the safe and systematic response to an event. Duke Energy has implemented an Environmental, Health, and Safety (EHS) Management System (EHSMS) Manual to ensure consistency and effectiveness of EHS management activities. All emergency response activities are to be conducted in accordance with the EHSMS and EHS Handbooks. Duke Energy's EHSMS and EHS Handbooks are aligned with the Duke Energy Operational Excellence Framework to support desired outcomes related to safety (personal and environmental) and event free operations.

Customer Delivery has implemented the Incident Command Structure (ICS)-based Emergency Response Organization (ERO) to rapidly and efficiently support a successful emergency response. ICS is the nationally accepted model for responding to incidents in accordance with the National Incident Management System (NIMS).

NOTE: While NIMS is derived from the national fire standard (NFPA 1600), some terminology is not applicable to Duke Energy's ERO.

2.0 Benefits of an ICS-Based Organization

As stated, ICS is an organized way to respond to emergencies using standard job roles, forms and terminology. ICS enables effective and efficient incident management. This method of organizing an emergency response is used for short- and long-term operations across the government, industry and private sector. As a common structure, ICS ensures a fast and efficient emergency response.

The most important benefit provided by an ICS-based organization is the clear identification of the response leader and their chain of command. The ERO approach is designed to optimize Duke Energy's operational, planning and logistics capabilities while providing effective communication to our customers and partners. The ERO focuses on leadership to ensure quick and efficient response.

Once the ERO is activated and personnel are assigned, the organization is referred to as the Incident Management Team (IMT).

Success starts with the appointment of an effective Incident Commander (IC), one qualified to lead based on skills and experience, rather than rank or non-incident position. The IC's effective leadership is reinforced by their choice of qualified Chiefs for each staff section, who assist the IC in making accurate and timely decisions and plans.

While appointing an effective Incident Commander and choosing the right supporting staff is important to ensuring a successful response, there are other benefits of using an ICS-based organization, including:

- Unity of command
- Implementation of a modular framework, which enables capability of the response in a manner that best meets the needs of the responders and demands of the event
- Implementation of common titles among all responding organizations. As with the IC, using distinct titles will ensure positions are filled by the most qualified individuals, and not by seniority

Listed below are the standard ICS titles:

Organizational Level	Title
Incident Command	Incident Commander
Command Staff	Officers (PIO, Liaison, Safety, and Distribution Grid)
General Staff	Chiefs (Operations, Planning, Logistics, Finance/HR)

3.0 Essential ICS Response Features

The following list provides and defines the essential features of an effective response using an ICS-based organization. ICS provides:

- A common terminology that defines organizational functions, facilities, resource descriptions, and position titles
- A clear chain of command that identifies who oversees the IMT from beginning until the end of an event, and the line of authority within the IMT
- Establishment and transfer of command
- Unity of command – each person has only one designated supervisor to whom he/she reports to during an event response
- A "management by objectives" approach allows the ERO to establish overarching objectives and develop the plans/strategies to meet those objectives
- Modular Organization meaning the ERO may grow or downsize during any and every response based on the size and complexity of the incident, as well as the commander's assessment of the situation
- The Incident Action Plans (IAPs) which provides a coherent means of communicating the daily objectives in both operational and support contexts
- Manageable span of control where the leader is not overly stretched with too many direct reports, ensuring that level is capped between three and seven resulting in effective and efficient management of all individuals assigned
- Comprehensive Resource Management, which is critical to ensure and maintain accurate and up-to-date awareness of all resources and equipment available for potentially assignment or allocation in support of response activities
- Integrating communications to ensure a common communications plan is followed
- Information and intelligence management supporting the gathering, analyzing, sharing, and managing event response related information
- Accountability throughout the organization reinforced by:

- Check-In: All resources report in to receive an assignment by the procedures established by the Incident Commander
- Incident Action Plan: Response operations completed as outlined in the IAP
- Unity of Command: Everyone involved in the response is assigned to only one supervisor
- Personal Responsibility: All resources will use good judgment and are accountable for their personal actions
- Span of Control: Supervisors adequately control their resources as well as communicate and manage all resources under their supervision
- Resource Tracking: Supervisors must record and report resource status changes as they occur

- Dispatch/Deployment: Personnel and equipment should respond only when requested by local jurisdiction, or on the clear vision of the commander

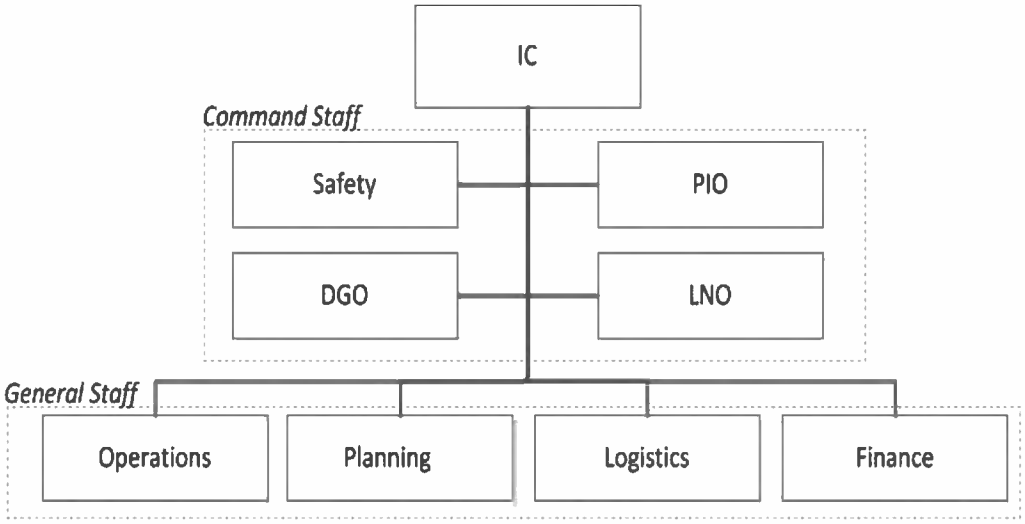
4.0 The Emergency Response Organization (ERO)

4.1 Overall Organizational Function

The Emergency Response Organization is designed to support the critical activities and functions necessary for Duke Energy's Customer Delivery Organization to rapidly respond to any type of natural or man-made event.

NOTE: These functional responsibilities exist at all levels of response activation. For smaller scale events, multiple responsibilities may be assigned to a single resource.

The basic structure of the Duke Energy ERO is illustrated below.



4.2 The Region Incident Commander

The Region Incident Commander (RIC) and IMT leaders, or their designees, are responsible for staffing all functional responsibilities. Any unfilled functional responsibilities must be fulfilled by RIC or IMT leaders.

4.3 Enterprise Emergency Responder Program

The purpose of the Enterprise Emergency Responder Program is to support the RIC and IMT leaders with staffing ERO functional responsibilities, by allowing Duke Energy employees to sign-up for emergency response sections. (Refer to the Enterprise Emergency Responder Sign Up. Enterprise employees are essential to ensuring an effective company response to Level 3 events (See section 6.0 Event Levels). Employees will sign-up for primary and secondary sections in the HR Workday tool. Once employees sign up for Emergency Response Sections, their specific role will be determined by the Responsible Section Chief or designee and the Emergency Preparedness Organization.

4.4 Executive Leadership Team Emergency Response Role Coordinators

Executive Leadership Team (ELT) Emergency Response Role (ERR) coordinators are assigned by ELT members to manage the Emergency Response Section sign-up process, for their respective organizations. ELT ERR Coordinators will direct employees to sign-up for sections to fill the staffing gaps. These Coordinators work with management/supervision and other leadership to communicate expectations and ensure “Every employee has an Emergency Response Role”.

ELT ERR Coordinators responsibilities are as follows:

- Work with managers/supervisors to ensure employees sign up for primary and secondary emergency response sections
- Work with managers/supervisors to ensure employees signed up for “Normal Job” in Workday have manager/supervisor approval
- Point of contact for organization to release employees from normal job to secondary Emergency Response Sections as soon as feasible prior to or during major event
- Periodic validation (quarterly) of employees in your organization to ensure they are signed up for primary and secondary Emergency Response Sections

4.5 Enterprise ARCOS SOS Coordinators

Enterprise ARCOS System Outage Staffing (SOS) Coordinators in conjunction with the Region ARCOS SOS Coordinators are responsible for ensuring each employee is assigned an Emergency Response Role.

The Enterprise ARCOS SOS Coordinators will assist IMT leaders, or their designees, with identifying and filling gaps in the ERO as referenced in the Enterprise Emergency

Responder Program Sign Up.

The Enterprise ARCOS SOS Coordinators are responsible for managing individuals assigned to the General Support Section in Workday, including ensuring that onboarding and training is completed. IMT leaders and Region ARCOS SOS Coordinators are responsible for ensuring individuals assigned to all other sections have completed onboarding and training.

Enterprise ARCOS SOS Coordinators maintain the ARCOS SOS tool to ensure Workday Emergency Response Role information is consistent with the employee's ARCOS SOS profile, to support role assignments during a response event.

4.6 Region Incident Commander

RIC is accountable for ensuring Duke Energy is prepared and ready to execute the Emergency Response Plan (ERP) for major events. The ERP provides governance for major event response and is a key component of each region's Business Continuity Plan, (see Business Continuity Plan (sample). The RIC is responsible for ensuring that the BCP is reviewed and updated annually, and the IMT is prepared to act to ensure continuation of critical business functions, in accordance with the BCP. The RIC leads and provides oversight for the coordination of all groups supporting field resources, ensuring the organization is operating effectively during a major event, and keeping executives informed on progress and projections.

The RIC is accountable for:

- Overall incident safety
- Ensuring clear authority and knowledge of event restoration
- Ordering for the Incident Command Center to be activated
- Obtaining a briefing from the alternate Incident Commander
- Establishing immediate priorities and daily goals
- Determining incident objectives and strategies
- Establishing the level of organization needed, and continuously monitoring the Operation and effectiveness of that organization
- Ensuring Region organizational roles are staffed
- Leading region briefings
- Approving and implementing the Incident Action Plan (IAP)
- Approving requests for off-system resources
- Authorizing acquisition of additional support personnel
- Authorizing the release of information to the news media
- Ensuring post incident reports are complete
- Preparing and issuing the Customer Delivery Emergency Response Report Template for

Level 3 Events.

- The purpose of the Customer Delivery Emergency Response Report is to provide the Chief Distribution Officer, IST, and other leaders with a high-level summary of the event status. The RIC will issue the report by 1500 each day
- Ensuring After Action Review (AAR)-Lessons Learned is completed and provided to the RIC within 14 days after restoration is complete for Level 3 Events
- Providing AAR template to section chiefs prior to event and request template to be filled out during the event, as feasible. Conducting formal AAR discussion with section chiefs and other designees within 14 days after the event

Note: RIC may conduct an informal AAR for minimal impact events.

The RIC leads a staff with the following capabilities and responsibilities:

- Provide tactical direction and control of resources around the incident, (Chapter 2: Operations Section)
- Provide planning for current and future activities, (Chapter 3: Planning Section)
- Provide logistical support, (Chapter 4: Logistics Section)
- Setup event-specific projects, track expenditures, and provide cost estimates for resources, equipment, materials, and communicate Exempt Supplemental compensation information,(Chapter 5: Finance/HR Section)
- Provide a communication strategy and messaging, (Chapter 6: PIO Section)
- Coordinate with community/governmental leaders, external stakeholders and agencies, (Chapter 7: Liaison Section)
- Monitor the event response in support of established safety Guidelines, (Chapter 8: Safety Section
- Monitor the Estimated Times of Restoration (ETR) performance and maintain grid integrity, (Chapter 9: DCC Section)

The RIC is supported by two types of staff, the Command Staff and the General Staff. Playbooks have been developed for the RIC and key staff roles reporting to the RIC. The playbooks provide consistent direction, clear roles and responsibilities, and best practices for executing the duties of these key staff roles.

The intent of the playbooks is to provide the Section Chief and other Incident Command leaders with a reference tool to prepare and execute the ICS during major events. The playbooks are not intended to duplicate the Emergency Response Plan (ERP) document. Each ICS leader is expected to be familiar with and understand the content of the ERP. The following playbooks have been developed and all are referenced in section 9.0 References with links:

- Incident Commander Playbook
- Logistics Chief Playbook

- Public Information Officer Playbook
- Liaison Officer Playbook
- Operations Section Chief Playbook
- Planning Section Chief Playbook

The RIC is responsible for administrative maintenance and update of the regional SharePoint site and all regional documentation (org chart, email distribution lists, etc.). During an active emergency event, the RIC ensures event notifications are scheduled; event meetings are scribed, and meeting minutes are uploaded to the regional SharePoint site. The RIC coordinates all aspects of the Storm Room functionality - including necessary technology availability; confirm seating for required attendees; and ensure visibility of agendas, checklists, call cadence, maps, racetracks, etc.

4.7 Transmission Organization

The Incident Commander receives status updates and information regarding reliability and generation from the Transmission Liaison (not a Direct Report):

- To ensure the reliability, oversight and performance of the Bulk Electric Interconnected System. Reliability is evaluated through the balance of generation to load and theflow of power across the high voltage transmission system. Transmission continuously monitors the system and evaluates contingencies to determine if the Bulk Electric System (BES) is at risk for the loss of specific electrical components. Transmission is also responsible for the maintenance and restoration of the BES.
- Provide retail delivery point lines out-of-service and sub-station ETRs
- Provide status for pre-storm deployment of sub-station mitigation and appraisal during the event of mitigation effectiveness
- Provide Transmission organization goals for IAP

4.8 Command Staff

The Command Staff is structured with the Chief of Staff, Distribution Control Center, Liaison, Public Information, and Safety Officers. Command Staff positions require specific skill sets to effectively support the Incident Commander.

Chief of Staff - The Chief of Staff possesses a full understanding of the ICS guidelines and adherence to the IMT documented roles.

- Work closely with administrative support staff to ensure Region Incident Command Center(s) are opened, activated, and function properly, including cancellation of any scheduled activity (Training classes, Vcon, etc.); execute Command Center shifts when necessary

- Ensure adherence to approved call cadence; open call line and performs roll call for required attendance and report outs; fill in for the RIC, as needed on daily briefings for each Section
- Coordinate access to the RIC for time sensitive tasks including authorization of press releases, executive briefings, restoration status, video messages, etc.
- Monitor key resource gaps and provides coordination, as needed, toward fulfillment
- Ensure post incident reports and summaries are complete
- Transition IMT from event response to After Action Review, sets schedule, and timetable to complete AAR

4.9 General Staff

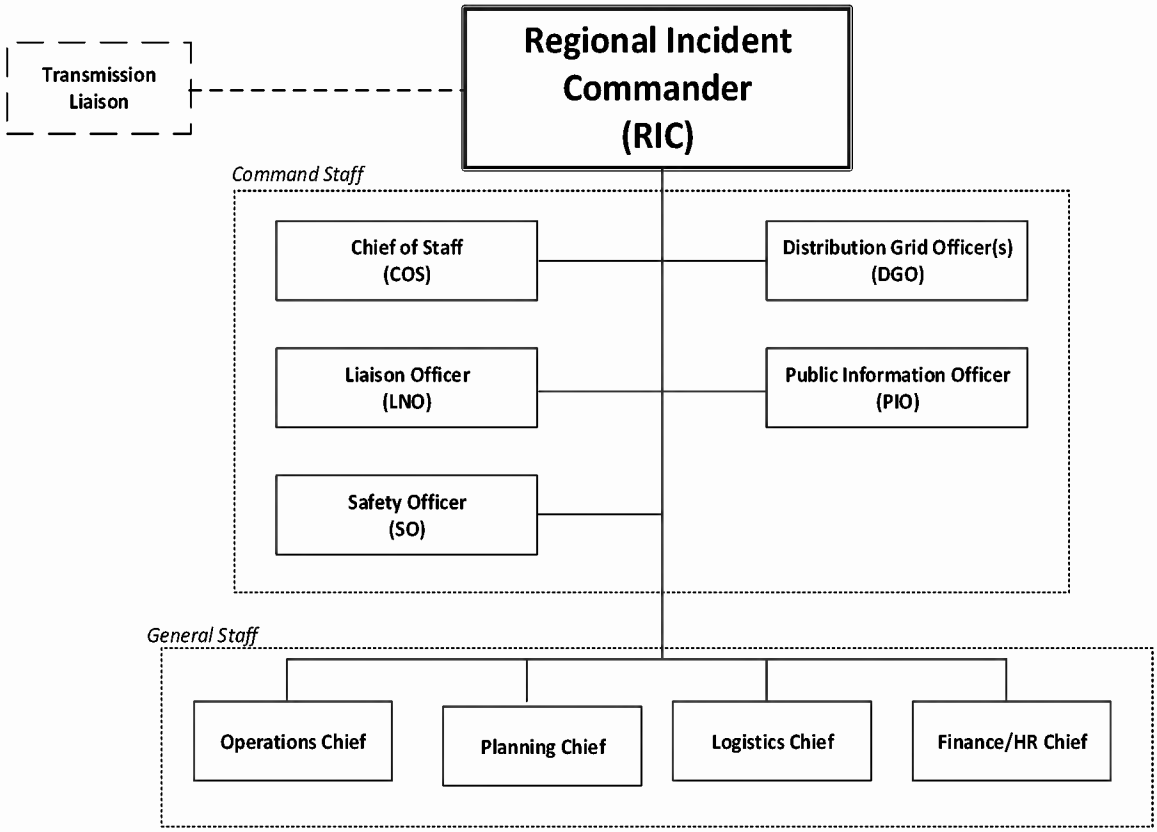
The General Staff is structured with the Finance/Human Resources, Logistics, Operations, and Planning Section Chiefs. The General Staff is responsible for the functional aspects of the incident command structure.

General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff role
- General Staff positions may be filled by qualified persons from any business unit or office based on expertise, not administrative positions
    - Chiefs of each General Staff position report directly to the RIC. If the RIC does not designate a general staff position, for a specific event, then the RIC must carryout all duties and responsibilities for that functional activity.
    - Deputy positions may be established. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate.
    - General Staff members may exchange information with any person within the organization.
    - Direction takes place through the chain of command. This is an important conceptin ICS.
    - General Staff positions should not be combined. For example, to establish a Planning and Logistics Section". It is better to initially create the two separate functions and if one becomes unnecessary, you can easily off ramp one function without compromising the other needed function.

5.0 Distribution Organization Event Response Organization Chart

Response Level 3 Incident Management Team (IMT)



6.0 Event Levels

Customer Delivery responds to outage events within the guidelines of normal daily operations. When outage events occur that exceed the capability of resources allocated, the Site Incident Commander (SIC) determines the additional resources required to respond and restore to normal operations. (See Chapter 2: Operations Section for SIC responsibilities).

Event Levels are defined as follows:

Senior Level IC Considerations	*Event Level*			
	0 (Normal Operations)	*1*	*2*	*3*
Impacted Service Area	Normal planned work or minor isolated damage	Damage isolated to circuits assigned to individual Ops Centers	Damage isolated to single or individual Distribution Zones	Forecasted or actual damage impacts circuits and infrastructure across multiple zones
Initial ETR	< 6 hours	> 6 hours but not to exceed 12 hours	> 12 hours but not to exceed 24 hours	Exceeds 24 hours
Logistic Support Considerations	Op Center logistics needs coordinated by existing leaders and Work Management staff	Op Center logistics needs coordinated by existing leaders and Work Management staff	Zone logistic element capable of managing supplies and services for crews working within zone (System logistics activation may be required)	Major supplies and services, staging sites, and RMAG support may be needed for restoration
Line/Veg/Contract Crew DA Requirements	On-duty resources	Op Center on-duty and called-out resources capable of repair, clean up and restoration	Zone on-duty and called-out resources capable of repair, clean up and restoration	Multiple assets needed in support of one or more affected zones and/or off-system (MAG) assets required
Financial Consideration	Normal operating conditions	Charge code may be implemented for minor asset movement	Charge code may be implemented for minor asset movement. Storm purchasing process implementation and/or MED designation may be anticipated	Charge codes required to support multiple movements and RMAG resources Storm purchasing process required and/or MED designation is anticipated
Declared Operational Support Chain	DCC to Field IC (Sr. Craftsman on-site)	DCC to Op Center IC	DCC to Zone IC	Region IC
Additional Notifications*	None	PIO/LNO	PIO/LNO/System Logistics/C&M VPs	Other RICs, IST/Logistics contractors
	**Additional entities may be notified as needed.*			

Event Response Level 0 (Normal Operations) - This is 'business as usual' daily operations. No extraordinary event response is required; resources are on-duty personnel. The DCC is responsible for dispatching resources to minor, isolated outages.

- Event Response Level 1 - The Area Incident Commander (AIC) or Site Incident Commander (SIC) is responsible for managing the response, depending on the regional needs and usage. (See Chapter 2: Operations Section - (ADMP-RSTR-DOS-00014) for SIC responsibilities).
- Event Response Level 2 - Zone Incident Commander (ZIC) is responsible for managing the response
- Event Response Level 3 - Regional Incident Commander (RIC) is responsible for managing the response

7.0 Escalation & De-Escalation Guidelines

Note: Event-level activation may be driven by forecasted information provided by the Duke Energy Meteorology team.

7.1 Escalation Guidelines

Escalating from Normal Operations to Event Level 1 -- It is the responsibility of the DCC to contact the Site Incident Commander to discuss Level 1 activation.

Escalating from Event Level 1 to Event Level 2 -- It is the responsibility of the Site Incident Commander to contact the Zone Incident Commander to discuss Level 2 escalation.

Key Points to Consider When Making an Escalation Decision

- Provide additional resources to the SIC (which enables the SIC to remain in controlof the event)
- Impact is limited to the zone
- Anticipated Event Duration is within 12-24 hours
- Resources needs are limited to zone assets
- Charging guidelines may be required (Storm Purchasing; Major Event Designation [MED])

Escalating from Event Level 2 to Event Level 3

It is the responsibility of the Zone Incident Commander to contact the Region Incident Commander to discuss Level 3 escalation.

Key Points to Consider When Making an Escalation Decision

- Provide additional resources to the Zone Incident Commander (ZIC) (which enables the ZIC to remain in control of the event)

- Forecasted or actual damage across multiple zones
- Anticipated Event Duration exceeds 24 hours
- The Regional Logistics support is required
- Mutual Assistance is required
- Charge guidelines are required (Storm Purchasing; Major Event Designation [MED])

7.2 Escalation Guidelines

After the highest-level Incident Commander estimates the level of response effort can be managed at the next lower event level, they will notify the lower Incident Commander(s).

- If the lower IC(s) agrees with the transition, the transfer of command will take place and the event will be de-escalated to the next lower event level.
- If the lower IC(s) determines the event should remain at the existing event level, the current Incident Commander remains in control.
- The transition of command approach will continue until normal operations resume.

8.0 Regional Content

Each Duke Energy region maintains a SharePoint site with region-specific content. For additional information, visit the regional ERO SharePoint sites:

- Carolina
- Florida
- Midwest
- PUCO Emergency Plan Addendums (for Ohio only)

9.0 References

- Environmental, Health, and Safety (EHS) Management System (EHSMS)
- Duke Energy Operational Excellence Framework
- Enterprise Emergency Responder Sign Up
- Business Continuity Plan (sample-Emergency Mgmt CD)
- Incident Action Plan (IAP)
- Customer Delivery Emergency Response Report Template
- AAR-Lessons Learned Template
- Incident Commander Playbook
- Logistics Chief Playbook
- Public Information Officer Playbook
- Liaison Officer Playbook

- Operations Section Chief Playbook
- Planning Section Chief Playbook

Emergency Response Plan

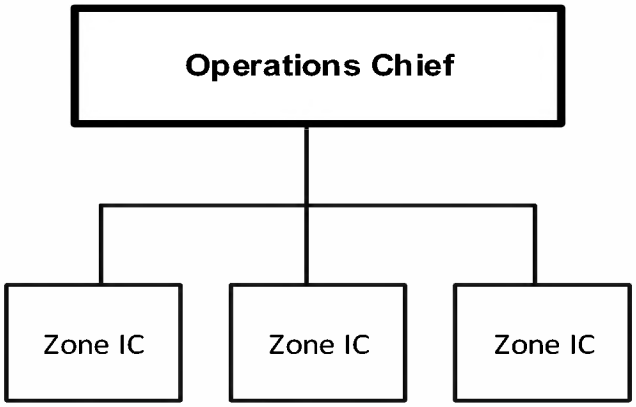
Chapter 2: Operations Section

1.0 Introduction

The Operations Section is responsible for monitoring daily activities towards completion of the daily Incident Action Plan (IAP) and informing the IMT of at-risk goals. Additionally, the Operations Section is responsible for responding to emergent situations and requests that occur within the current operational cycle. This is accomplished by monitoring daily operational goal performance, implementing plan changes, and serving as the coordination/collaboration center for the organization.

The Operations Section is responsible for maintaining and updating the Current Operational Picture (COP) and serves as the single point of contact for the Incident Support Team (IST).

The Operations Section comprises the following:



2.0 Operations Section Chief Responsibilities

The Operations Section Chief (OSC) will:

- Monitor progress towards completion of daily operational goals. Monitor progress towards completion of daily IAP/Operational goals
- Provide Safety and Environmental status updates
- Ensures Zone-specific status updates are provided in the IMT Status Report.
- Provide feedback to Planning Section for IAP Goals not achieved
- Develop plan modifications and communicate them to Planning and Field Operations in a timely manner
- Maintain a COP - Overview of an incident compiled throughout an incident life cycle. The goal of a COP is the real time situational awareness across all levels of incident management. This information is provided by the Operations Section for the IMT Status Report. Information to be included (but is not limited to):

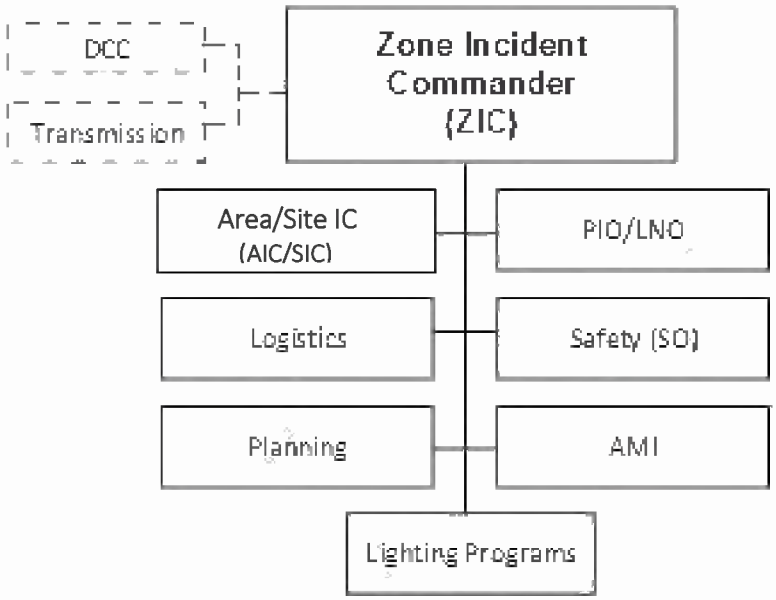
- Deployment Locations of all resources working across the region
- Transmission restoration status
- Distribution restoration status
- Critical facilities without power
- 911/Priorities
- Current weather conditions on the ground, in each impacted area, prohibiting restoration
- Restoration (flooding, high winds, etc.)
- Current operational base camps/staging sites
- Estimated Times of Restoration (ETR) performance. See the following references; "Set Estimated Time of Restoration (ETR) Policy & Procedures (ADMP-RSTR-DOS-00009)"and "Emergency Response External Communication Campaigns On/Off Process (STDP-CNST-DOS-00113)".
- Ensures key operational information is shared with Customer Experience Transformation (CXT) to support daily PIO/LNO external communications

- Report significant changes in incident status to the Incident Commander
- Prepares plans for emergent tasks that occur during daily response operations
- Coordinates resource adjustments as required to support plan changes

3.0 Zone Incident Commander (ZIC) Responsibilities

The Zone Incident Commander, under the direction of the Operations Chief and RIC, is responsible for leading and providing oversight, within the defined zone boundaries, for the coordination of all groups supporting field resources, ensuring the zone is operating effectively during a Level 3 Event, and keeping the Operations Chief and RIC informed on progress and projections.

During a Level 2 Event, the ZIC has overall accountability for ensuring the zone is prepared and ready to execute the restoration response. The Level 2 Emergency Response Organization is organized as follows:



ZIC is accountable for:

- Zone incident safety
- Ensuring clear authority and knowledge of storm restoration
- Executing for the Zone Incident Command Center to be activated
- When necessary, establishing Command Center shifts
- Executing immediate priorities, daily goals, incident objectives and strategies
- Establishing the level of organization needed, and continuously monitoring the operation and effectiveness of that organization
- Ensuring Zone organizational roles are staffed, including representatives from PIO and CXT in calls for Level 2 events to develop and execute the customer communication strategy when:
    - Customer ETRs may exceed 24 hours
    - Region IMTs are not formally activated
- Receiving updates from Advanced Metering Infrastructure (AMI) organization regarding restoration of AMI communication devices - analysis and priorities as the AMI organization monitor and facilitate AMI communication device restoration efforts
- Coordinating with AMI to ensure each Op. Center has staff assigned to PING meters and complete single outage callbacks. To help provide accurate outage modeling:
    - Support in storm mode with closing outage tickets
    - Verify power restoration

- Coordinating with the Lighting Programs organization to ensure initial and final sweeps Damage Assessment (DA) resources include event-related lighting outages - identify, document, and include in the overall restoration plan
- Other Functions (DCC, Transmission, PIO/LNO, Logistics, Planning, Safety)
- Preparing and issuing the Customer Delivery Emergency Response Report Template for Level 2 Events. The RIC will approve the report by 1500 each day.
- Ensuring After Action Review (AAR)-Lessons Learned is completed within 14 days after restoration is complete for Level 2 events AAR-Lessons Learned Template (format optional). The completed AAR-Lessons Learned should be provided to the RIC.
- Ensuring RIC is informed of Level 2 activation
- **Note**: See 4.0 Area/Site Incident Commanders (AIC/SIC) for AIC/SIC responsibilities.

3.1 Advanced Metering Infrastructure (AMI) Zone Coordinator

Oversees the AMI Operations Plan for restoration of AMI communication devices –analyzes, prioritizes/facilitates AMI device restoration efforts, supports damage assessment, and monitors device restoration efforts. It is the responsibility of Zone Planning to ensure that damage assessment includes identification of damage to AMI communication devices in the Initial and Final Sweeps DA. The AMI Operations Zone Coordinator will report to the ZIC, or as directed by the ZIC.

Also reference the AMI Event Restoration Plan.

3.2 Other Functions

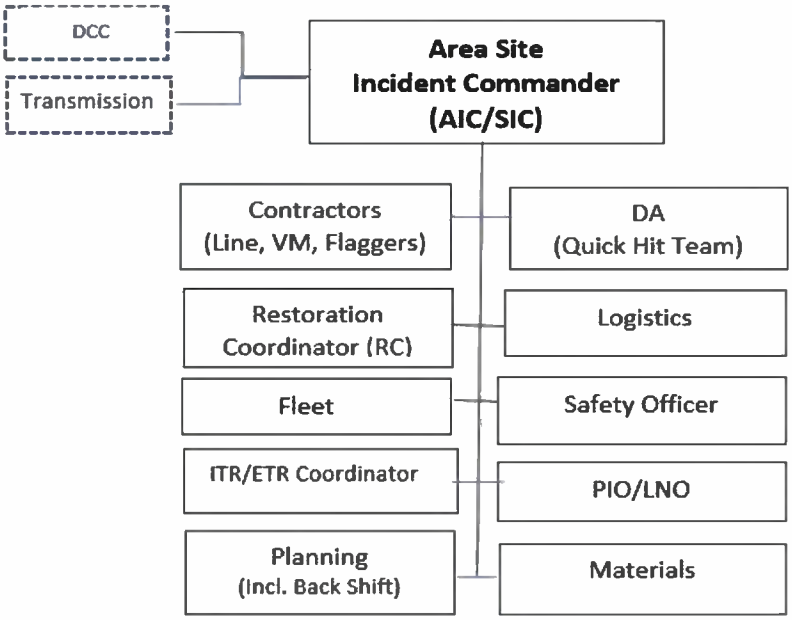
Other Functions - DCC, Transmission Liaison, PIO/LNO, Logistics, Planning, Safety – may report to the ZIC during Level 3 or Level 2 events; and may report to the AIC or SIC during Level 1 events. These functions maintain the same accountability to the ZIC, AIC, or SIC, as the Command and General Staff does to the RIC. This is a benefit of an ICS-based organization which enables scalable response to meet the needs of the responders and the demands of the event.

3.3 DA "Quick Hit" Process (varies by region)

Line crews assigned to provide timely response to 911 or other customer identified hazardous conditions that may pose a risk to public safety. Teams are to be available to DA during Level 3 and Level 2 events, as determined by the ZIC.

4.0 Area/Site Incident Commanders (AIC/SIC)

The Level 1 Emergency Response Organization is organized as follows:



The AIC/SIC is accountable for:

- Area/Site incident safety
- Ensuring clear authority and knowledge of event restoration
- Executing the area or operations center Incident Command location(s) to be activated
- When necessary, establishing Incident Command location(s) shifts
- Executing immediate priorities and daily goals
- Executing incident objectives and strategies
- Establishing the level of organization needed, and continuously monitoring the operation and effectiveness of that organization
- Ensuring Area/Site organizational roles are staffed
- Receiving updates from AMI organization regarding restoration of AMI communication devices – analysis and priorities as the AMI organization monitor and facilitate AMI communication device restoration efforts
- Coordinating with the Lighting Programs organization to ensure Initial and Final Sweeps DA resources include event-related lighting outages – identify, document, and include in the overall restoration plan
- Other Functions (DCC, Transmission, PIO/LNO, Logistics, Planning, Safety)

4.1 Area Incident Commander (AIC)

The AIC is engaged at all levels of response, including when the event escalates to a regional activation. The AIC is responsible for all aspects of restoration operations, at the area level, within the defined AIC boundaries. AIC boundaries include the operation centers within an area of a zone.

The AIC ensures that area operations are aligned with both zone and regional objectives, when the ZIC and RIC are activated. Upon activation of the ZIC and the RIC, the AIC continues to manage the event within the AIC boundaries, with additional scalable support and general direction from the ZIC and RIC. During a Level 1 Event, the AIC has overall accountability for ensuring the area is prepared and ready to execute the restoration response.

4.2 Site Incident Commander (SIC)

The SIC is engaged at all levels of response, including when the event escalates to a regional activation. The SIC is responsible for all aspects of restoration operations, at the site level, within the defined SIC boundaries. SIC boundaries are limited to a specific operation center within a zone.

The SIC ensures that site operations are aligned with both zone and regional objectives, when the AIC, ZIC, and RIC are activated. Upon activation of the AIC, ZIC and the RIC, the SIC continues to manage the event within the SIC boundaries, with additional scalable support and general direction from the AIC, ZIC, and RIC. During a Level 1 Event, the SIC has overall accountability for ensuring a specific operation center is prepared and ready to execute the restoration response.

4.3 Contractors (Line, VM, Flaggers)

External resources (non-Duke Energy) are assigned to support outage restoration efforts. Contract resources include line crews, vegetation, and flaggers. Specialty contractors may be utilized for completing specific tasks.

4.4 Restoration Coordinator (RC)

The RC is responsible for leading Duke Energy and/or contractor field resources to support outage restoration. The RC is responsible for ensuring all safety and environmental incidents are reported to the IC. This role is there to ensure crews are assigned outages and to resolve outage-related impediments. This role is to ensure ITR/ETRs are input for assigned outages, and the single point of contact for communications/switching between assigned crews and DCC/ Substation personnel.

4.5 Other Functions

Other Functions - DCC, Transmission, PIO/LNO, Logistics, Planning, Safety - may report to the AIC or SIC during Level 1 events. These functions maintain the same accountability to the AIC or SIC as the Command and General Staff does to the RIC. This is a benefit of an ICS-based organization which enables scalable response to meet the needs of the responders

and the demands of the event.

5.0 Regional Content

Each Duke Energy region maintains a SharePoint site with region-specific content. For additional information, visit the regional ERO SharePoint sites:

- Carolinas
- Florida
- Midwest

6.0 References

- AMI Event Restoration Plan
- Incident Action Plan (IAP)
- AAR-Lessons Learned Template
- Set Estimated Time of Restoration (ETR) Policy & Procedures (ADMP-RSTR-DOS-00009)
- Emergency Response External Communication Campaigns On/Off Process (STDP-CNST-DOS-00113)

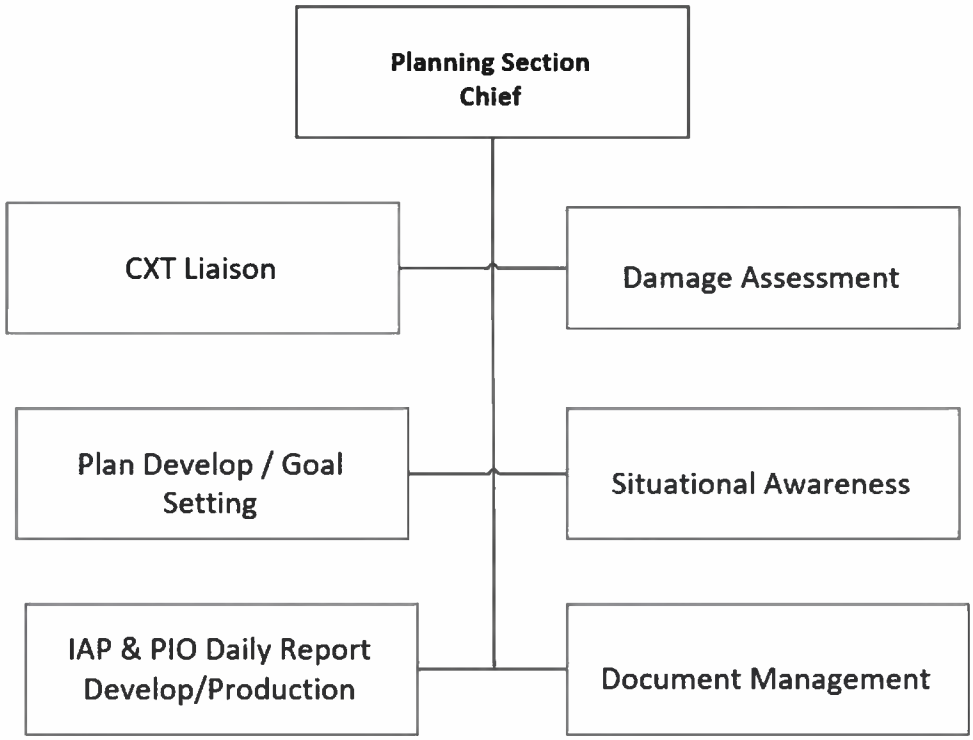
Emergency Response

Chapter 3: Planning Section

1.0 Planning Section – Introduction

The Planning Section is responsible for the collection, evaluation, and dissemination of information related to the incident and for the preparation and documentation of Incident Action Plan. The Section also maintains information on the forecasted situation and status of assigned resources.

The Planning Section is organized as follows:



2.0 Planning Section Chief Responsibilities

The Planning Section Chief is accountable for providing incident planning oversight, including:

Ensuring preparation of the following reports:

- Incident Action Plan (IAP)

- IMT Daily Status Report
- PIO Daily Report (ex. Carolinas)

- Facilitating the Planning Briefings/Meetings
- Direct Planning Section directors to activate and to notify their team
- Keeping RIC informed of Planning Section activities
- Ensuring collaboration with all Sections to determine if restoration performance is on target
- Raises awareness of known planning issues and develops a plan to resolve issues
- Ensures development of the Demobilization Plan (collaborates with Resource Management Lead)
- Develop the restoration curves to support approved ETR goals
- Collaborate with the Finance/HR Section on significant financial expenditures
- Facilitate the Damage Assessment (DA) process

3.0 CXT Liaison

Responsible for attending Planning Section meetings, collaborating with CXT, DCC and Zone planning lead. Ensure that event related customer communications are aligned with Operations and Corporate Communications. Provides the RIC with the customer communications plan recommendation. Sends out the Operations Center Global ETR alignment spreadsheet to Planning Team, RIC and others as appropriate. Works with CXT, DCC and Zone planning lead to establish ad hoc calls as needed.

4.0 Damage Assessment (DA) Branch Director

Damage Assessment is responsible for assessing, capturing and analyzing the damage to the grid system following an event (i.e., storm damage, tornadoes, ice/snow, cyber attacks, etc.). DA information is obtained from Site-level DA reports of physical damage, Outage Management System (OMS) and other relevant data to produce aggregated and specific DA evidence for restoration resources. These assessments are critical in helping set ETRs, in addition to validating resource and material needs, environmental conditions, and damage to facilities.

When activated, Damage Assessors (DAS) performing at and under the LIC level identify and report damage associated with primary and secondary electrical facilities, including poles, conductors, services, primary insulators, transformers, fuses, reclosers, substations, lights, AMI communication devices, etc. DAS are responsible for identifying hazardous conditions that may pose a risk to public safety. Quick Hit Teams are to be available to DA during Level 3 and Level 2 events, as determined by the ZIC to respond (See Operations, 3.4). DA will also identify and report any vegetation concerns (danger trees), accessibility issues, equipment needs or other information that may facilitate the safe and efficient assignment of resources and restoration of service.

The use of technology, including drones and helicopters, shall be considered as part of DA

activities to support efficient assessment of damage. To support efficient DA and to maximize DA resources, designated drivers should be leveraged as supplemental support to the assessors.

Damage Assessment Coordinators, Damage Assessors, and Wire Guards are owned and managed by the LIC, as are other field performers. Their roles are:

4.1 Damage Assessment Coordinator (DAC):

- Provide oversight to DAS
- Prioritize assignments
- Issue assignments to, and monitor activity of DAS
- Ensure DA information is properly collected and documented by DAS
- Ensure DA information is properly communicated (via OMS, etc.) in a timely manner

4.2 Damage Assessors (DAS):

- Prioritize given assignments
- Assess damage associated with assigned sector, substation, feeder or events Assessment may include:
    - Type of damage
    - Material required for restoration
    - Resources required for restoration
    - Identification of hazards, special circumstances or access issues
    - Document assessment findings (preferably via OMS) in a timely manner

4.3 Wire Guards

Assigned to relieve DA personnel and First Responders (Site police, fireman, etc.) to standby downed wires to prevent public access until the restricted location is made safe by repair crews. Responsibilities include:

- Possess a valid driver's license
- Basic understanding of the DAS role and responsibilities
- Secure the identified area with tape, cones, other restricting barriers
- Able to communicate with the public and other emergency responders

4.4 More About Damage Assessment

Damage assessment is scalable. The Region Planning Section determines the need for supplemental DA resources to be provided to the zone(s); the Region Logistics Section is then responsible for acquiring and providing those resources to the zone(s).

- **Level 0 - 1 Events** - DA is the responsibility of the LIC (the Operations Centers). DAS may be dispatched to estimate the extent of the damage and provide detailed information on damage locations.

- **Level 2 Events** - DAS from within the Zone may be assigned to Site incident commands to estimate the extent of the damage and provide detailed information on damage locations.

- **Level 3 Events** – The Region Planning Section will be responsible for working with the impacted Zones to estimate the number of supplemental DA teams needed for assignment to impacted Zones.

In general, any additional DA resources can be embedded in self-contained travel teams and pre-deployed to the predicted, affected areas to assess damage ahead of their crews arriving in their assigned area.

Different levels of the ERO may perform different DA-related tasks:

- **Region** -- Aggregation and analysis of field-collected DA data to validate region-level resource (line, vegetation, DA, leadership, etc.) needs, such as quantity and zones/areas of need, support setting the region & zone-level ETRs and regulatory requirements

- **Zone** -- Aggregation and analysis of field-collected DA data to:

    - Validate zone-level resource (line, vegetation, DA, leadership, etc.) needs (quantity and Op Center locations of need):

    - Support setting the zone & site (operations center)-level ETRs

    - Support of regulatory requirements

- **Site** - Aggregation and analysis of field-collected DA data to:

    - Validate site-level resource (line, vegetation, DA, leadership, etc.) needs (quantity and Op Center locations of need):

    - Support setting the operations center & feeder-level ETRs

4.5 Types of Damage Assessment (DA)

This section describes the types of DA that may be used within each region.

- **Initial Damage Assessment** -- Initial DA consists of assessing a percentage of the Distribution facilities (in each Operations Center) and recording the damage found, including lights. These results are then projected across all facilities in the operating center to predict total facilities damaged from which resource needs and Region Estimated Time of Restoration (Region ETR) can be calculated. Initial (a.k.a. statistical) DA will be performed immediately after the All Clear.

- **Targeted/Operational Damage Assessment** -- Targeted/Operational DA is performed to gather all information regarding incurred damage. There are two methods of Targeted/Operational DA:

    - **Event-Based**: Assessment is performed based upon events appearing in the OMS. Each OMS event is assessed, and assessment findings updated in OMS. If additional damage beyond the assessed event is suspected, the damage assessor continues assessing downstream, updating OMS with subsequent findings to create additional events at the associated clearing devices.

    - **Asset-Based**: Assessment is performed pole by pole, beginning with the highest-level clearing device impacted and proceeding to the customer's meter or delivery location. This method is applicable to areas of high or catastrophic damage, or when OMS is not available.

      Damage Assessment planning and implementation, such as whether to perform event OMS-based or asset breaker to meter-based assessments, may vary depending on the severity of an event, and whether the event is predicted. If the number of events and damage is significant, DAS may be required to assess circuits from the breaker to the meter (i.e., asset-based DA) to identify and document all damage found.

- **Forensics Damage Assessment** -- The purpose of forensic damage assessment is to provide data on the performance of Distribution facilities damaged from an event. This information can be used for both regulatory reporting and internal analysis. NOTE: Forensic DA is not directly related to the restoration effort; it is a regulatory requirement for Duke Energy Florida (DEF).

- **Final Sweep Damage Assessment** -- A final DA "sweep" is a task in which the impacted area is reassessed to identify any outlier or remaining event-related damage which may have been overlooked, bypassed as a lower priority, emergent, or identified as potentially hazardous and requiring action. Final DA sweeps may occur at the end of the event to identify overlooked or lower priority items, such as:

    - Overlooked or missed event damage

    - Temporary restoration repairs which need to be made permanent

    - Discarded restoration materials or debris which need to be retrieved

    - Event-damaged vegetation which presents a hazard to the distribution system

    - Event-related street light repairs needed

    - AMI communication devices

  Final Sweeps should be considered when impacted areas experience extensive damage and the probability of encountering the situations listed above are high. Discretion should be exercised in determining if a final sweep is warranted. Even within the same operations center service area, there may be lightly impacted areas which do not need a final DA sweep. Other locations in the same operations center service area may have experienced significant impact and warrant a final DA sweep as referenced in the DA Final Sweeps document.

4.6 Damage Assessment Analytics

For regional DA, the assessment analytics response comprises the activities below.

- Monitor damage assessment progress
- Aggregate data and perform analytics on damage assessment
- Estimate when damage assessment will be complete and identify where
- Resources may need to be redeployed

Note: In DEM and DEF, this response may be integrated into the region DAC's role.

4.7 Helicopter/Drone Coordinator

Responsible for contacting Aviation Operations, within the Logistics Section, Support Services branch, to secure helicopter and drone support to assist with damage assessment activities.

5.0 Plan Development/Goal Setting Branch Director

Plan Development/Goal Setting is responsible for developing daily and long-term goals, in collaboration with the appropriate sections.

The two most critical points required for effective development of plans and communications are:

- Understand the situation – Scale of the event, severity of damage, resources available,
- communities and critical infrastructure impacted, preliminary ETR, factors impacting response
- Establish incident objectives – ETR establishment, Restoration priorities, assessment completion target, targeted daily percentage of restored outages, operational period and meeting schedule

Note: The Logistics Section is responsible for execution of the resource acquisition and assignment plan.

5.1 Meteorology (Predictive Modeling)

- Meteorology will forecast the weather in advance of impact and populate the predictive model (regression tool) in advance of the impact (i.e., the anticipated outage impact/resource needs as projected from the tool).
- Meteorology will forecast anticipated travel and working conditions.
- Meteorology will provide ongoing support throughout the response effort regarding weather conditions and pending weather, especially any conditions impacting the safety or performance of field resources.

5.2 ETR Modeling

The Planning and the Operations Sections are responsible for ensuring each operation center sets ETRs according to the enterprise-wide guidelines. The Planning Section, Customer Experience (CXT), and the RIC, are primarily responsible for ensuring communication to the customer accurately reflects the restoration progress. The Planning Section and CXT coordinate the enterprise-wide process to ensure positive one-to-one customer communication experience.

Refer to the following documents:

- CXT- Emergency Response External Communications Campaign On/Off Process (STDP-CNST-DOS-00113)
- Set Estimated Time of Restoration (ETR) Process (ADMP-RSTR-DOS-00009)

The Planning Section is responsible for obtaining meteorological models, defining event restoration timeline and type of event, and ensuring Customer Experience (CXT) is informed of changes as operational updates are provided.

The regions will:

- Publish/communicate modeling tool results appropriately
- Monitor restoration progress to determine if resources need to be adjusted to meet the target ETRs - Refer to Level 3 - Set Estimated Time of Restoration (ETR) Process (ADMP-RSTR-DOS-00009)
- Compare modeling tool results to the restoration curve and racetrack graph to track progress (discuss big discrepancies)
- Inform Planning Section and RIC of any potential impediments to achieving approved ETR goals

In a weather event, use the enterprise-wide modeling tools (i.e. StormCaster) to estimate ETRs and resources based on actual OMS data. For additional information on StormCaster, the Dashboard Job Aid and the OMS Status links, see the following documents:

- DEC & DEM DOMS Dashboard
- DEP OMS Status
- DEF OMS Status

5.3 Resource Planning & Allocation

Resource Planning has the following responsibilities:

- Provide modeling tool results and graphs to the appropriate sections/zones to help them determine where resources should be allocated
- Inform the Planning Chief and other ERO leaders of resource gaps and potential discrepancies between projected ETRs and published ETRs

6.0 Situational Awareness Branch Director

The Situational Awareness Branch Director is responsible for the collection, organization, presentation, and analysis of incident status information and for analysis of the situation as it progresses. Reporting and documentation procedures are standardized to provide response leaders with ready access to critical information. The Branch Director directs the activities of the sub-branches and ensures reporting of only relevant information.

6.1 Internal/External Awareness

- Coordinate compilation of Critical Customer issues with the Liaison team
- Update spreadsheet listing travel bans, road and bridge closures (cut and paste from the Federal Highway Administration website). Pay particular attention to potential route problems for resources traveling between Regions.
    - MyWorld is the preferred technology to assess road closing through Google Maps. State Department of Transportation websites are a reliable source of information.
    - Site material delivery personnel, restoration crews, DAS, and other field resources develop accurate knowledge of specific road closings during their course of work.
- Maintain awareness of external issues occurring during the response effort that could impact response performance or safety of response personnel. These issues may be revealed via external media, social media, or other informal information channels. Compile items for briefings.
- Update above information as directed.

6.2 GIS Group

The GIS Group provides geospatial analytics or mapping or GIS asset reconciliation activities prior to, during or following a restoration event. Such activities include, but not limited to the following:

- Perform Geospatial Analytics on storm data that provides insight to the IMT
- Create online maps or additional layers on existing maps like MyWorld. Such activities may include gathering or importing data from different sources both internal and external to Duke Energy:
    - Maps showing anticipated flooding
    - Path of storm in relation to service territory and assets
    - Outage density heat maps
    - Special ad hoc mapping requests by the IMT
- Geospatial and GIS support of web and mobile applications and deployments in support of restoration
- Coordinate needs of the IMT with IT/EAM and GIS analysts

6.3 Environmental Group

The function of the Environmental Group is to provide Environmental support during storm restoration for Duke Energy employees, contractors and the general public, and ensuring Environmental compliance during the restoration process. The Environmental Group plays a critical role in providing oversight and support to ensure emergency response activities are conducted in accordance with Environmental, Health, and Safety Management System (EHSMS) and EHS Handbook.

Standard environmental reporting protocols shall continue to be followed during event responses, with the Environmental unit lead sharing such information and guidance with the Situational Awareness Branch Director.

6.4 Commission Reporting (DEM/DEF Only)

The Commission Reporting function is to create and submit the required on-going customer outage reports for a Region's electric service territory, following state-specific criteria established by each commission.

NOTE: DEF Outage reporting is handled by the Situational Awareness Group.

6.5 Performance Reporting

This function provides timely and accurate production of event performance reports. Some reports will be predetermined and run on specific intervals throughout the day, others may be ad hoc based on unique circumstances of the event. The Performance Reporting unit shall ensure accuracy by continuously assessing the functionality of systems producing source data, and by comparing each report to the previous run(s) to identify questionable results.

6.6 Flooding

Provide updated lists, maps, and other management tools showing areas and facilities currently flooded and those expected to flood. Facilities critical to planning and operations include roads (closures), substations, base camps and mustering sites, and Ops Centers.

7.0 Incident Action Plan & PIO Daily Report Development / Production Branch Director

The Production Branch Director is responsible for the development and production of the Incident Action Plan (IAP) and PIO Daily Report. These reports are assembled to set the objectives for the respective operational period.

NOTE: IAPs are only required for Level 3 events.

Content for the IAP & PIO Daily Report is provided by all Sections and produced by the Planning Section. Final approval of the draft IAP, by the RIC, is required prior to implementation. Core content of the IAP is shown in the outline below:

Development/Production of the IAP comprises the following:

- **Compile the plan** - Using the data provided by the Planning Chief, including the Safety plan, strategy and tactics for each incident objective, resource deployment or redeployment, resource acquisition, required logistical support

- **Disseminate the plan** - Assemble objectives, strategies, tactics, resource assignments, schedule, etc. into the draft IAP. Review draft via face-to-face or electronic meeting. Obtain approval from RIC and post plan on regional SharePoint site. Share key plan information with IMT leaders.

- **Evaluate and revise the plan** - Update situation information, document and evaluate performance on preceding operational period, determine changes in strategy and tactics, then update the IAP for the next operational period. The IAP will be revised throughout the event. The revisions will occur for each operational period (an operational period is 24 hours -- 16 hours working and 8 hours of rest).

7.1 Incident Action Plan (IAP)

The purpose of the IAP is to document the major goals (typically 3-6) for the next operational period. Each section chief is responsible for providing the RIC with goals for their section that will support the major goals for the next operational period. The Planning Section will produce the draft IAP by 1100 each day. The RIC and direct reports will review the draft IAP so that it can be approved on the Noon RIC call. Generally, for Duke Energy, the next operational period is defined as the next working day. Operational Periods can vary in lengths, although not normally to exceed 24 hours and is determined by the Incident Commander.

7.2 IMT Daily Status Report

The purpose of the IMT Daily Status Report is to document key restoration information each day (safety statistics, ETRs, restoration progress, etc.). The production lead will ensure that all IMT contributors have a link to the approved template, provide their information on schedule each day, check submitted material against the previous day's plan and review for relevance, and compile the IMT Daily Status Report document. All sections are responsible for updating information from the previous day, in the link provided, by 0800 each day.

7.3 PIO Daily Report

The purpose of the PIO Daily Report is to provide the PIO Section with status information to inform the external customer communication strategy for the day. The production lead will ensure the report is ready to be sent to the PIO no later than 0800 each day. The production lead will ensure that all IMT contributors have a link to the approved template, compare the information to the previous day's report, review for relevance, and compile the report document for approval by the Planning Section Chief.

8.0 Documentation Management Branch Director

The Documentation Management Branch Director is responsible for capturing and archiving event-related reports. Data may be captured during briefings, from emails, SharePoint sites, and other means. This function is also responsible for creating and publishing a daily executive summary for the duration of the event and for the customer

outage reporting to the state Commissions. The responsibilities include:

- Ensuring the "Active Storm/Incident Pages" on the Regional sites (SharePoint) are functional and available
- Immediately following activation, ensuring the current IAP templates are purged of historical data
- Following each call, archiving the published IAP for historical purposes, using a pre-determined file-naming convention, and create a new history page view for each storm call
- Scribing/minute-taking for the RIC calls and distributing the minutes to the appropriate parties (via Region SharePoint sites)
- Ensuring that relevant documents/minutes are archived in a systematic manner
- Ensuring that the region SharePoint page is functional and that critical daily reports are stored in the appropriate folder in a timely fashion. The IMT should access links to source documents whenever possible and avoid emailing files and the version control problems email creates
- Periodically monitoring the use of event mailboxes and report compliance to the Planning Section Chief
- Managing permissions for the region SharePoint page and event mailboxes

9.0 Regional Content

Each Duke Energy region maintains a SharePoint site with region-specific content. For additional information, visit the regional ERO SharePoint sites:

- Carolinas
- Florida
- Midwest

10.0 References

- StormCaster
- DA Final Sweeps (STDP-RSTR-DOS-00021)
- Set Estimated Time of Restoration (ETR) Policy & Procedures (ADMP-RSTR-DOS-00009)
- Emergency Response External Communication Campaigns On/Off Process (STDP-CNST-DOS-00113)
- StormCaster Tool and Dashboard Job Aid
- Environmental, Health and Safety Management System (EHSMS)
- EHS Handbook

- Incident Action Plan (IAP)
- PIO Report
- IMT Daily Status Report
- Customer Delivery Emergency Response Report Template
- DEC & DEM DOMS Dashboard
- DEP OMS Status

DEM -- Region/Zone/Site Coordinators

- DEM - DA Activation Process

DEC/DEP – Site Coordinators

- Duke Energy Damage Assessment Guidelines
- Duke Energy Progress Statistical Damage Assessment Guidelines
- Carolinas Damage Assessment One Pager
- Statistical DA Team Allocation
- Statistical DA Training
- Statistical DA Form
- Statistical DA Completed Form Example
- Carolinas Damage Assessor Job Aid
- DCC Control Authority

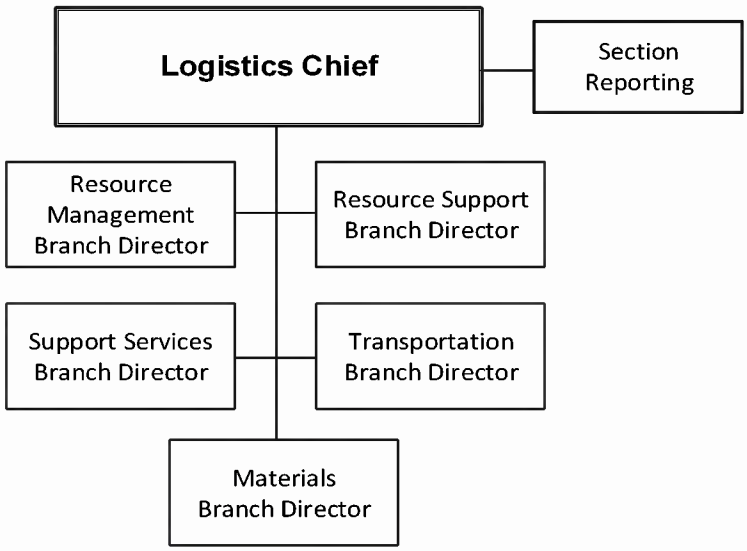
Emergency Response Plan

Chapter 4: Logistics Section

1.0 Introduction

The Logistics Section is responsible for all service support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.

The Logistics Section is organized as follows:



Additionally, the Logistics Section is responsible for providing the resource, service and support information needed for the Incident Action Plan (IAP).

2.0 Logistics Section Chief Responsibilities

The Logistics Section Chief will:

- Manage all incident logistics and support services
- Ensure the Incident Command Center and other incident facilities are physically activated and provisioned
- Confirm resource acquisition strategy
- Organize and staff Logistics Section
- Assemble, brief, and assign work locations and preliminary work tasks to Section personnel
- Participate in Planning Section Meetings
    - Review of the situation and resource status for number of personnel assigned to incident
    - Review of the current facilities/sites that have been or will be activated
- Participate in preparation of the IAP

- Provide input on resource availability, support needs, identified shortages, and response timelines for key resources
- Share daily safety messages with team
- Report safety concerns or issues to the Safety Officer and other leadership
- Ensure all Logistics functions are documented as part of the IAP

- Review the IAP and estimate section needs for next operational period; acquire additional resources if necessary
- Ensure the Resource Management Mutual Assistance team distributes the transportation waivers to the appropriate responding resources

3.0 Resource Management

Resource Management will receive guidance from the Planning Section regarding the quantity and location of resource needs to support the restoration. Resource Management will acquire and allocate resources to the agreed upon Zone, Operations Center or base camp, based on the daily planning process.

3.1 Resource Management Branch Director

When requested, the Resource Management Branch Director will:

- Receive guidance from the Logistics Chief to identify needs for the resource management branch and activates branch teams, as appropriate
- Ensure that transportation waivers are distributed to the appropriate responding resources
- Ensure the event is created in the resource rostering tool
- Ensure all resources supporting the event are entered in the resource rostering tool. Resources to be loaded include, but not limited to: Line, Vegetation Management, DA, Leadership, and Support.
- Provide actual resource totals for incorporation into the IMT Situation Report
  - Number of resources (by type) committed
  - Number of resources (by type) arrived
  - Provide the estimated time of arrival for committed resources
  - Resource gap = resources required less resources committed
- Ensure asset/resource confirmed commitments by asset/resource type and/or company, are provided to the Finance Section

3.2 Region ARCOS SOS Lead and Team

NOTE: Role is not staffed in CARs and MW.

The Region ARCOS SOS Lead and Team will:

- Receive and distribute periodic employee Emergency Response Role reports to the appropriate IC leader (typically Section Chief level); may also assist IC leaders with filling gaps in resources needed
- Submit resource rosters to the Resource Acquisition team, to secure lodging for resources
- Maintain the ARCOS SOS tracking tool for assignments and personnel to validate resource locations and support roles
- Manage individuals assigned to the General Support Section in Workday

3.3 Restoration Coordinator & DA

NOTE: These roles are not Distribution or Transmission employees; Drivers, Admin Support (not assigned to other IC sections), and Wire Guards to sections requesting additional resources during Level 3 Events.

- Participate in daily Planning and Logistics briefings, as needed
- Interface with ARCOS SOS Coordinators in other regions to share or request resources
- Validate all required training and vetting is completed for specific roles (i.e. RC, DA, etc.)

3.4 Resource Acquisition

- Obtain and upload rosters into the resource tracking tool
- Maintain contact with Region ARCOS SOS Lead and Team, Mutual Assistance, and Planning Section for any additional needs
-

3.5 Resource Mobilization/Demobilization

- Execute mobilization/demobilization plan as provided by the Planning Section.
- Establish contact with all resources and informing them of destination; request resources to download the ARCOS sMART app and update their ETA in ARCOS sMART tool app (base camp location, etc.).
- Track status for all resources (enroute, arrived, etc.) in the ARCOS sMART tool.
- Track the resources back to their originating location, in the ARCOS sMART tool, unless the resources have been released to another utility.
- Resource trackers and support team will document the status of crews from departure to arrival within the service territory (muster, base camp, etc.).
- Receive rosters from responding resources home office and upload resource rostering tool. The rosters will be provided to Resource Trackers to support roster validation at the base camps.

3.6 Mutual Assistance

- Accountable for coordinating resource requests with Mutual Assistance groups (SEE, GLMAG, MMAG, etc.), and non-Investor Owned Utility (IOU) companies. See the Mutual Assistance document.
- Request and distribute Transportation Waivers
- Participate in Mutual Assistance calls, enter resource requests into appropriate tracking tool, and respond to resource requests from other utilities
- Ensure that Resource Management is informed of call results
- Serves as the Duke Energy POC for Mutual Assistance crews while on-system

3.7 Resource Management Reporting

- Responsible for monitoring and providing reports associated with resource assignment and movement, and providing IAP input and data to support cost modeling
- Create a daily status report, for the IAP, showing resource needs and resources obtained by the resource type
- Provides resource data to Logistics Section Reporting

4.0 Resource Support Branch Director

Resource Support Branch Director provides oversight for Region Site Management, Field Site Management, Region Lodging, Region Sourcing, Vendor Management, and Resource Support Reporting.

4.1 Region Lodging Lead and Team

Region Lodging management is accountable for the following:

- Hotel Acquisition Process
- Hotel Assignment & Key Distribution Process (align where applicable at Enterprise level)
- Coordinate with Site Management team for Alternative Housing Decision

For process details related to hotels and non-site-related hotel requests, refer to the to the Lodging Plan document.

NOTE: Lodging requires standard resource information in a defined format and timeline (based on next day resource counts by site level) to efficiently and effectively manage the lodging needs during a major restoration event.

4.2 Lodging Options

Regions may select preferences out of order depending on event impact, asset availability, and other event considerations.

- Hotels
- Fixed buildings with beds and running water (on or near site - camp grounds with cabins, dormitories, hospitals, fixed buildings)

- Sleeper trailers (on or near site, to accommodate a 6-12 people)
- Sleeper trailers (on or near site, to accommodate 12-42 people)
- Fixed buildings with cots (on or near site; dormitories, hospitals, fixed buildings)
- Campgrounds with sleeper trailers/tents and cots (near site without cabins)
- Community sleep tent with cots (on or near site; tents will have flooring, side walls
- HVAC and ventilation, power, and lighting)
- Other (i.e., alternative housing)

4.3 Logistics Section Alternative Housing Planning/Strategy

When hotel arrangements are not available or there are operational decisions to not utilize hotels, alternative housing arrangements can be made at base camps or off-site locations.

Logistics will contact the third-party lodging vendor and the Liaison Section to determine if any special events in the projected/impacted area will limit hotel availability. Lodging Management will communicate this information to the Resource Support Director and/or the Logistics Section Chief for inclusion in event planning and decisions on the use of alternative housing to supplement unavailable hotel beds.

NOTE: If alternative housing is incorporated into the lodging plan, a communication to all off-system resources will be provided.

For additional information on alternative housing, refer to the to the Lodging Plan.

4.4 Lodging Annual Readiness Process

Complete the annual readiness process in accordance with the Lodging Plan.

- Develop a base camp lodging plan based on hotel availability and lodging preference list

4.5 Region Site Management Lead and Team

The Region Site Management Team oversees all Logistics site operations (i.e., parking, mustering, lay down yards, base camps, alternative housing, etc.).

Site Management responsibilities include:

- Site Management – System Level
- Ensuring vendor performance oversight is assigned during the event
- Ensuring the Statement of Work (SOW) is followed according to the service delivery requirements

- Ensuring daily site briefings are conducted with vendors to address safety and performance
- Ensuring site gaps and needs are addressed by Site Leads
- Executing demobilization activities with Site Leads, Site Agreements Lead, and Vendors
- Providing daily input into the IAP and Finance cost model (as needed)
- Ensuring base camp layout plans are provided to Site Lead - Site Level, if available
- Ensuring all sites have a pre and post review (with pictures) to ensure site is repaired and restored to normal, following the event
- Field Site Team Staffing
- Maintain current list of site teams
- Communicate with, and provide awareness training for site teams
- Activate, assign and deploy site teams
- Maintain a team rotation to ensure coverage and even work distribution
- Address personnel availability with site teams
- Submit request for site staff rental vehicles and ensures that teams deploy with necessary equipment and track all assets that are deployed to the site teams

4.6 Field Site Management Team and Lead – Site Level

Field Site Management Teams are assigned by Field Site Team Staffing to manage all logistics operations at the site level. The Staging Site Logistics Lead (SSLL) is the overall site lead and responsible for managing all logistics functions at a specific site.

The Staging Site Operations Lead (SSOL) role is assigned by the Operations Section and responsible for managing operational functions at a specific site. Duties include physical onboarding of field resources, ensuring daily safety briefings are conducted, ensuring field resources are assigned work and adhering to assigned work schedules. Although the SSLL is the overall site lead, the SSOL is the operational lead, and a member of the Field Site Management Team.

Field Site Management Team responsibilities include:

- Conducting daily site briefings with vendors (safety and performance)
- Completing the Daily Update Template tool (Site Lead will receive link to access tool from Resource Support Reporting; MW work in progress) to provide detailed information regarding vendor services performed
- Ensuring site safety and resource safety/security on the site
- Serving as primary POC for the site
- Oversight of site(s) (i.e., base camp, parking, alternative housing, etc.)
- Oversight of site setup and demobilization

- Assessment of assets and needs (such as laundry, shower and sanitation)
- Executing meals, lodging, hotel transportation and on-site parking/traffic flow plans
- Refer to the regional SharePoint sites to access the Base Camp Layout Plan.

4.7 Site Agreements Lead – Region Level

- Coordinate site agreements and activation with Large Account Management and Real Estate personnel within the zones
- Assess viability of alternative site solutions
- Maintain a master list of available sites with current contact information and capabilities
- Coordinate active storm site permissions
- Coordinate post-storm follow-up site repairs
- **Daily Scorecard** – Site Level accounting and reconciliation – confirmed and double sign-off by Enterprise member and Contractor; expectations met and validated

4.8 Vendor Management Lead and Team – Region Level

Vendor management activities include the following:

- **Vendor Activation**
  - Provide vendors with "notice to proceed", based on site vendor SOW activation guidelines (turnkey or al a carte); Refer to the Site Vendor Activation Process.

    NOTE: The Notice to Proceed Job Aid may also be of use.
  - Coordinate food preparation, ice, water, laundry and shower facilities, etc.
  - Coordinate site setup with Site Vendor field lead to ensure compliance with site map and all requirements, including OSHA
  - Provide vendor resources (i.e., Site flaggers [on- and off-site], buses/drivers for crew movement, etc.)
  - Alternative housing
  - Ensure appropriate accounting – dates, times, notifications, arrival, operational, etc. - for any vendor assets assigned, re-assigned, or demobilized to any and all sties during the event
  - Provide Resource Management with a roster of vendor personnel responding to the event requiring resource support (meals, beds, etc.)
- **Meals Management**

  Vendor Management Lead will communicate meal count and requirements to Site Vendor Office (counts should include a 20% increase buffer)

- Ensure meal/feeding times support the workers and the work schedule without exceeding maximum daily hours for the workforce; SSLL will ensure work/meal
- Schedule support site operational expectations
- Ensure site vendor is preparing meals in accordance with the Site Vendor SOW

  Communicate to vendor if there are dietary restrictions by anyone on the site, if indicated by resource lead (i.e. Peanut allergies, etc.)

- Ensure all appropriate signage is installed

  For additional information, refer to the Meals Plan.

- **Non- Base Camp Food Execution**

  Operations Center - The site logistics team will handle meals with local caterers. This includes meals for their native resources. If the local caterer cannot handle the operations center, additional support should be requested from the Zone Logistics team. A minimum of 24-hour notice is preferred.

  - Food to field (preferred option for lunch)
  - Leverage local catering to deliver meals to the workers
  - Runners can be identified to deliver hot or box meals from vendor

  Incident Command Centers - Incident Command Center Admin will handle meals with local caterers.

  NOTE: Meals Ready to Eat (MRE) should be considered as an option during a catastrophic event.

4.9 Region Sourcing Coordinator

Regional Sourcing Coordinator will be responsible for managing existing agreements and acquiring new vendor agreements during an event. This role also:

- Provides guidance during site vendor activation utilizing the site vendor SOW, heat maps, minimum days requirements table, etc. Refer to the Site Vendor Activation Process.
- Provides logistics guidance for effective agreement execution by vendors
- Provides guidance to Duke representatives executing details associated with vendor SOW
- Creates new contracts for goods and services required to support event response

4.10 Resource Support Reporting

Resource Support Reporting is responsible for capturing all Resource Support site,

lodging, vendor daily counts for planning efforts, financials for cost estimates, and provides support to the region logistics reporting team.

4.11 Resource Trackers

This role validates rostering information and perform entry of rosters, personnel, and equipment in the resource rostering tool.

5.0 Support Services Branch Director

The Support Services Branch Director is responsible for coordinating with the support organizations required to support event response. These services include:

- Facilities
- IT/Telecom
- Occupational Health/Nurse Support (i.e., site nurses, identification of first aid and medical facilities)
- Security
- Aviation Operations (includes helicopter and drone coordination)

5.1 IT/Telecom

IT/Telecom is responsible for satisfying all IT/Telecom requests for all Duke facilities, logistics sites, and individual employee technology needs.

5.2 Security

Ensures that Duke Energy facility security is provided (upon request) for specific locations or travel crews. A minimum 4-hour notice is required to provide up to 10 security officers.

NOTE: For a request requiring more than 10 security officers, a 24-hour notice is required.

If local law enforcement support is needed or requested, the Support Services lead will coordinate with Duke Energy Security or the Emergency Operations Center (EOC) to satisfy the request.

5.3 Facilities

Facilities Services is responsible for the following inside Duke Energy facilities:

- Incident Command Center readiness (Region/Zone/Site)
- Increased janitorial service needs
- Snow/debris removal

- Dumpster needs
- Event room setups
- On-site generators
- Installation and removal of storm shutters (board up Duke facilities, as needed)
- Logistical support regarding on-site facilities technician for equipment support
- Vendor oversight for on-site support of facilities management functions

5.4 Occupational Health/Nurse Support

- Coordinates nurses, medical, and staffing resources with corporate nursing organization
- Provides basic medical needs to Duke employees and all resources engaged in restoration efforts, in person or by phone
- Provides medical incident reports and route the reports to the Safety Officer and SSLL, for inclusion in daily briefing.

5.5 Aviation Operations (Includes helicopter and drone coordination)

Corporate Aviation Operations is responsible for acquiring helicopter, drone, and any other air-related operations support, and satisfy requests placed by the Planning Section and the RIC. Including, but not limited to non-restoration related aerial surveillance requests, restoration-related air operations requests, and drones.

During any major event, the "Air Boss" will acquire, track, coordinate, and distribute air-related operations support. Requests to be made at *aircraftscheduling@duke-energy.com*. Aviation Operations confirms services with Meteorology forecasts, FAA regulation, and Safety guidelines.

6.0 Transportation

6. 1 Transportation Branch Director

- Notifies the Transportation team and coordinate the response plan provided by the Planning Section
- Provides emergency primary contact information and Transportation schedule to Logistics leadership team
- Establishes and coordinates fueling plan, vehicle rentals, air operations, travel and equipment needs, and share recommendations with the Logistics Chief
- Provides Resource Management with a roster of Transportation personnel activated for the event requiring Resource Support (meals, beds, etc.)

- Shares projected estimate of rental vehicle and fuel costs with Finance Section at the required intervals

6.2 Transportation Service Coordinator

- Provides maintenance and repair for all native Duke Energy vehicles and equipment
- All contractor and off-system resources shall provide maintenance/repairs to their vehicles
- Non-native Duke teams provides their own technician within strike teams
- Notifies the Fleet Services team and staff the event accordingly
- Communicates staffing status to the Transportation Branch Director
- Mobilizes additional Fleet Services resources support based on the IAP

6.3 Fuel Coordinator

- Fueling shall only be performed at environmentally approved and safe locations that meet the Duke Energy Fleet standards
- Prepares and provides for fueling during the event, as stated in the Duke Energy Fleet Fuel Plan
- Notifies fueling vendor(s) to report to designated locations identified in the IAP

6.4 Rental Vehicle Coordinator

- Arranges rental cars/vans/pickups as requested based on rental vehicles acquisition process
- Requestors and POC to follow process as outlined on regional SharePoint site
- Tracks rental details during the event:
  - Requestor
  - Quantity and types of vehicles requested
  - Vehicle delivery location (delivery location contact/recipient)
  - Total number of rentals

6.5 Specialty Equipment Coordinator

- Specialty equipment includes, but is not limited to, the following: water operations, ATVs, buckets, tracked vehicles, flotation vehicles, derricks, heavy hauling, and bulldozers
- Arranges for equipment needs to support field resources

- Tracks specialty equipment rental details during the event
- Who requested the rental(s) and type of vehicle?
- Where is the vehicle delivery location and contact person?
- Total number of rentals being used
- Documents when the equipment will be available, types of equipment requested, where the equipment is being used and who will be responsible for the equipment

6.6 Transportation Logistics Coordinator

This position is responsible for keeping the Fleet portion of the resource rostering tool current. In addition, this position will support the event response by updating the resource rostering tool to accurately reflect the Fleet resource mobilization plan. This position will also enter all Fleet employees into resource rostering tool that will require lodging or food. Responsibilities include:

- Assisting employees when signing up for their storm role
- Participating in pre-storm season planning
- Submitting all roster requests. Ensure all fleet employees and fuel vendors that will require lodging or food are entered in the resource rostering tool
- Working with fuel coordinator to ensure all fuel truck drivers lodging needs are met
- Participating in sponsored Lessons Learned processes

7.0 Materials

7.1 Materials Branch Director

- Attends all Logistics briefings -- Obtain information on customer outages, site activation plans, and line and vegetation management resource numbers reporting to specific base camp areas
- Implements replenishment process, per event, for sites and Operations Centers
    - Determines if 24-hour operation at Material Distribution Centers is needed
    - Establishes schedules and possible shift rotations for Material Distribution Centers
    - Facilitates the daily Supply Chain briefing -- Includes details of number of outages, site information, number of line (designated by Transmission and Distribution) and vegetation management resources being supported, and the restoration timeline as noted in the next day's IAP
    - Provides Resource Management with a roster of Materials personnel activated for the event requiring Resource Support (meals, beds, etc.)

7.2 Materials Planning Manager

- Establishes material needs (forecasting) for the Material Distribution Center and ensures Storm Kit availability for base camps in conjunction with Field/Supervisor Coordinator and Materials Branch Director
- Communicates material forecast to Inventory Services
- Identifies material handling resources at the sites and loads into resource tracking tool
- Identifies whether additional resources (drivers, runners, etc.) are needed
- Ensures material deliveries are coordinated between the Material Distribution Center and suppliers so that working stock items are in place and accounted for at the sites
- Verifies that forklifts, tents, and lighting towers are in place for support resources on the sites
- Ensures that Materials personnel are monitoring working stock levels at sites and placing replenishment orders to meet restoration needs
- Coordinates with the Resource Support Branch on demobilization to ensure material returns follow established processes
- Ensures appropriate transportation, storage, handling, and disposal of hazardous material or hazardous waste

7.3 Field/Supervisor Coordinator

- Ensures employees availability
- Provides input regarding coverage of staging sites, especially if impact is only one zone
- Ensures credit cards are "cleared"
- Tablet, laptop, and MiFi working/active
- Working Stock Orders – cutoff time
- Forklifts and lighting for base camp and Material Staging sites – contact Fleet Services with needs
- Identifies employees that would support operations centers and staging sites
- Branch Director to provide number of employees available from other jurisdictions
- Notifies Asset Recovery of storm event and the potential need for vendors to support oil-filled equipment pick up; wood pole handling; and/or supply roll-offs for scrap at base camps or staging sites

7.4 Trucking Supervisor

- Ensures employees availability

- Ensures all deliveries are completed prior to work activities for storm restoration
- Ensures all semi's and piggyback forklifts are fueled and inspected
- Ensures all trucks have straps and chains
- Checks all trailers for tire, DOT inspections, or any deficiency
- Inquires of any state exclusions from a DOT perspective
- Notifies trucking operations support vendors of potential storm impact
- Requests trucking operations vendors to provide Wesco with material delivery status updates at least 2x per day – per Distribution Center and/or Operations Center for direct delivery
- Ensures memorandum are in place allowing contract carriers to travel to destinations identified on manifest (ACT, TI, and Wesco)
- Notifies other regions and Heavy Hauling of potential storm impact and potential need for support (Drivers, Trucks, and Trailers)

7.5 Tractor Trailer Operations:

- Provides material delivery functions to all operations centers, base camps, and material staging sites
- Provides material pick up/returns functions to all operations centers, base camps, and material staging sites

7.6 Warehouse Supervisor/Coordinator

- Validates employee availability
- Provides update for 24-hr operation, employee list for each shift
- Ensures forklifts and other equipment have fuel available (Diesel, Gas, Propane)
- Ensures all trailers at the storm impacted DC are unloaded and available for storm event
- Works with Trucking Coordinator to ensure all material delivered prior to storm impact
- Generates Distribution Center inventory value report/ledger for use if we lose Maximo
- Ensures inventory accuracy of all major/critical items
    - Transformers
    - Primary Wire & Cable
    - Secondary O/H wire
    - Cutouts & Arresters

- Crossarms
- Ensures Storm Kits are ready, in advance of pending weather or another event
- Ensures ample supply of pallets, shrink wrap, tape, shipping supplies, etc. are available
- Ensures ample bottled water for use at the storm impacted Distribution Center
- Ensures meals are set up for the storm impacted Distribution Center, if needed

8.0 Logistics Section Reporting

Responsible for collecting and providing all performance and financial-related reporting to the Logistics Chief each day. Logistics Section Reporting receives daily reports from the Resource Management Reporting and Resource Support Reporting teams.

9.0 Regional Content

Each Duke Energy region maintains a SharePoint site with region-specific content. For additional information, visit the regional ERO SharePoint sites:

- Carolinas
- Florida

10.0 References

- Incident Action Plan (IAP)
- Mutual Assistance
- Lodging Plan
- Base Camp Layout Plan
- Site Vendor Activation Process.
- Meals Plan
- Notice to Proceed Job Aid

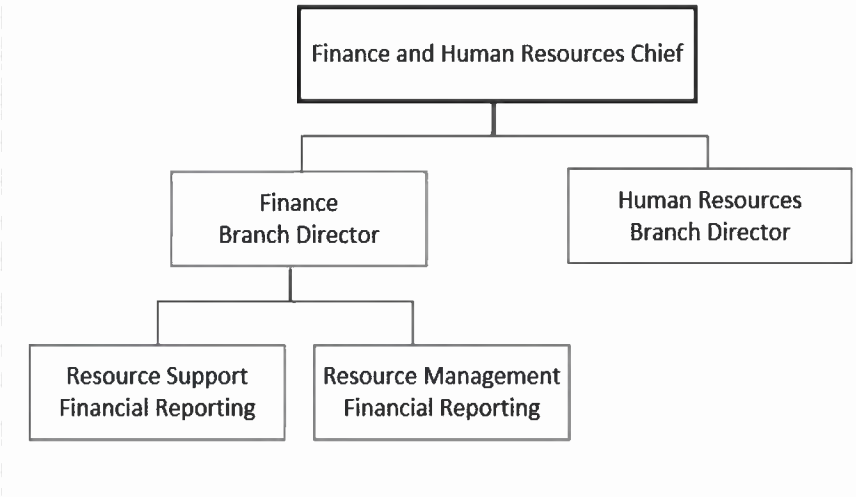
Emergency Response Plan

Chapter 5: Finance/HR Section

1.0 Introduction

The Finance/Human Resources (HR) Section provides finance and administration oversight and guidance during an event.

The Finance/HR Section is organized as follows:



2.0 Finance/Human Resources Chief Responsibilities

2.1 Finance Branch Director

- Set up event-specific project and activity IDs in advance of the new storm season year. NOTE: All regions use unique project IDs for each event response and distribute event charging guidelines
- Advise the RIC of potential financial impact of significant expenditures (i.e., resource movement, staging, etc.) according to the event Purchasing Control Process in section 3.0.
- Attend the appropriate briefings and obtain information about resources and logistics from the Logistics Chief or their designee. Information to include:
  - Total internal/external FTE's, straight time and overtime hours
  - Number of hotel rooms and alternative housing
- Track Logistics costs, including:
  - Fuel costs
  - Rental vehicle costs
  - Material costs (subject to true-up after the event is completed)
  - Number of base camps (by type – parking, mustering, staging, material yards, according to the ICS nomenclature)
  - Ensure event estimates are shared with Corporate Finance and regulatory bodies, as appropriate
  - Ensure that event accrual is made in the month in which the event occurred
  - All jurisdictions: Log the event on an event summary file that includes dates of

declaration and cancellation, MED (Level 3 Event Day) designation and Exempt Supplemental Pay approval and actual costs

- Communicate Exempt Supplemental Compensation information
- Supplemental compensation begins when the event is declared (the official start date)
- Communicate the close of the event for purposes of Exempt Supplemental Compensation

Note: The RIC initiates Exempt Supplemental Compensation and notifies the Incident Management Team (IMT) staff upon approval. The Finance Chief communicates the details.

2.2 Resource Support Financial Reporting

- Interface with Resource Support Branch Director and Resource Support Reporting Analyst to develop cost estimate for lodging, meals and logistics sites (i.e., base camps, alternative housing, mustering, etc.)
- Utilize the Resource Support Power BI reporting tool process to provide daily cost estimates of logistics sites and the associated cost (meals, infrastructure, rentals, alternative housing lodging, etc.)
- Utilize daily lodging information to estimate daily costs of acquired hotel rooms or updates from Hotel Lead on Resource Support Team
- Prepare ad-hoc estimates for additional vendors added during the storm
- Monitor monthly actual charges and provide support for monthly accrual. Coordinate with contract payments to verify all contract vendors are being captured
- Provide support for internal, external and regulatory audits / inquiries as needed

2.3 Resource Management Financial Reporting

- Interface with Resource Management Branch Director, Reporting Analyst and Contract Management to validate the average hourly contractor rates to use for event estimating
- Provide daily cost estimate of line, tree, DA, support, and internal resources based on information available. Estimate needs to include travel to and from impacted jurisdiction.
- Monitor monthly actual charges and provide support for monthly accrual. Coordinate with contract payments to verify all contract vendors are being captured
- Provide support for internal, external, and regulatory audits/inquiries as needed

2.4 Human Resources (HR) Branch Director

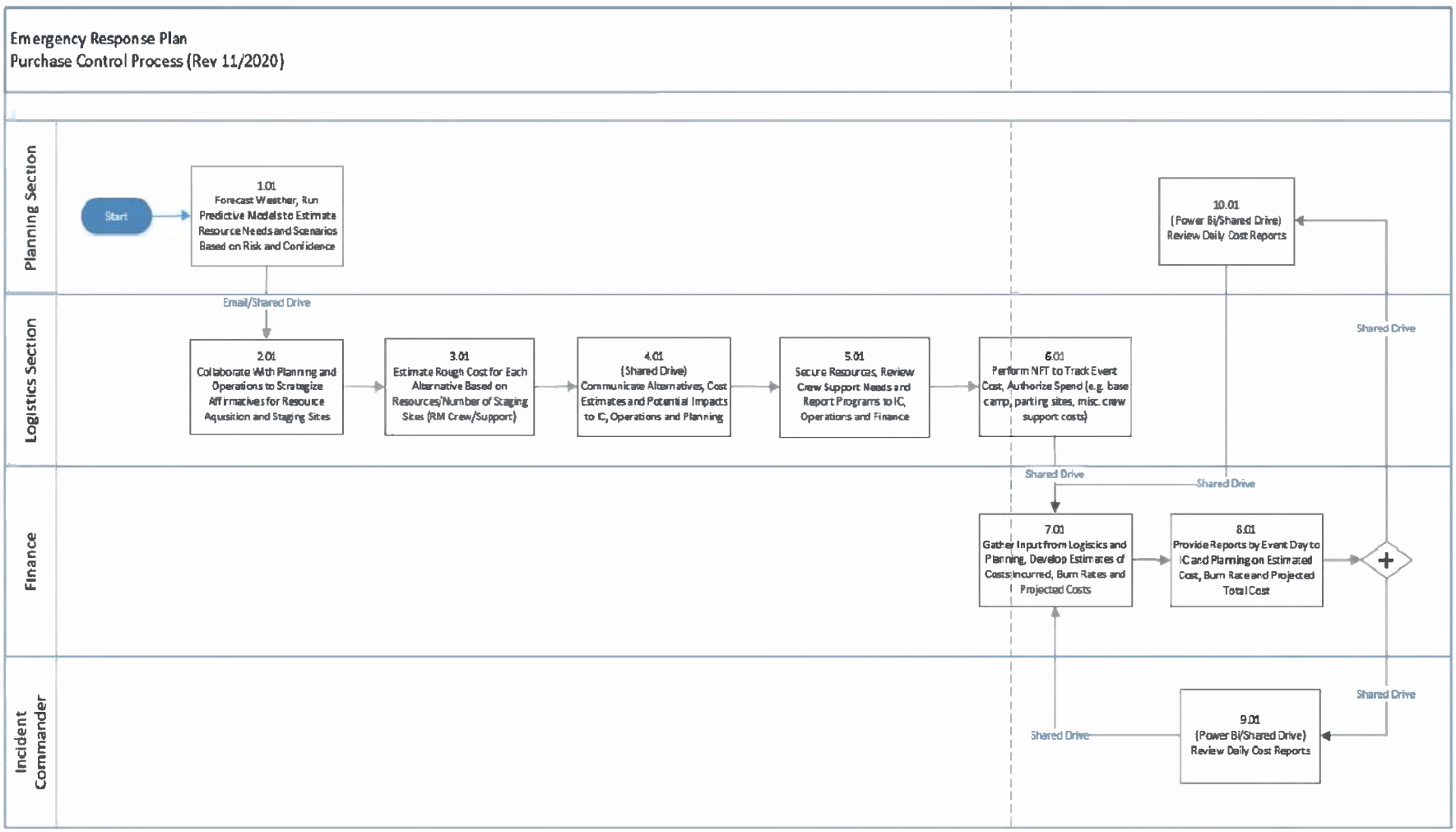
- Participate in event briefings (or provide a designee for the impacted region)
- Notify the HR Incident Management Team by emailing to the designated email address: "*HRIncidentManagement@duke-energy.com*."

The HR Incident Management Team (HR IMT) is activated in situations impacting a

significant number of personnel. Once activated, this team will assess the need for implementing the company's Employee Locator Process, based upon the nature and severity of the incident. This team would also work with the IC to address other HR related concerns. Responsibilities include:

- Executing the Employee Locator Process and reporting results to the IC, as warranted
- Executing employee communications as needed/requested
- Providing employee assistance as needed
- Providing HR related guidance, based on company policies
- Remind event briefing participants of the availability of Duke Energy's Employee Assistance Program (EAP).
- If humanitarian assistance is needed, coordinate the response
- Communicate expectations to HR business partners with a need to know.

3.0 Purchasing Control Process



4.0 Regional Content

Each Duke Energy region maintains a SharePoint site with region-specific content. For additional information, visit the regional ERO SharePoint sites:

- Carolinas
- Florida
- Midwest

5.0 References

- Employee Locator Process
- EAP Brochure

Emergency Response Plan

Chapter 6: Public Information Officer

1.0 Introduction

The Public Information Officer (PIO) advises the Information Center (IC) about the wherever communications strategy for the event, including the dissemination of messages, media relations, social media, executive positioning and channel engagement. The PIO obtains pertinent information, from various internal stakeholders and provides information to the Operations and Planning Sections and Liaison organization for planning and execution of the communication strategy. The PIO coordinates and provides messages and information about the event to external and internal audiences:

- **External Audiences:** PIO uses the PIO External Customer / Channel Alignment Strategy to communicate event-related messaging to external audiences.
    - Customers: Residential; Small, Medium, and Large Businesses; Builders/Developers; Medical Alert Customers; Critical Healthcare Facilities; Wholesale, Transmission-served, Municipalities, and Co-ops
    - Elected and other Officials
    - Emergency Management Officials
    - Federal, State, and Local Agencies, including Regulators
    - Other and Special Interest groups
- **Internal Audiences:**
    - Customer Care Specialists
    - Employees, retirees, senior management, and other Information Management Teams (IMTs)

Note: The Liaison Officer (LNO) is responsible for interfacing with governmental officials about incident-related information and coordinates such messaging with the PIO to ensure accurate, consistent information is shared in a timely manner.

The PIO activates the Joint Information Center (JIC) to support the event. The PIO collects, edits and publishes accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption. Once written, the Regional Incident Commander (RIC) must approve the messages and news releases.

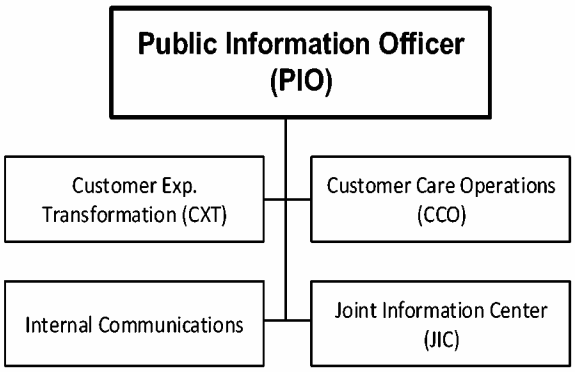
The PIO and LNO continually monitor the media, social media, public and external stakeholder interest and response to the incident to allow them to adjust messaging and information as new issues/concerns are identified.

The following event response groups are branches within the PIO team:

- Customer Experience Transformation (CXT)
- Customer Care Operations (CCO)
- Internal Communications Operations Support
- Joint Information Center (JIC)

The PIO and LNO jointly conduct the Regional Communications briefings.

The Public Information Section is organized as follows:



2.0 Public Information Officer (PIO) Responsibilities

- Open and activate the JIC and/or media centers as needed, to coordinate and disseminate messages to internal and external stakeholders
- Coordinate the development and release of information about the incident to the public, news media, Duke Energy leadership and employees with external-facing responsibilities, including district managers, customer service, customer care teams, regulatory affairs, government relations, investor relations, and others who share information with appropriate external agencies and organizations
- Develop and disseminate information to internal audiences, via the Portal and other communications tools, as appropriate
- Ensure all information is reviewed and approved by the IC prior to release
- Schedule, organize, and facilitate media briefings and news conferences
- Assist in preparing and updating fact sheets, Q&A documents, brochures, etc. related to event response
- Ensure social media is monitored for information released as it pertains to the incident
- Update the incident website to communicate event details with the general public, government agencies, politicians, news media, local officials, company shareholders, as needed
- Develop messaging and talking points for community forums and external meetings and other venues to provide information for the public

3.0 Customer Experience Transformation (CXT) Branch Director

The CXT Branch Director's primary objective is to manage direct-to-customer channels and provide timely and accurate information regarding the event and the company's planned response, as well as instructional information and ongoing, periodic updates that help set customer expectations for restoration response.

The CXT organization is responsible for development of the customer communications response strategy based on operational details and the overarching communications strategy and approved key messaging. See the References section for a link to the CXT External Campaign On/Off Process.

The organization is also responsible for the synchronization of all direct, customer-facing communications. CXT will devise an omni-channel approach to ensure that all communications carry unified and consistent messaging; approved and provided by the PIO regardless of the source (i.e., proactive alerts, ad-hoc texts, outbound calls, emails, web, app, Interactive Voice Response (IVR), social media care).

In addition, this group is responsible for the overall monitoring and health of the direct-to-customer communications channels along with the contingency plans for the channels – in coordination with Customer Excellence, IT and others.

Roles and responsibilities include:

3.1 Customer Lead

The Customer Lead works in concert with the Public Information Officer, Liaison Officer, and Operations Chief. They are responsible for customer response and development of customer communications based on the storm communications strategy and approved messaging. They work with the PIO and others to determine the Initial Time of Restoration/Estimated Time of Restoration (ITR/ETR) communications strategy and approach. Leads message synchronization and cadence for direct to customer communications to ensure timely and accurate information in the appropriate channel(s). They activate channel contingency plans in the event of technology issues; oversees customer experience during an event and coordinates with CCO and Revenue Services on policy adjustments and/or support plans needed.

3.2 Channel & Message Integrator

The Channel & Message Integrator develops and ensures delivery of integrated customer messages across channels (web, email, outbound call scripts, text, etc.); understands which channels are available to communicate in the event of technology issues; and integrates status with CCO.

3.3 Customer Care Operations (CCO) Liaison

The Customer Care Operations Liaison partners with CCO event communications team to share key messages from JIC with CCO specialists and volunteers. Captures rumors and customer needs for key message development.

3.4 Technology Liaison

The Technology Liaison partners with IT, Distribution Control Center (DCC), Customer Lead, Channel & Message Integrator, and Channel Owners to provide updates on channel performance

and technology issues and manage technology contingency plans for the channels. They provide real time system updates for Customer Lead and Channel & Message Integrator to prepare messaging more rapidly; enable contingency plans; bring channels back to service.

3.5 Social Media Liaison

The Social Media Liaison triages and directs inbound social media inquiries to social media event volunteers. They work closely with JIC social media team and CCO social media to share messages and respond to customers who are engaging in this channel.

3.6 Channel Owners

The Web, Outage Map, Text, Email, and App Owners create and own emergency plan for their channel, have channel oversight and performance, and staff channels throughout an event. Works closely with the Channel & Message Integrator and Technology Liaison. They are also, responsible for reporting channel metrics on a daily basis.

4.0 Customer Care Operations (CCO) Branch Director

The CCO Branch Director responds to customers through multiple channels including IVR, live voice and text messaging to provide event-related information such as number of outages, safety, extent of damage, estimated times for restoration and general event-related information provided to the public.

- **Call Center Operations** – Includes CCO employees who have normal job duties during a major event including taking outage calls; corporate employees (CR1), not in the Customer Services Organization, who assist with outage calls during a major emergency event; Revenue Services employees (2nd Responders) who assist with calls related to billing and event-related outage calls during major emergency events.
- **Revenue Services** - Based on operational decisions and event conditions, Revenue Services manages the development and implementation of event response strategies and activities for Revenue Services such as disposition of Non-Pay Disconnect work, Estimated Bills, Outbound Collection Campaigns, Bill Messaging, potential policy adjustments, etc. Works in collaboration with Customer Delivery, Customer Lead, PIO, Legal and Regulatory Affairs to coordinate the appropriate strategy, internal and external messaging.
- **Consumer Affairs**
    - Consider state-specific EOC reporting requirements
    - Provide updates on the PIO/LNO communications briefing calls related to trending outage complaints from the commissions, social media, Better Business Bureau (BBB), CCO escalations, and other audiences
    - Provide proactive planning and restoration updates and reporting to commission(s) prior to, during, and after a major event
    - Maintain service level targets to commission(s) and other customer groups related to complaints or inquiries
    - Provide customer complaint information related to internal technology issues during a major event

5.0 Joint Information Center (JIC)

- The JIC is a physical location where personnel with public information dissemination to internal and external audiences - customers, general public, and news media - responsibilities gather and perform critical emergency information functions and crisis communications. The Joint Information System (JIS), in conjunction with the JIC, integrates incident information and communications personnel into a cohesive organization.
- The JIS is a communications system that provides the structure and mechanisms needed to integrate incident information and public affairs into a cohesive organization to facilitate timely, accurate, accessible and consistent messaging and information across multiple jurisdictions during a crisis. It allows personnel to work from multiple locations while linking functions of media briefings, rumor control, news releases and social media.

6.0 Regional Content

Each Duke Energy region maintains a SharePoint site with region-specific content. For additional information, visit the regional Emergency Response Organization (ERO) SharePoint sites:

- Carolinas
- Florida
- Midwest

7.0 References

- CXT External Campaign On/Off Process (STDP-CNST-DOS-00113)
- Strategic Change Management and Engagement Emergency Response Support

Emergency Response Plan

Chapter 7: Liaison Officer

1.0 Introduction

The Liaison Officer is responsible for facilitating the integration of local and statewide agency resources into the incident organization.

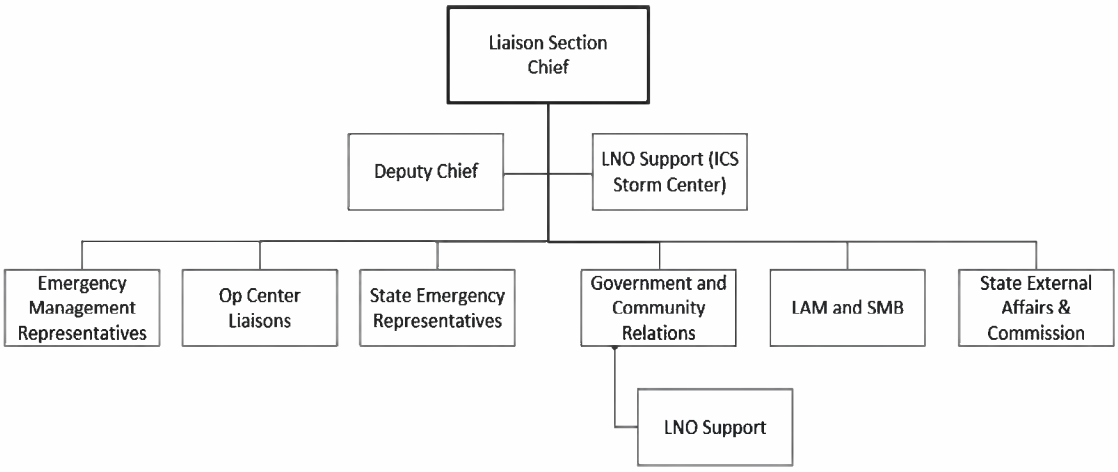
The function of the Liaison organization is to be the point of contact between Duke Energy, state & county Emergency Operation Centers (EOC), and other external entities that rely on Duke Energy for information and status updates during events within each region.

The Liaison organization is responsible for event preparation and planning activities for local and state EOC Representatives, Regulatory Affairs, Large Account Management and Government/Community Relations. The Liaison organization works with these groups to develop processes and resource plans to support the restoration plans.

The Liaison organization will coordinate communication and messaging related to response efforts to local and state-wide agencies, including, but not limited to:

- Major weather and non-weather (Cyber Threats, Active Shooter, Civil Unrest, etc.) emergency events
- Flood Protocol Disconnect and Restoration
- Critical Customers
- High profile planned events, such as conventions and national events
- Grid integrity events

The Liaison Section is organized as follows:



2.0 Liaison Officer (LNO) Responsibilities & Deputy Chief

- Participate in the event briefings
- Establish contact with the appropriate local and state support agencies/representatives and provide an initial briefing
- Identify agency representatives from each agency and provide contact information
- Respond to request from incident personnel for inter-organizational concerns
- Monitor incident operations to identify current or potential inter-organizational issues
- Respond to emergent issues
- Establish a work location and advise agency personnel of the incident that the agency representative position has been filled (a person has been put into the position)
- Attend incident briefing/meetings as required
- Ensure the Incident Commander and staff are informed regarding local support of agencies and customer related issues
- Oversee the well-being and safety of Liaison personnel assigned to the incident
- Advise of any special agency needs or requirements
- Coordinate the obtaining of special reports or documents (e.g., waivers)
- Ensure that all required agency forms, reports, and documents are complete before the conclusion of the event
- Conduct a joint Region Communications Briefing with the Public Information Officer (PIO)

2.1 Emergency Management Representative

- Serves as a direct point of contact for county and municipal officials, emergency agencies and other local critical agencies
- Located in DE operations center storm room or county EOCs.(varies by jurisdiction)

2.2 Operations Center Liaisons (OCL)

- This position will provide the EOC representatives and other positions within the Liaison Organization with a single point of contact. This position reports to the Liaison Organization but resides in the Site Incident Command Center.

2.3 State Emergency Management Representative

- This position provides a direct point of contact for state emergency officials and agencies. The representative is typically located at state EOC facility but is based on requests by the state.

2.4 Government and Community Relations Manager/District Manager (GCRM/DM)

- The Government/Community Relations Director is responsible for Duke Energy's local governmental coordination program in their assigned area working with public officials and other identified key leaders before, during and after restoration efforts under the direction of the Liaison Officer. The Government/Community Relations Director directs resources for the purpose of governmental coordination including the County EOC Representatives, Ops Center Liaisons and Community Relations Office Management.

2.5 LAM and SMB Representative

- The Large Account Management Lead is responsible for managing relationships with LAM customers during restoration.

- The SMB representative engages with its customers as needed except for small municipalities (non-LAM). Those relationships and communication channels remain the responsibility of the Government and Community Relations Manager/District Manager.

2.6 Regulatory, External Relations (State) and/or Commission Representative

- Regulatory Affairs, External Relations (state), State Commission Representative -- The Regulatory Affairs/State Commission Representative interacts primarily with Liaison Organization in the Incident Command Center, Transmission Incident Command Center, Energy Control Center and External Relations, as well as representatives from the Florida Public Service Commission (FPSC), Department of Environmental Protection (DEP), Department of Transportation (DOT), Law Enforcement, Military Support and the Governor's Office.

2.7 Liaison Support

- Liaison Support works in the Incident Command Center, reports to and provides support to the Liaison Officer, before, during and after an event. Fulfills duties as identified by the Liaison Section Chief. Liaison Support can also occur at the operations center or other designated location requiring support of Liaison Organization functions.

3.0 Key Interfaces

- Customer Delivery
- Large Account Management
- Commissions
- State President
- Government/Community Leaders

- Local Emergency Operations Center Representatives
- Regulatory Affairs/State Emergency Operations Representatives
- Public Information Officer (PIO)
- Customer Care Organization (CCO)
- Transmission Liaison
- Small & Medium Business Group
- Customer Experience Team (CXT)
- Community Relations
- State Government Affairs

4.0 Tools and Information Needed

Company laptop computer, Cellular phone (in some cases a company radio will also be required), reliable vehicle appropriate for travel to/around/from storm impacted areas.

5.0 Training Requirements

- General leadership experience
- Company organizational knowledge
- Working knowledge of DE distribution and transmission facilities and operational procedures
- Experience dealing with external public (e.g. elected officials) – strong communication skills
- Ability to work extended hours
- Tracking tools used by jurisdiction
- EOC required training (varies by jurisdiction)

6.0 Regional Content

Each Duke Energy region maintains a SharePoint site with region-specific content. For additional information, visit the regional ERO SharePoint sites:

- Carolinas
- Florida
- Midwest

7.0 References

- None identified at this time

Emergency Response Plan

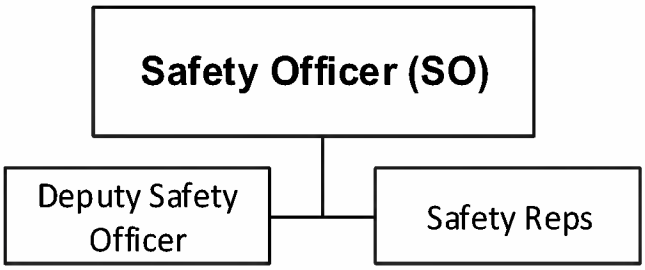
Chapter 8: Safety Officer

1.0 Introduction

The Safety Officer monitors incident or event operations and advises the Incident Commander to ensure:

- Event safety performance
- Shortfalls in field safety resources are mitigated
- Field resources are working in compliance with company, federal, state and local safety regulations

The Safety Section is organized as follows:



2.0 Safety Officer Responsibilities

The Safety Officer (SO) is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The SO plays a critical role in providing oversight and support to ensure emergency response activities are conducted in accordance with the "Environmental Health and Safety Management System Manual".

The officer and their staff correct unsafe trends through the regular line of authority. The Safety Officer maintains awareness of active and developing situations.

- Participate in Regional IC briefing
- Identify hazardous trends associated with the incident
- Participate in appropriate meetings
- Review Incident Action Plans
- Support significant event investigations
- Provide daily safety performance report
- Ensure development and distribution of the daily safety messages
- Ensure accurate event reporting takes place when safety incidents occur (including leadership notification)
- Ensure that relevant daily safety messages are distributed in support of the event

2.1 Pre-event

- Notify Health and Safety (H&S) personnel of approaching event and ensure team members initiate individual preparations (pack a personal bag, prepare vehicles for travel, gather additional personal protective equipment (PPE) for personal use and to address gaps in field, etc.)
- Compile a roster of available H&S personnel
    - Form a preliminary response plan to match forecasted damage zones
    - Notify regional IC of any anticipated H&S resource shortfalls and work with H&S leadership and peers to address shortfalls
- Develop and distribute safety messages for all pre-event briefings; include reminder of equipment to assemble or other condition-specific preparations that response personnel should execute prior to the event

2.2 During the Event

- Make personnel assignments based on hardest hit areas, etc.
- Provide a safety message for all briefings
    - Message will address conditions that response personnel will face while working
    - Provide safety incident response instructions to off-system resources
- Obtain restoration resource strategy from Resource Management, including muster locations for off-system resources, to allocate safety resources, as needed
- Notify Incident Commander of any known H&S resource shortfalls
- Provide H&S active roster to Resource Management Unit
- In the event of a safety incident, the H&S field personnel will work in partnership with local leadership to complete notification in the appropriate systems
    - Obtain information on safety incidents (if any) prior to event briefings
    - Share information on safety incidents (if any) during events briefings
- Verify the Zone and Site Incident Command leadership, other field performers and front-line supervisors are conducting and distributing daily safety messages

2.3 Post Event

Provide an event safety summary to the RIC

3.0 Regional Content

Each Duke Energy region maintains a Sharepoint site with region-specific content. For additional information, visit the regional ERO Sharepoint sites:

- Carolinas
- Florida

- Midwest

4.0 References

- Environmental Health & Safety Management System Manual-ADMP-EHS-EHS-00026

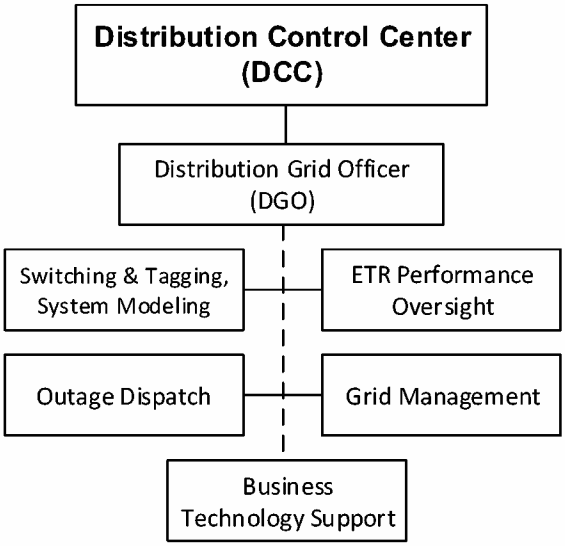
Emergency Response Plan

Chapter 9: Distribution Control Center

1.0 Introduction

The Distribution Control Center (DCC) is responsible for maintaining an accurate model of the distribution system which reflects real time field conditions to aid in the restoration of electricity to customers. The DCC uses the outage management system to determine which customers are out based on customer reporting, current technology, and predictive analytics. The DCC also uses advanced Supervisory Control and Data Acquisition (SCADA) and Distribution Management Systems (DMS) which provide real time monitoring, alarming, and control of field devices to create an accurate real-time field picture.

The DCC Section is organized as follows:



2.0 Distribution Grid Officer (DGO) Responsibilities

The DGO is responsible for the following areas:

2.1 Distribution Control Center (DCC)

Dispatching and control authority for Duke Energy's Distribution System

- Monitoring response progress - collaborating with Zone or Ops Center Commanders to resolve areas of concern
- Monitoring crew activity in OMS after hours and in unaffected locations
- Aligning DCC Operators' service area assignments as resources are moved or field resource staffing changes significantly (overnight, etc.)
- Returning (and communicating) ETRs to normal operations, following the event
- Completing regulatory reporting as required, following the event (applicable to DEM only)

2.2 Switching & Tagging, System Modeling

- Determining appropriate levels of control for Switching and Tagging between the DCC and Customer Delivery Operations
- Writing, reviewing, and issuing switching steps for outage restoration activities on the three-phase backbone to perform step restoration “Switch Before Fix”
- Writing, reviewing, and issuing switching steps for Load Management
- Maintaining records of all Clearance and Do Not Operate Tags
- Modeling the DMS and OMS applications to accurately reflect the Operating Conditions of Field Devices
- Writing, reviewing, and issuing Hot Line Tags for restoration activities

2.3 ETR Performance Oversight

- Turning off ITR/ETR Generator in advance of the event
- Inputting ITRs after the approval of the Incident Commander (see DEE-Restore-Set Estimated Time of Restoration (ETR) Policy & Procedures (ADMP-RSTR-DOS-00009)
- Supporting the technology team as needed to ensure external outage maps are in alignment with OMS
- Supporting the CXT to ensure ITRs and ETRs align with technology and the Joint Incident Command (JIC) communications. (see Emergency Response External Communication Campaigns On/Off Process (STDP-CNST-DOS-00113),

2.4 Outage Dispatch

- Managing all emergency events for priority response
- Dispatching to areas without an active/opened Storm Center, via SS9 (or similar tool) or voice dispatch (as appropriate)
- Completing or updating outages that cannot be completed via a Mobile Data Terminal (MDT)
- Performing safe remote operation of remote field devices (reclosers and breakers) to support field restoration
- Executing system modeling in order to obtain accurate outage counts
- Pinging meters using AMI technology to help provide accurate outage modeling

2.5 Grid Management

- Managing Distribution system load

- Coordinating Distribution grid restoration with the Energy Control Center (ECC) and ensuring the stability of the system, and developing plans to have coordinated restoration
- Supporting complex grid restoration activities requiring Engineering Analysis
- Tracking Distribution Automation device performance and communication impacts during the event (i.e., line regulators, capacitors, controls, electronic reclosers) and also managing Distribution SCADA device status

2.6 Business Technology Support

The Business Technology Support team is responsible for the support and configuration of the systems used for outage management (OMS, DMS, DSCADA, etc.) during major event restorations. This application suite is used to populate the reports and supporting programs which communicate with customers and government agencies and facilitate the deployment of appropriate resources, such as line crews. The team will also engage in RIC event calls – pre- and post-reporting, as required, to provide immediate response to urgent requests, or to provide updates that are related to critical IT issues.

To support the outage restoration efforts, the Business Technology Support team acts as a liaison with our IT teams and the various vendors supporting the technology.

3.0 Regional Content

Each Duke Energy region maintains a Sharepoint site with region-specific content. For additional information, visit the regional ERO Sharepoint sites:

- Carolinas
- Florida
- Midwest

4.0 References

- DEE-Restore-Set Estimated Time of Restoration (ETR) Policy & Procedures (ADMP-RSTR-DOS-00009)

  Distribution - Emergency Response External Communication Campaigns On/Off Process (STDP-CNST-D OS-00113)

Emergency Response Plan
Revision History

Emergency Response Plan			
Rev.	**Preparer(s)**	**Date**	**Revision Comments**
000	Janet Murphy, Lorraine Stanback	12/2019	• Initial version
001	Lorraine Stanback, Deb Barnes	6/2021	• Chapter/section updates
002	Iris Hopper, Deb Barnes	11/2021	• Chapter/section updates
003	Iris Hopper, Deb Barnes	3/2022	• Chapter/section updates
004	Iris Hopper, Deb Barnes	5/2022	• Chapter/section updates
005	Yashica Giles, Deb Barnes	3/2023	• Changed Roles to Sections in 4.3 and 4.4 of Chapter 1:Overview • Confirmed links open • Compiled all ERP Chapter/Sections documents into the one ERP booklet document whereby deleting individual ERP chapter/sections from Fusion • Updated IAP definition in Planning Section
Document Approver(s)			
Approver		**Title**	**Date**
RuDon Showers		GM Emergency Preparedness	3/2023

Attachment B

Document title:	Document number:
TSSOP - Transmission System Storm Operational Plan: Introduction and Overview	GDLP-EMG-TRM-00025
	Revision No.: 004
Keywords: Transmission System Storm Center Operational Plan (TSSOP), Transmission Storm Plan, emergency management, Logistics Section, Operations Section, Planning Section, Communications Section, Finance Section	Applies to: Transmission - DEF

Table of Contents

Preamble

This document is the DEF Transmission System Storm Operational Plan (TSSOP). Referenced in the Table of Contents above is the complete TSSOP structured within seven (7) documents following Duke Energy document management and Incident Command System / Emergency Response (FEMA) general guidelines. This document, GLDP-EMG-TRM-00025-TSSOP Introduction and Overview provides the overall purpose, means, and structure of the storm response plan. The following six (6) documents listed/linked in the Table of Contents provide the specific approach, organizational structure, action plans for each organization: Transmission-FL System Storm Center; Operations Section, Planning Section, Logistics Section, Communications / PIO Section, and Finance Section for any given event. Appendices housed within the Transmission System Storm Center share point site contain Definitions, Forms, Process Flows, Checklists linked within these documents.

1.0 Introduction and Overview to the TSSOP – GDLP-EMG-TRM-00025

At Duke Energy Florida, we believe that Transmission succeeds because we act with integrity, collaborate effectively, embrace diversity, and communicate well. Not only do we take responsibility for actions and achieve objectives with speed and agility, we are intolerant of mediocrity and strive to produce results that matter. As a utility, our goals are to exceed customer expectations, to deliver superior shareholder value, and to challenge employees (each other) to excel. With these general operating goals and principles in mind, we have developed the Transmission System Storm Operational Plan (TSSOP).

The TSSOP provides guidance for safely and efficiently restoring power to our customers following a storm / emergency event where the transmission system impacts customer service. This plan is designed with the flexibility to respond according to most critical system impacts, as well as to local community impacts, swiftly and safely. The Florida Transmission System, it's Regional Incident Command (RIC), with the Area Incident Command (AIC), and supporting storm organizations (Operations, Planning, Logistics, , Communications, Finance, etc.) are responsible, at least annually, for review and updating of this plan, training of personnel, and associated documentation (org charts, documents, websites, roles and responsibilities) for proven readiness for the Atlantic Tropical storm season each year.

1.1 Mission/Purpose - Experience / Safety

Generally, when a storm event impacts the Florida Transmission System, power outages will be expansive/extensive. Where Transmission lines and equipment are damaged, it is likely that the Customer Delivery System will be limited in complete restoration. Therefore, TSSOP mission is always to identify system priorities and the most effective and efficient means to bring back the system safely and swiftly. As a utility with the obligation to serve the public (a public-servant organization), our goals – especially when Duke Energy Customer Delivery, other utilities and infrastructure are impacted – are to safely and effectively collaborate internally and externally, thus bringing the state's power grid back on-line as soon as possible.

At Duke Energy Florida, we have faced many storms and hurricanes. In 2004, our company received the Emergency Response Award from Edison Electric Institute for 'outstanding work under extreme conditions'. During that year Florida and Carolinas had an unprecedented number of hurricanes pound the electrical systems. Duke Energy has received this award a record five times, including responding to Bonnie (1998), Floyd (1999), January 2000 Winter Storm, and the December 2002 Ice Storm. In 2005, we received the EEI Emergency Assistance Award which recognized our storm restoration efforts in support of other electrical utilities located in the Southeastern Electric Exchange (SEE). As we continue to experience weather-related impacts - from Hurricanes Charley, Irma, Michael, Dorian, Ian, and beyond - DEF will continue to prepare and respond safely, efficiently, and successfully to restore the stability of the transmission system while supporting the restoration efforts of the distribution system and wholesale customers.

By applying lessons learned from past events, throughout all the hurricane seasons, we can identify and apply best practices, maximize human resources, and reduce the likelihood of transmission equipment damage. These lessons learned have been integrated into this plan, so we may continue to produce results that matter with speed and agility before, during and after a storm event.

Human Performance and Safety principles are directly applied and incorporated into this plan. The TSSOP adopts the Health and Safety Vision: A healthy and injury-free workplace, sustained by behaviors that consistently demonstrate our commitment to the welfare of each other, our contractors and the communities we serve. The plan subscribes to the employees' responsibilities of taking personal accountability, actively caring, and recognizing hazards. Transmission's Cardinal Electrical Safety Rules (CESR) and the Keys to Life are expected to be applied and practiced during all storm activities. Responding to any transmission event is dangerous, therefore all responders are expected

to work safely. Applying these practiced safety and health habits, Emergency / Storm event response will provide equally safe restoration of the transmission system.

In general, the TSSOP, in keeping with corporate guidelines and Incident Command Structure (ICS), has been developed for use when responding to storms/emergency events in DEF Transmission service territory.

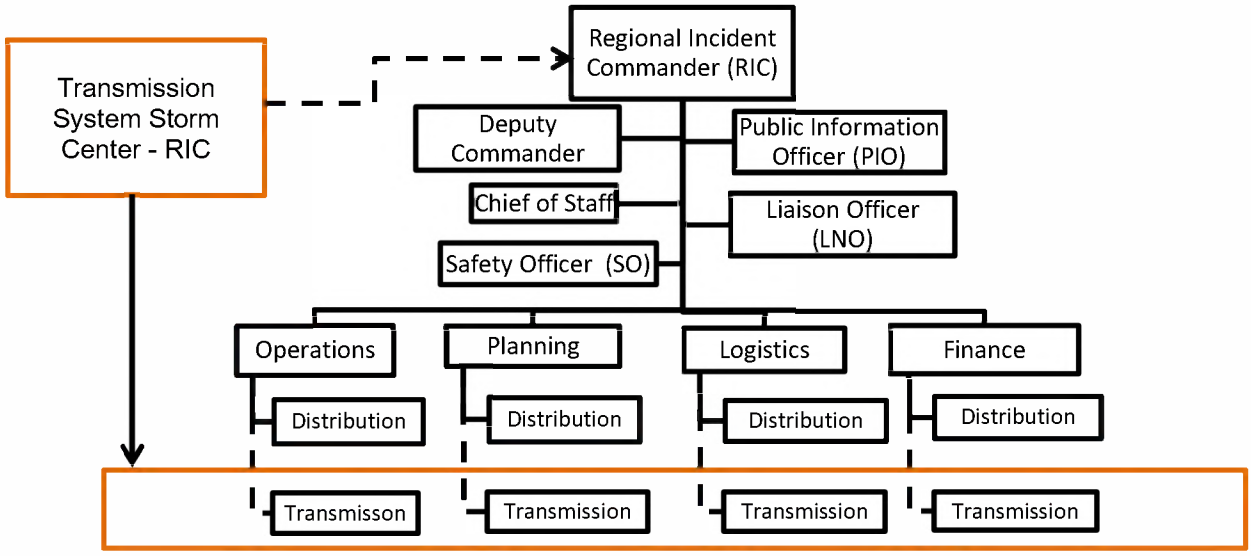
1.2 Plan Overview – Objective and structure

Duke Energy Florida has organized its major storm organization within a general adaptation of Incident Command System, creating a simple and stable line of communication and event direction. In addition, DEF has committed to the ICS form and function so that DEF can clearly communicate to other utilities and emergency response agencies within Florida at the time of an event.

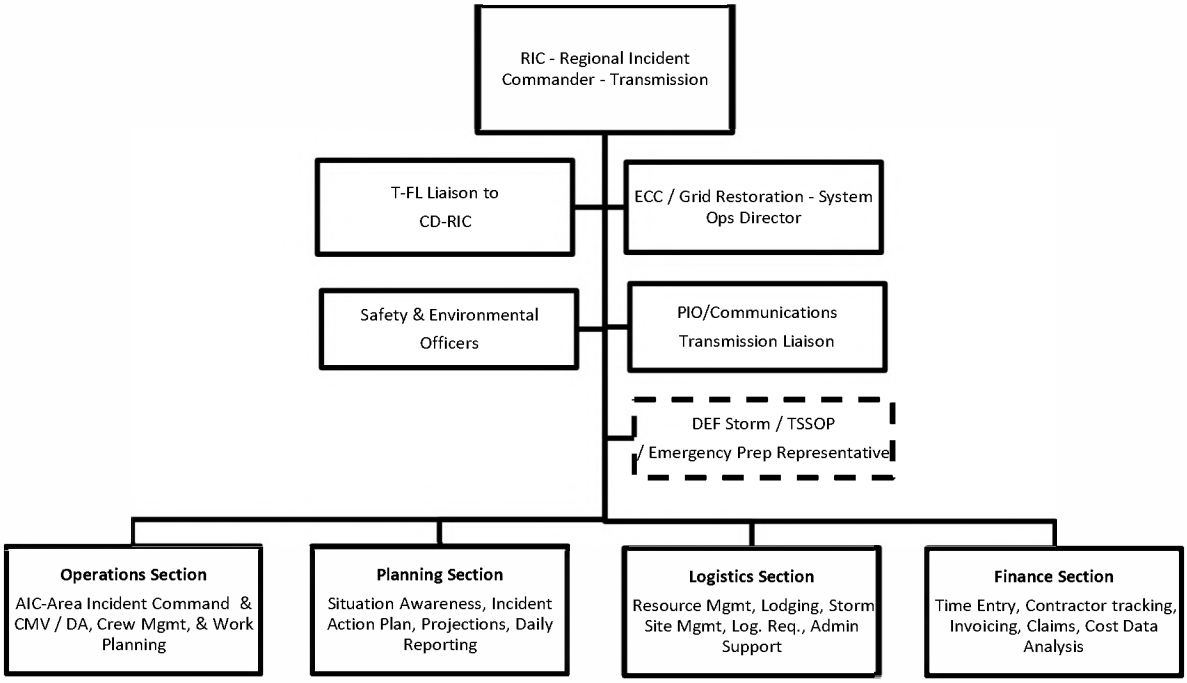
The objective of this plan is to establish a consistent approach and level of responsibility for each emergency response event. This document provides the authority and coordination needed to restore electric service and maintain business continuity from emergency storm events. It consolidates authority to a System Level "top down" organizational structure for major storm responses and organizational structure for minor storm events.

Transmission Florida collaborates and cooperates with Customer Delivery / Distribution Florida to provide synergies, economies of scale, clear protocols, and redundancies where appropriate; and Transmission Florida has retained its parallel structure for effectiveness, efficiencies, in addressing Transmission System priorities appropriate to the specific event.

1.2.1 Illustration of ICS org. chart:



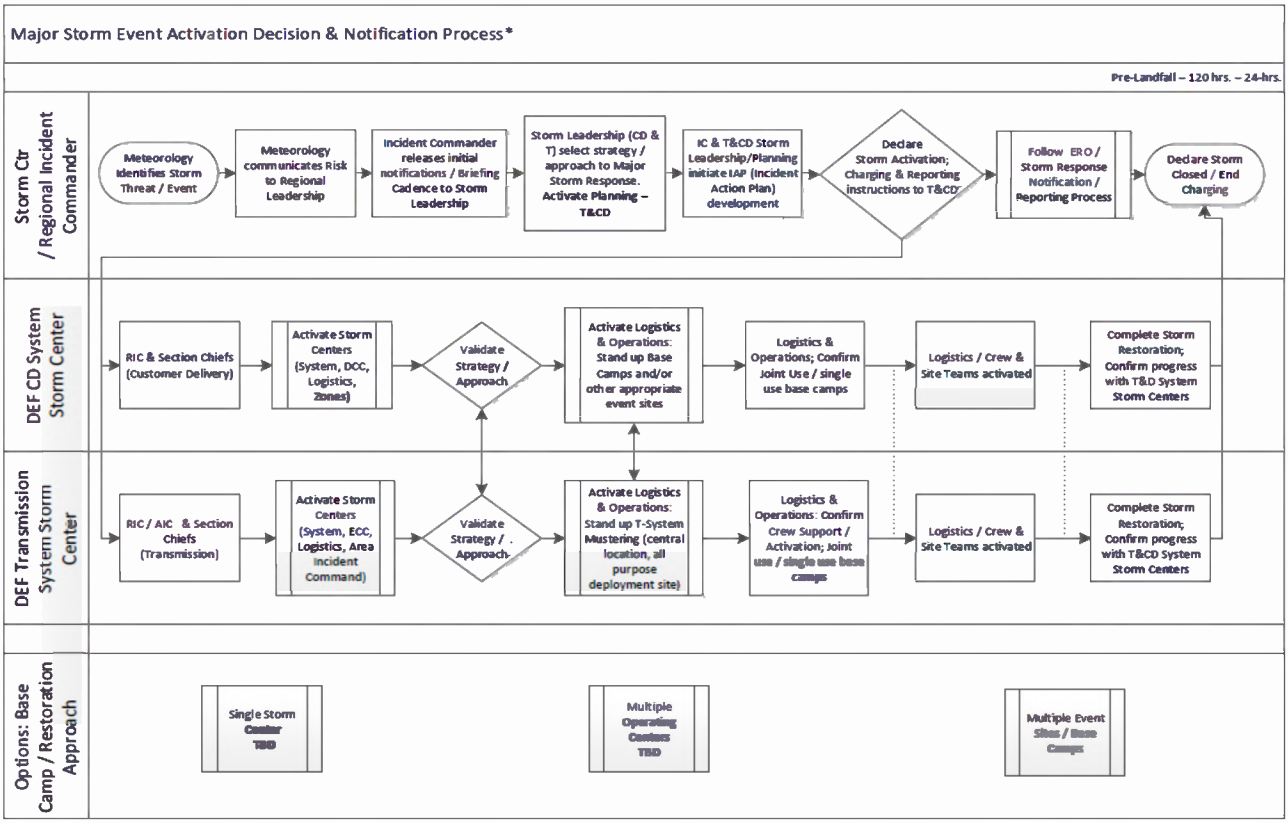
Below is a representation of Transmission Florida's System Storm Center Organizational chart:



Link to active current T-FL System Storm Organization Chart Folder

1.2.2 T&D Storm Direction and Planning Process (Activation & Notification)

The illustration (Major Storm Event Activation Decision & Notification process) below provides process for storm leadership to follow at the time a named storm is expected to impact Duke Energy Florida service territory. The Incident Commander, Meteorology, Transmission RIC, T&D Storm Section Chiefs/Leadership are expected to gather early and regularly to determine / confirm lines of communication, communication/notification protocols, direction and approach to the particular event.



* This doc. is a region specific document; T-DEF Storm Center Activation & Notification Process flows show the communication and decisions making process between CD/State RIC and T-RIC and T-Sections for declaration, activation, and notification of an Event. The intent is that each Region would create communications flow & general response timeline based on regional and regulator expectations.

As 12/2019

1.2.3 Guiding Principles for Directing One Florida Storm Response

The Guiding Principles for Storm Directors provides the intention and expectation of how Transmission and Customer Delivery organizations will collaborate, cooperate, and allow each organization the means of support and / or autonomy as the event and the storm leadership discern. DEF will work toward One Storm Response Team with dual strategies in sync.

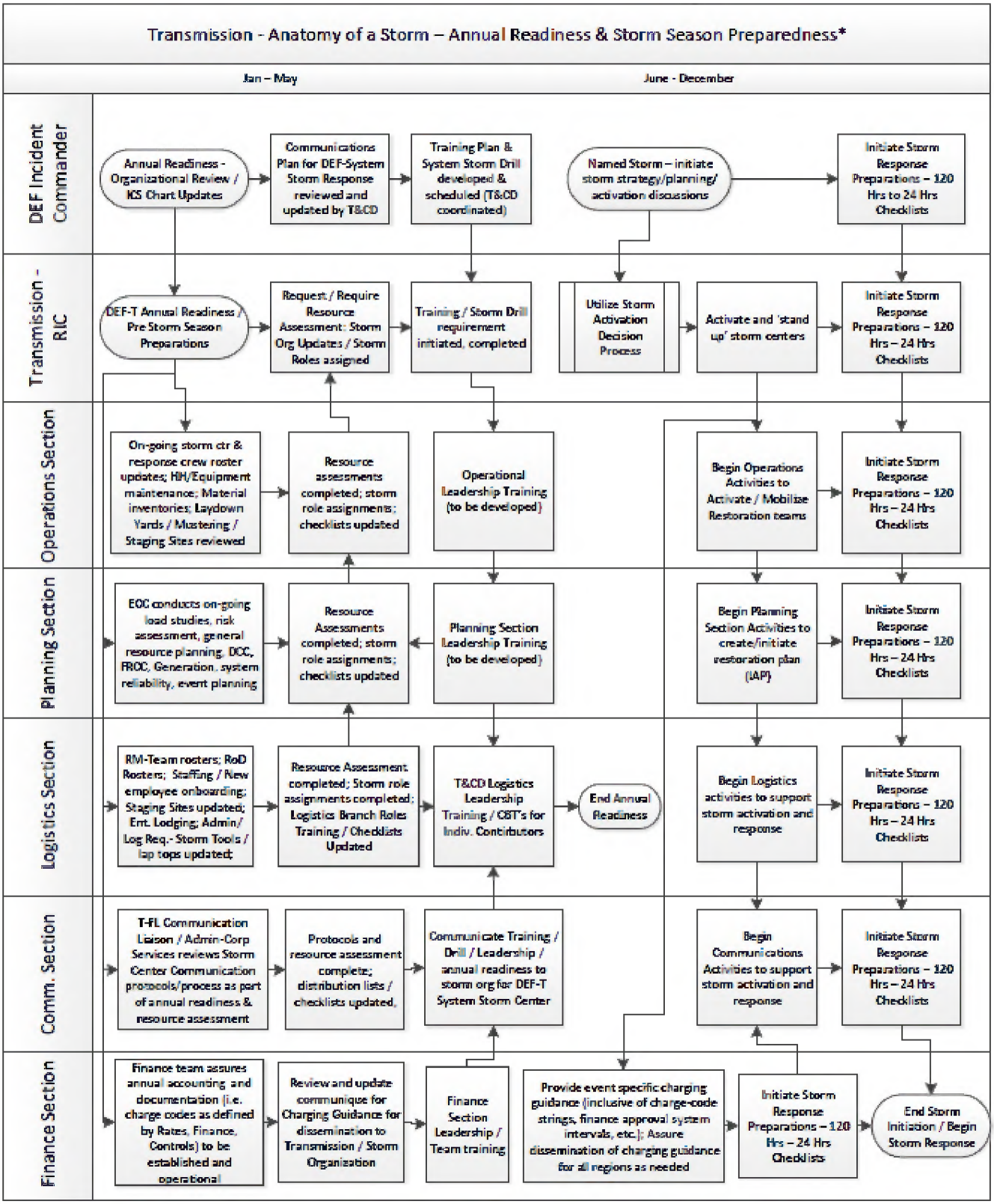
Florida Storm Guiding Principles-Rev.2023 – link

In general, there are Major Storm Events that will impact both Transmission and Customer Delivery. Typically, a Mid-level or Minor Storm Event may not directly impact Transmission. Therefore, when DEF is determining potential impact, activation and mobilization, T&CD must confer and intentionally make decisions regarding joint activation and use of the three typical approaches to storm restoration:

- Single Storm Center; i.e. Transmission North FL Storm Center only
- Operating Centers; i.e. Transmission North FL Storm Center and Apalachicola, Mexico Beach Operating Ctrs. / Transmission Substations
- Storm Sites / Base Camp; i.e. T-Only Base Camp (WW/Ocala); North Storm Center; Central Storm Center and additional identified staging sites (Base Camps, Laydown yards, Alt. Housing sites, etc.) that may be joint used by Transmission and Customer Delivery.

1.2.4 Anatomy of a Storm

The Anatomy of a Storm is a high-level process flow that illustrates the way DEF Transmission will operate throughout the year to prepare for each storm season and the eventuality of activating, mobilizing, and restoring the Transmission System. The process includes the concepts of Annual Readiness, Resource Assessment, Acquisition, & Mobilization, Incident Command System and storm event plan, storm roles, responsibilities & action / checklists. It includes and points to lower level process flows for each Section and Branches of the storm organization (Operations, Planning, Logistics, Communications, & Finance). The following diagrams illustrate the Anatomy of a Storm-T-FL at a high level by Section as well as over time and incorporates the declaration, activation, deployment, tracking, release, and closing expectations for each event (see page 3 of 'Anatomy of a Storm').



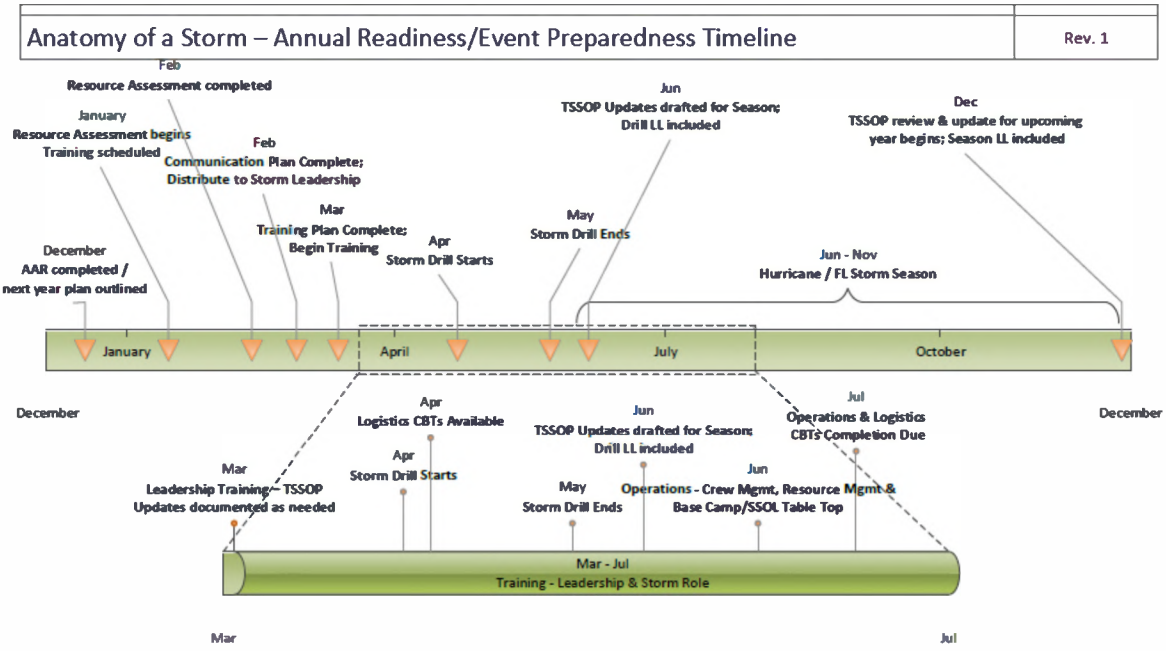
* This doc. is a region specific document; T-DEF Anatomy of a Storm shows the flow between CD/State RIC and T-RIC and T-Sections for Annual Readiness AND Event / Season Preparedness. The intent is that each region would create flow & timeline based on regional and regulator expectations.

December 2019

The key to storm planning and preparedness is Annual Readiness; the Anatomy of a Storm Timeline illustrates the annual activities that each storm organization undergoes.
Anatomy of a Storm-T-FL – see page 2 / diagram below.

The timeline presented in the diagram/illustration below provides time-spans that are over the course of a complete year, hence, Annual Readiness. Each year, each storm org is to review and update, revise and make current the storm plan, tools, templates, training. This update and review begins at the close of the storm season with the Lessons Learned and Action Plan developed. The effort is initiated by the RIC and Storm/Emergency Prep Program Manager; and then Section Chiefs and Branch leaders work with their teams to update and approve the changes. This is completed so that leadership and teams maintain a level of ownership and familiarity with their role, reporting guidelines, tools. Annual Readiness removes the potential for reactive error precursors when individuals are asked to learn or complete a task during an emergency event. Annual Readiness is likened to continuous improvement and preparedness within DE human performance planning and expectations.

The diagram below illustrates the Annual Readiness / Event Preparedness timeline:



Additionally, as Annual Readiness prepares all to be familiar and safely able to respond to emergency roles / storm roles; understanding the flow of event declaration through closure of the event provides a 'road map'. The Anatomy of a Storm/Event – Declaration & Activation, Deploy, Tracking, Release & Close diagram supports the next level of interaction between Sections and Branches. (See diagram, page 3 below.)

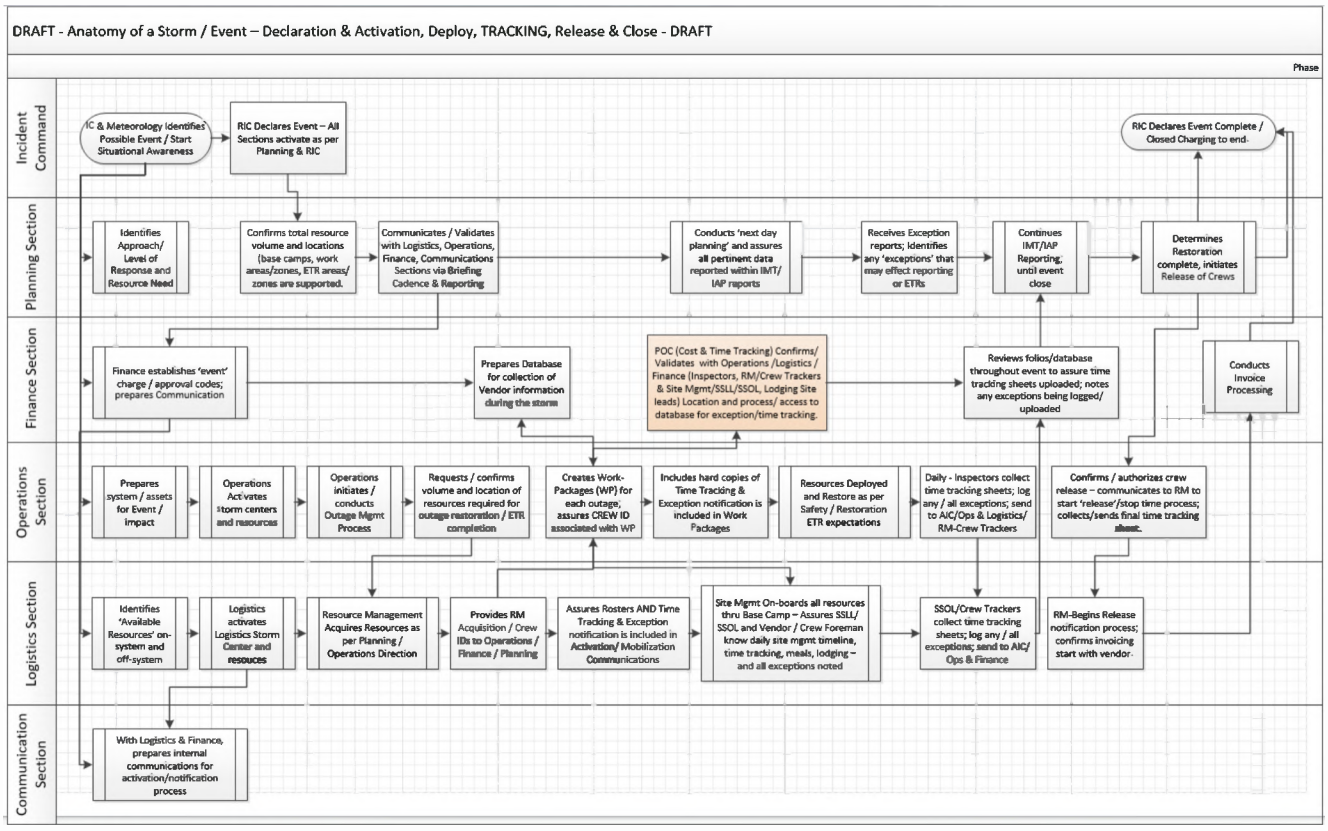


Diagram: Anatomy of a Storm/Event: Declaration & Activation, Deploy, Tracking, Release & Close – page 3.

1.3 Authority – ICS & Transmission Storm Roles

The Vice President of Construction & Maintenance, (VP C&M) is the sponsor / primary owner of the TSSOP document and overall plan. He / She shall direct the maintenance of this document primarily through the Transmission Department and, where aligned and applicable, through collaboration with Customer Delivery Storm Organization leads. The VP C&M fulfills the storm role: Transmission System Regional Incident Commander (RIC) when the Transmission System Storm Center is activated for major system level emergencies. The Transmission System RIC will work together with Transmission Leadership (Director of Engineering, Director of Asset Management, Director of System Planning, Director of ECC, Director / Manager of Work Management, Area Maintenance Managers & C&M Managers/Supervisors, Managers of Resource Mgmt & Project Mgmt., etc.) to fulfill the necessary storm organizational leadership roles. Each Storm Organization will have an internal command and control structure that ultimately reports to the Transmission System RIC and communicates, collaborates, & cooperates with Customer Delivery System RIC & aligned CD storm organizations.

1.3.1 'Blue Sky' Title and Storm Title / Role

Whereas a storm or emergency response organization is structured to utilize experts in their field for each storm role; the intent is toutilize experts in Blue Sky roles during emergency response when possible, thereby minimizing risk of human performance errors during a storm event. However, 'Blue Sky' or 'Day Job' Title may or may not align with the Storm Role / title. The intent of emergency response planning is to place the experts who can operate under rapid, line of fire, emergency situations with calm and clear directional capabilities. Not all 'Day Jobs' directly correlate with Storm / Emergency Response jobs. Therefore, Storm roles/titles and the resources placed within those roles should be regularly reviewed and assessed to assure the validity of the storm organization and plan to be carried out. The RIC has the ultimate authority to place, assign, or remove an individual from a Storm Role. Each Section Chief and Branch lead is to conduct a resource assessment annually to assure the right person is in the right role.

1.3.2 Referenced Storm Role / Title

Event Process Owners – Each storm organization (Section / Branch / Team), as identified in the storm organizational chart, shall identify a lead that is responsible for that organization's emergency response plan, preparedness, and restoration efforts. This Lead (Section Chief, Branch Director, Team Lead) is typically considered throughout this document as Event Process Owner. The Event Process Owner is responsible for updates and maintenance of associated section of the TSSOP and its organization (team roles & responsibilities). The Event Process Owner is typically the Section Chief, Branch Director or Team Lead of the organization, its documents, and processes within the TSSOP.

Supporting Event Process Owner – The Supporting Event Process Owner is typically those storm organization leads other than the Transmission System Storm Center, Area Storm Center, or Logistics Storm Center. The RIC, AIC, and Section Chiefs are typically NOT Supporting Event Process Owners; Branch Directors or Team Leads may be; for example, Site Management and Fleet have supporting / sub-processes for processing fuel during a Transmission storm event. Site Management and Fleet would become Supporting Event Process Owners for this process.

1.3.3 Employee Expectations / Lines of communication and reporting

It is clearly stated in the DEF Directors Guiding Principles (Florida Storm Guiding Principles) and within this document that every Transmission employee will have a storm role. In addition, every contingent worker / contract employee (CW) will be given the opportunity to take on a storm role if contract allows. Storm role assignment should occur during new employee on-boarding. Business Unit Manager is responsible for initial resource assessment and storm role assignment. The Business Unit Manager / Supervisor is to work with the Storm Organization leader to confirm proper role assignment within that storm team. Once the individual is assigned to a role / storm organization, the lead of that Storm Organization should provide access to necessary tools, job descriptions, trainings, annual readiness checklists and event checklists. All this information is accessible and available on the Transmission Florida System Storm Center - SharePoint site.

The employee is responsible to complete all available training, gain accessibility to all tools, be familiar with the TSSOP and any interrelated roles/storm organizations that the individual may need to interface with during an event.

Storm event notifications and Annual Readiness communications will be initiated from the Transmission System Storm Center and / or the Customer Delivery System Storm Center. All Transmission employees should receive initial storm event watch and warning notifications. After an individual is activated for storm duty, they will likely continue to receive system communications, however, will take their direction and reporting actions from their Storm Organization Lead. If they have any questions or are not receiving system or storm org communications, it is their responsibility to notify their storm org. lead to correct the situation.

1.4 Maintaining and Using the Plan (how to and expectations of use)

The purpose of the Transmission System Storm Operational Plan (TSSOP) is to ensure that all employees are informed and aware of the roles they serve in the event of a major storm. Many, whose jobs do not normally require involvement in service restoration, will be called upon to offer talents, expertise, and services in providing logistics support, guiding crews, answering telephones, or other critical roles. To make best use of this plan, each employee is expected to carefully read and understand this document and the section or sections that apply to assigned storm role for that organizations storm plan. Each organization's storm plan is listed within the Storm Organization's Section within the TSSOP (links to sections are in the Table of Contents of this document).

It is also helpful to read the roles and responsibilities of all / any interface contacts, identified and hyper-linked in each section storm plan. The Table of Contents provides links to individualized functional storm plans; each contains (or will contain in a future revision as information becomes available) a mission statement, functional process and/or sub-process descriptions, flow charts, organization charts,

job descriptions, key interface points, checklists of actions, lists of needed tools and information, an inventory of systems used, and links to supplementary information.

1.4.1 Maintaining and Updating

The TSSOP is Transmission's Emergency Preparedness Plan and is expected to submit the most current plan to the Florida Public Service Commission annually. Therefore, the TSSOP is reviewed at the end of each season through Lessons Learned / After Action Reviews as part of the continuous business improvement processes. Each Section Chief is considered the document owner and will be expected to sign off on the revisions / date and approval. That approval will be uploaded and posted on the Duke Energy Florida document management system as a PDF file, making it easy to access, print, and keep on hand.

Each employee is expected to have access to the TSSOP, be familiar with the Incident Command System and processes affiliated with storm role and be trained and ready to respond to assigned storm role; therefore, be a part of the overall continuous improvement process surrounding emergency response. The document owners (Section Chiefs) are expected to engage their storm teams in this process. More detail is in following sections of this document

1.4.2 Process Ownership and Use

All Storm Process Owners (Section Chief, Branch Director, Team Lead) will be required to certify annually that their storm organizations are prepared for a major storm event. They are to ensure that their operating plan, organization chart, distribution lists, mailboxes, and check lists are reviewed and updated on an annual basis. They are also responsible for ensuring their storm organization has reviewed and updated their contact information; can identify their role within the operational plan; have been trained and participated in required drills/exercises.

1.4.3 Overview and Strategy – GDLP-EMG-TRM-00025 and GDLP-EMG-TRM-00026

The first two sections of the TSSOP – the Introduction / Overview (this document) and the Annual Planning / Restoration Strategy – are the general 'how to' for Incident Command and Emergency Event 'approach' to restoration documents. Everyone within Transmission Storm organization should read, understand and be familiar with the language, terms, processes these two documents introduce. The document owners for these two over-arching documents are the Regional Incident Commander (VP/GM of Construction & Maintenance for Transmission / Director, Transmission Asset Management).

1.4.4 Operations Section - GDLP-EMG-TRM-00027

The Operations Section of the TSSOP contains Operations (Construction, Maintenance & Vegetation Management) Plan for assessing the area of impact, validating the plan / approach of restoration, and managing all the crew resources, equipment, materials, and vehicles requested / needed during restoration activities. The document that houses the Operations Section is GDLP-EMG-TRM-00027 (link). It, like this document is stored in the DEF document management system and is accessible through the provided link. The Owner of this document / process is Operations Section Chief (Director Transmission Maint. Area and/or Director Transmission Construction Management, Director Transmission Vegetation, Manager Transmission Construction).

1.4.5 Planning Section - GDLP-EMG-TRM-00028

The Planning Section of the TSSOP contains the Planning Section's plan for gathering and assessing the impacts to the Transmission system as a result of the event. Assessing the overall system impact, providing regular reporting on 'situational awareness' and prioritization of restoration efforts, providing input to the Event's Incident Action Plan (IAP) including the priorities and approach toward restoration, and identifying the number of and type of resources that may be needed to restore the system within the objective time frame (Initial ETR). The document that houses the Planning Section is GDLP-EMG-TRM-00028 (link). It, like this document, is stored in the DEF document management system and is accessible through the provided link. The Owner of this document / process is Planning Section Chief (Dir Transmission Planning and/or GM/Manager Transmission System Operations, and/or

GM/Dir/Manager Transmission Resource & Project Mgmt. and/or Manager Transmission Construction Management and/or GM/Dir/Manager Transmission Engineering).

1.4.6 Logistics Section - GDLP-EMG-TRM-00029

The Logistics Section of the TSSOP contains staging & logistics plan for gathering, acquiring, and providing all the logistical support required by the restoration efforts (operations crew resources, planning staff, logistics system storm center and area staff, transmission system storm center staff, etc.). The Logistics storm plan provides administrative support (storm center set up, IT, financial, HR, facilities), site management, resource management (acquisition, mobilization, support staff scheduling), lodging, meals, engineering, and logistics request support throughout the initiation and completion of the event. Logistics provides direction and validation of the IAP and means to support the restoration crews logistically. The document that houses the Logistics Section is GDLP-EMG-TRM-00029 (link). It, like this document is stored in the DEF document management system and is accessible through the provided link. The Owner of this document / process is Logistics Section Chief (GM/Dir/Manager Transmission Engineering and/or Dir/Manager Transmission Asset Management and/or GM/Dir/Manager Transmission Resource & Project Management and/or Project Managers / Manager Project Controls).

1.4.7 Communications Section - GDLP-EMG-TRM-00030

The Communications Section of the TSSOP contains the Public Information Officer / Liaison / Internal and External Communications Emergency Management Plan for gathering, disseminating, and reporting all the pertinent and relevant issues to DEF, community/agency partners, and the media. The Communications Section storm plan provides general internal and external protocols to system storm center and to storm organizations. The Communications Section includes the process and roles for review of Transmission restoration reports prior to delivery / dissemination externally (to public, wholesale customers, agencies). The document that houses the Communications Section is GDLP-EMG-TRM-00030 (link). It, like this document is stored in the DEF document management system and is accessible through the provided link. The Owner of this document / process is Communications Section Chief (Director Transmission Asset Management and/or Dir/Sr Stakeholder Engagement (Transmission) and/or Dir/Manager Transmission Engineering).

1.4.8 Finance Section – GDLP-EMG-TRM-00031

The Finance Section of the TSSOP contains the general guidelines and reference to following regulatory accounting procedures through current storm accounting procedures and any associated Transmission specific contract / sourcing / invoicing processes. The Finance Section also provides the structure and guidance around documenting and processing all financial aspects (time, cost, invoicing, tracking, closing) of the event. It is the TSSOP document that links Transmission Florida Emergency Management plan to DE Accounting procedures and guidelines; TSSOP-Finance Section GDLP-EMG-TRM-00031 (link). It, like this document is stored in the DEF document management system and is accessible through the provided link. The Owner of this document / process is Finance Section Chief (Manager/Supervisor Project Controls /Sr. Project Controls Specialist).

1.5 Testing the Plan

Storm Process Owners are responsible for determining if and when testing is necessary for effective storm plan implementation, prior to the start of storm season. Annual Readiness, Storm Season preparedness and action plan tests of the individual organizations may include, but are not limited to:

- Simulated emergency conditions
- Drills & Exercises
- Communication / process flow reviews
- Personnel and duties assignment listings review
- Resource listings reviews
- Evaluation of action plan readiness
- Priority customer (wholesale) listings review

- Damage assessment plans
- Relevance of forms and reports format review

The Transmission System Storm Center (TSSC) and the Customer Delivery System Storm Center (DSSC) will sponsor and facilitate an annual joint system level storm drill to test organizational preparedness prior to the start of hurricane season. In addition, the TSSC & DSSC will conduct a lesson learned process following the drill to ensure existing storm processes are being validated, updated, socialized, and institutionalized throughout the organization so that gaps in storm planning and restoration efforts are identified and resolved.

1.5.1 Expectations, determine 'how to' test plan

At the end of each year (December - close of Florida hurricane season) each storm organization is expected to document and update their storm plan with any and all lessons learned from the current year's storm season. Then beginning of the next year (January) Storm Leadership begins Annual Readiness activities that confirm lessons learned have been updated and any process, documentation, tool, role, checklist modifications have been completed. In addition, a resource assessment is conducted to validate the current / incoming year's org chart and storm role assignments. During the first two months of the year, discussions of 'testing the plan' should occur between Transmission and Customer Delivery Storm Leadership. A drill and training plan is to be designed and/or updated according to the outcomes of these discussions. The owner of the drill and training plan for Transmission is the Transmission Emergency Preparedness Director / Manager (AKA T-FL Storm PM) in collaboration with each Section Chief / Branch Director / Team Lead.

1.5.2 Requirements of training, drilling, annual readiness roles and expectations

All storm roles will have a job description / role expectation. In being assigned to a role, business unit manager will provide a means for employees to participate in any annual storm drill or training pertaining to the particular role. Storm organization lead will communicate the availability of documentation, tool training, role training and drill participation to all individuals within their storm organization. Some storm roles are activated only during an event; other storm roles are part of annual readiness so may be participating throughout the year. Training and role descriptions should be available and accessible to all employees. If any employee is not notified of storm drill expectations or training availability, it is the employees' responsibility to contact their storm org lead.

1.6 Updating the Plan

The Duke Energy Florida TSSOP is a dynamic document that requires periodic enhancement and regular updates to maintain its effectiveness in time-critical situations. Maintenance of the TSSOP is the responsibility of the Transmission Emergency Preparedness Director/Manager (AKA T-FL Storm PM) and is accomplished in the following manner:

1.6.1 Up-dating Key Storm Personnel

A highly functioning organizational structure with key personnel in appropriate roles at the start of each season is a deliverable of the Resource Assessment conducted in first Quarter each year. The Org Chart updates are then approved by each Section Chief and all Branch Directors. Once the structure and bench strength for each role is agreed upon, the contact information for all personnel is updated. Telephone numbers and personnel assignments shall be updated prior to the hurricane season. In addition, updates should be made as they occur during each storm season. Area Storm Centers and Branches shall post their updated list of storm personnel (rosters and contact lists) and contact information on their respective storm web sites by May 31, of each year. As personnel transition around the organization it is expected that further updates will be required. These updates should occur as part of Annual Readiness and employee onboarding.

1.6.2 Lessons Learned Process

Each *Supporting Storm Process Owner* will conduct a lessons-learned process with their storm teams within 30 days after the Annual Joint Drill and each major event. Each member of storm org is to review and critique planning and restoration efforts. The evaluation process should include the following:

- Things that went well—successes; repeat these actions; proven best practices
- Things that need improvement—opportunities; continuous improvement
- Lessons learned – actionable items that update plan, roles, responsibilities and processes
- Follow-up action plans – with individual assignments and due dates

The *Storm Process Owners* shall forward lessons learned and task assignments to the Transmission Emergency Preparedness Director/Manager/Storm PM who will ensure the quality of this integrated storm document. Each Area Storm Center Logistics Lead will gather and send the Area Incident Command's list of recommended improvements to the Transmission Emergency Preparedness Director/Manager/Storm PM, who will compile a combined Area level list for review with Transmission System Storm Center. The Transmission Emergency Preparedness Director/Manager/Storm PM will then determine which items should be pursued to effect any system-wide changes and will develop an action plan for implementing these improvements.Lessons Learned – Link to folder

1.7 Plan Maintenance

The maintenance of the TSSOP is the responsibility of each Process Owner (each Section Chief, each Branch Director). The Transmission Emergency Preparedness Director/Manager/Storm PM will submit each section of the TSSOP to each Section Chief for review annually. Review of processes, org charts, role descriptions, and the TSSOP document will occur as part of annual Lessons Learned and as part of closing out each event/season. Annual Readiness within Florida occurs from January through May each year, so the Organization is prepared for responding during the Season (June through December).

1.7.1 Process ownership at Section and Branch level

At the end of each Drill / Event, each Team, Branch, Section is to collect Lessons Learned feedback and submit to the Leadership team. Those items that are to be repeated are validated within the plan through updating all process flows, roles descriptions, and checklists; those items that are to be corrected, edited, improved upon are to be reviewed within the appropriate roles, team, branches. These process owner teams are to provide recommended updates to the Section Chief. Section Chief / Process Owner approves, and change is made within the plan. The Transmission Emergency Preparedness Director/Manager/Storm PM will drive the maintenance process through the Annual Readiness Action Plan

1.7.2 Annual Readiness Action Plan

A critical output from each Lessons Learned conducted, is the Action Plan. The Action Plan is a list of actionable items that have been assigned to individuals holding the role of Section Chief and/or Branch Director. The Transmission Emergency Preparedness Director/Manager/PM will place all the action items into the Annual Readiness Plan for the Organization. This plan will then be published and distributed among the organization's leadership. The action items will be updated and completed as per plan description and defined deliverables.

1.7.3 Sub Process flow & instructions

Each Section within the TSSOP has processes that are aligned within Incident Command System and within Florida's One Response strategy. Transmission-only processes are defined and utilized within the Operations, Planning, Logistics, Communications & Finance Sections. There may be processes that are named a 'Sub-Process' IF it is a process within an existing process shared by T&D. For example, within the Logistics Section, Fleet / Transportation Branch, Transmission has a Sub-Process for Fueling. This process is defined, agreed upon, published and maintained within both organizations Logistics Sections. Transmission is the Process Owner; T&D align and utilize the process.

2.0 Storm Annual Planning, Restoration Strategy, & Direction–GDLP- EMG-TRM-00026
This portion of the TSSOP (Transmission System Storm Operational Plan) provides the approach to storm planning through the direction of the system storm center leadership (ICS), safety, training, environmental stewardship, understanding of storm event level/threat, planning to make community and workers safe, ultimately working the storm plan. It introduces the overall annual storm planning process and provides the next steps for post planning, excellence in storm response and restoration.

3.0 Operations Section – Area Incident Command, Crew Management, Area Assessment & Area Logistics–GDLP-EMG-TRM-00027
This section of the TSSOP is the Operations / Construction, Maintenance, Vegetation (CMV) plan for assessing the area of impact, validating the plan / approach of restoration, and managing all the crew resources, equipment, materials, and vehicles requested / needed during restoration activities. This document covers Operation's mission, organization, crew management, area system assessment, crew/work assignment, daily work planning, and area logistical support.

4.0 Planning Section – Event System Priorities, Assessment, Restoration Approach–GDLP-EMG-TRM-00028
This section of the TSSOP is the Planning Section – it provides the processes and guidelines from which T-FL System Storm Center will plan the response to a particular event, by prioritizing system / grid stability and then recommending order of restoration. This document covers Planning's mission, organization, process to report the ongoing status of the event, submit Transmission's portion of the IAP (Incident Action Plan), system priorities, modeling, general event resource assessment, restoration goals, outage management priorities, GIS/ data integrity and the energy control center's role.

5.0 Logistics Section – Resource Management, Support, & Services-GDLP- EMG-TRM-00029
This document is the Logistics Section of the TSSOP: the Logistics section covers Logistics' mission & purpose, Logistics Center Duties & Responsibilities, Logistics Chief Role, Site Management Branch roles & responsibilities, Logistics Support Branch which includes all of the Shared Services, and Admin/Corp Services, Resource Management's Branch role and responsibilities, including staffing, scheduling, crew & field resource management; Lodging Branch roles and responsibilities , and the Deputy Chief / Logistics Requests & Fulfillment roles and responsibilities. Click the link to access this document.

6.0 Communications – Internal & External-GDLP-EMG-TRM-00030
This document is the Communications Section of the TSSOP. The Communications section covers DEF Transmission's PIO/Communication's mission & purpose, the organization, the approach and need for Internal Communications protocols, scheduling & reporting, and External Relations PIO / Liaison role for providing clear communications and reporting through DEF Incident Command, External / Public Affairs / Community/Customer Relations, and Corporate Communications.

7.0 Finance Section – Pre, During, & Post Event–GDLP-EMG-TRM-00031
This document is the Finance Administration Section of the TSSOP for Transmission Emergency Event Response. It covers the use of all current finance processes and directs all storm accounting to current Storm Accounting Procedures. It also provides instruction to Transmission on storm activation, time charging, storm cost charging, corporate charge card use, general staffing, vendor/contract invoicing, reconciliation, analysis, and closing of the event as well as other Financial FAQs.

Document title:	Document number:
TSSOP - Transmission System Storm Operational Plan: Storm Annual Planning, Restoration Strategy & Direction (includes Safety, Training, Annual Readiness & Restoration Strategy)	GDLP-EMG-TRM-00026
	Revision No.: 004
Keywords: Transmission System Storm Center Operational Plan (TSSOP), Transmission Storm Plan, emergency, annual readiness, storm safety, restoration strategy, storm plan	Applies to: Transmission - DEF

This document is the Storm Annual Planning, Restoration Strategy & Direction Section of the TSSOP referenced in the Table of Contents in TSSOP – GDLP-EMG-TRM-00025-Introduction and Overview.

Table of Contents

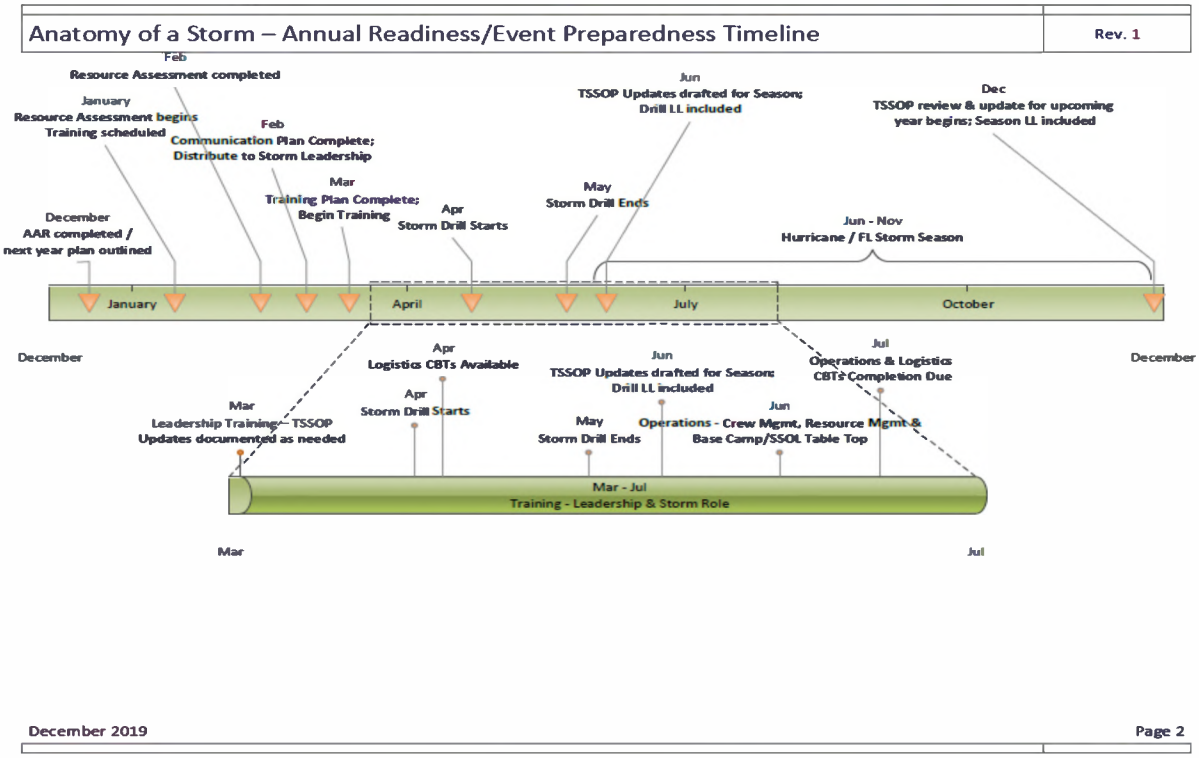
1.0 Approach to Storm Preparation: DEF Transmission System Storm Center & Incident Management

In general, emergency or storm preparation is directed from and through the Duke Energy Florida Transmission System Storm Center (TSSC). The TSSC is also known as the Regional Incident Command Center/Incident Management Team (IMT); it acts as the directing body of all storm preparation activities whether the action is for Annual Readiness (pre-season) or Event Activation (during an event/storm season). The director or leader over the TSSC is the Regional Incident Commander or RIC. The RIC directs and leads the IMT during an event. The IMT is comprised of the Section Chiefs from Planning, Operations, Logistics, and Finance Sections; as well as the T-FL Liaison to CD-RIC, the ECC/Grid Restoration/System Ops Director, the Safety Officer, the PIO/Communications Liaison for Transmission, and the DEF-TSSOP/Emergency Prep Rep/Program Mgr..

During 'Blue Sky' times (pre-season), Annual Readiness process and actions are managed within normal workload. Typically, the Annual Readiness Timeline begins in January of each year with a Resource Assessment which reviews the structure of the storm organization, the bench depth and strength, and resource role assignments. Storm leaders and business unit leaders confirm number of resources needed for storm org functioning and assign employees to appropriate roles. Annual Readiness also includes review of storm role descriptions, tools and processes for those roles, training plan and all training units (Storm Drill, Computer Based Training modules, Tabletops, Leadership training sessions, etc.), and the communications plan (protocol, planned communique, and timeline). Annual Readiness process and activities are completed with updating of the storm plan documents each year. The Transmission System Storm Operational Plan (TSSOP) maintenance is outlined in section one (TSSOP-Introduction & Overview - GDLP-EMG-TRM-00025)

The RIC will communicate with the DEF Transmission storm organization (all transmission with storm roles) regarding Annual Readiness activities being completed by the start of storm season AND the on-set of Tropical Storm Season preparedness priorities. At the beginning of Storm Season, all employees will be aware and will watch for system communications (Duke Meteorology, DEF-CD System Storm Center; DEF-Transmission System Storm Center, other Emergency Management related emails/notices). Employees will be prepared to respond to activation notices from Transmission System Storm Center and their specific storm branch/team leader. When not in Tropical Storm Season, Annual Readiness activities, training, Lessons Learned updates are the RIC's and IMT's means to assuring Transmission organization is prepared for emergency response nature of Storm planning and preparedness. Below is the Annual Readiness timeline for Transmission System Storm Center event planning approach.

Anatomy of a Storm - Annual Readiness Timeline



2.0 Safety – Storm /Emergency Response Protocols

Safety during emergency response is critical. Safety at Duke Energy is part of the daily responsibility of every employee. During emergency response, safe human behaviors, work practices, and process habits are key to successful storm role response. As much as possible, this plan strives to place individuals in roles that match the skills they use frequently within their 'day job' safe work practices are repeated / utilized in each storm role assignment. Human behavior during emergency response often speeds up, therefore relies on safe habits formed, yet requires that every team member follows the direction of their Section / Branch / Team leader. Placing the right skill sets within the right storm role is critical to safe execution of the plan.

2.1 Keys to Life

Identifying the hazards in high-risk activities is a vital step to eliminating fatalities. The Keys to Life highlights hazards that may be encountered and defines behaviors to help maintain safety. We can achieve a zero-injury culture when we work according to our Safety Principles: *personal accountability, hazard recognition, and active caring*. Continue to put safety first in all tasks by performing thorough pre-job briefings, wearing appropriate personal protective equipment, and following existing safety rules.

2.2 Personal Safety

Personal safety is a shared responsibility of all employees. The safety of our fellow employees as well as the safety of the general public and contract resources is the most important consideration when implementing any major emergency plan:

- Keys to Life principles will be followed always.
- Under no circumstances will safety be sacrificed for speed.
- Job briefings are the cornerstone of all work to be performed safely and shall be utilized to identify and mitigate all hazards associated with the work, following appropriate safe work practices.

- No employee shall attempt any restoration activity or establish base camps, work sites where environmental or weather conditions are deemed unsafe.
- Switching and tagging work rules shall be followed at all times, regardless of dispatching authority or control.
- Work at night, if possible, should be avoided; however, if necessary for system restoration, shall be well planned and organized and take into consideration all safety practices as well as RIC directed work schedule adherence
- All Duke Energy workers are expected to be familiar with and operate according to the Cardinal Electrical Safety Rules (CESR) and CESR Guiding Principles (Cardinal Electrical Safety Rules (CESR) (sharepoint.com)

3.0 Training – Training Plan: Expectations and plan description

The Process Owner (Section Chief / Branch Director) of each organization is responsible for ensuring their personnel are:

- assigned to an emergency / storm response role within the storm role tools of record (Workday, Outlook Tool, TSSOP Org Chart, etc.),
- trained to the required responsibilities, and
- able to safely execute their assigned duties.

Each process owner / team lead should start the training process for each team member during resource assessment and org chart review (1st Quarter of each year). The employee's business unit manager and storm branch / team lead will work together to assign employees to roles, where possible, their skills and the storm role needs are aligned. The process owner/branch lead will identify those tools, processes, steps, checklists that their team members require training. The business unit manager will assure the employee is able to attend and actively participate in all training; the employee is responsible for taking ownership of their assigned storm role.

Training for the storm role should begin prior to the storm drill / exercise each year (see Annual Readiness Timeline). As resource assessments are completed, branch/team leads will meet with team members to review role description, checklists, annual readiness actions, and processes/tools to be utilized in storm role. For more specific storm role training information, see the specific storm organization (Operations, Planning, Logistics, etc.) training portion of TSSOP.

All Resources should have a means to be trained for their role, including Leadership. Leadership training will occur prior to Storm Drill; typically, in the Spring season (February – May). In Florida, the Storm Drill will occur just prior to Atlantic Tropical Storm Season, typically April – May of each year. Specific Storm Role and tool training, as well as field/role training, should occur in the spring season and prior to the drill. Any additional training needs identified as a result of Lessons Learned and during the drill will occur as soon as possible / throughout Storm Season, typically June through December.

4.0 Environmental Stewardship

Duke Energy Florida has established itself as a good steward of the environment. As with planned work, emergency event / storm responsiveness includes following and addressing environmental compliance and reporting. Environmental concerns such as transformer oil and fuel spills must be reported immediately to the Environmental Lead or Coordinator. Spills should be contained as quickly as possible to mitigate damage to the environment, especially when waterways are at risk. In addition, each work site, base camp, op center falls under Transmission's EHS standards and compliance expectations. As each team is preparing for or working restoration, all personnel are expected to follow all EHS protocols / measures to be a good steward of the environment and conduct safe performance/human behavior practices.

Preparations for using established op centers, base camps, laydown yards, store houses, work sites for restoration activities such as fueling, parking, storing of materials must follow the EHS and SPCC protocols as appropriate and according to EHS and emergency response expectations. The Logistics Section / Branches responsible for base camps, laydown / materials locations, parking locations, coordination of materials and fuel delivery will assure EHS is considered and protocols followed within the logistics annual readiness and event activation. A company environmental specialist is assigned to the event, as per the storm org chart and storm roles defined in this TSSOP. The environmental specialist is to provide the most current contact information, reporting compliance and protocols, and daily tracking & reporting during the event.

5.0 Major Storm / Event & Emergency Response Levels

Damage to facilities may be caused by hurricanes, tornadoes, ice, and other natural causes or disaster, or the damage may be caused by civil disturbances. The use of the term "Major Storm", as defined by IEEE Std 85901987; section 6.3.2 (page 10), indicates that weather has exceeded design limits of the facilities and results in all the following:

1. Extensive damage to facilities
2. More than a percentage of customers out of service (10% or above)
3. Service restoration time is longer than a specified time (24 hours or above)

Note: Typical industry criteria are 10% of customers out of service and 24 hours or more restoration time. Percentage of customers out of service may be related to a company operating area rather than to an entire company.

There are no specific measures for 'extensive mechanical' damage. However, the term does *not* include electrical damage such as internal failures of transformers or conductors. *'Extensive' refers to the magnitude of damage and the distance over which the damage extends.* Therefore, it would be expected that the storm was of sufficient severity to cause damage of an unusual magnitude at multiple locations on the system.

Transmission-FL uses the following Emergency Response Levels to describe the means / actions the System Storm Center will use to activate resources for storm / emergency response. *The Emergency Response levels are established based on criteria related to prcjecting number of resources to be activated and estimating time to restore.*

5.1 Level 1 – Maintenance Area Event

Storm or event affects one (1) Transmission Maintenance Area (TMA) with low to moderate damage. Restoration is accomplished with the existing Maintenance Area resources; without assistance from other Maintenance Areas. Typically, ETR within 0-12 hours.

5.2 Level 2 – Regional Event

Storm or event affects one (1+) or more Transmission Maintenance Areas (TMA) with moderate damage. Restoration is accomplished with the Maintenance Area resources AND may require assistance from other Maintenance Areas &/or C&M Traveling Crews/On-System Contract Crews. Typically, ETR within 12-48 hours.

5.3 Level 3 – System Event

Storm or event affects one (1+) or more Transmission Maintenance Areas (TMA) with moderate to extensive damage requiring assistance of Transmission System Storm Center (TSSC). Restoration is accomplished with the Maintenance Area resources AND with assistance from other Maintenance Areas & C&M Traveling Crews/On-System Contract Crews AND may need off-system contract crews (Duke Energy TMA's, other utilities and/or 'foreign/non-native' contractors). Logistical support is required; fuel, materials, lodging/meals, and engineering support expected. Typically, ETR min. 24 hours and may take over 48+ hours.

5.4 Level 4 – Major Event

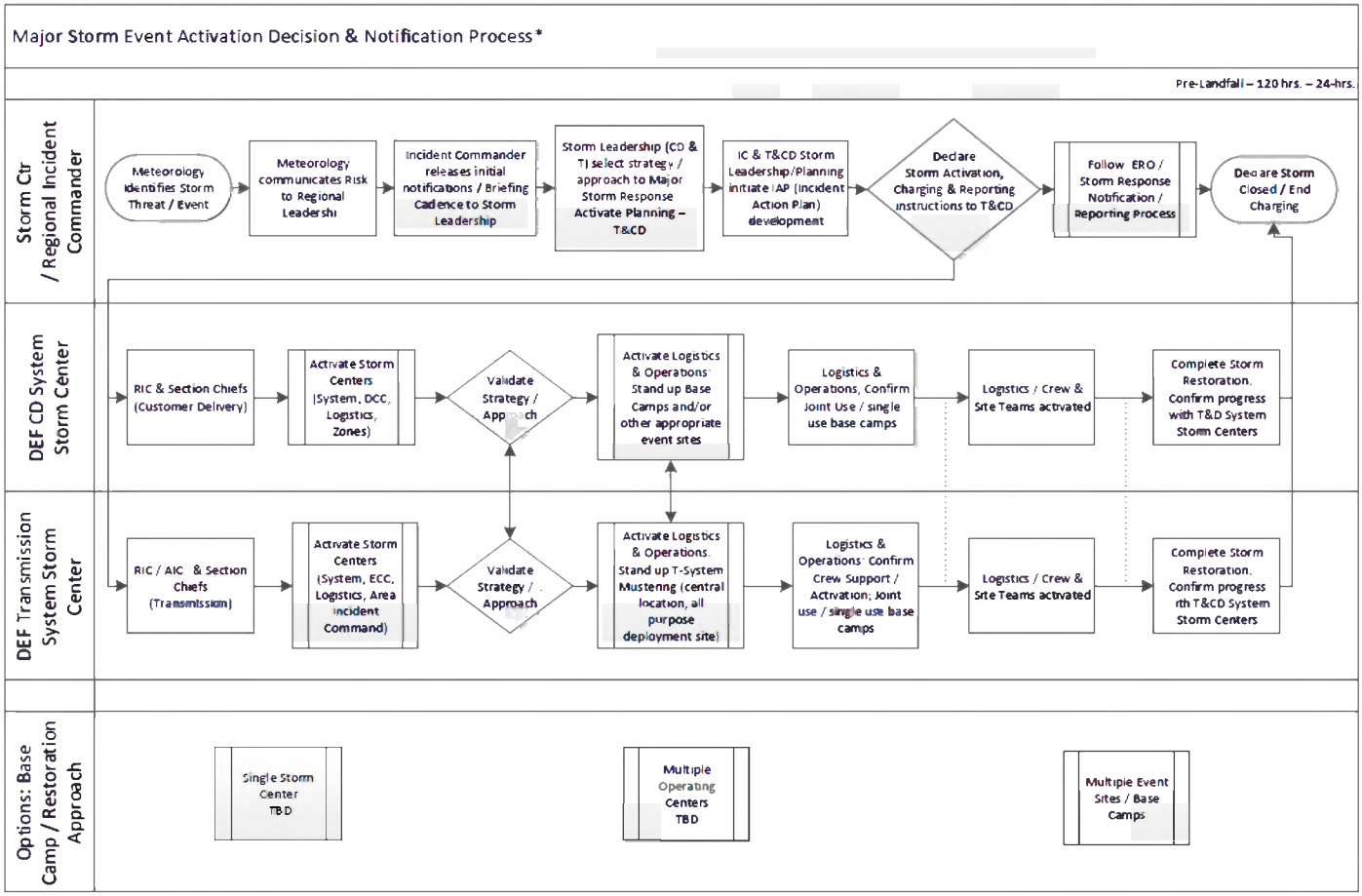
Storm or event affects multi-regions (and possibly jurisdictions) or extensive damage to system infrastructure within a region. Restoration requires management of large compliments of all available on-system (native) crews AND off-system (non-native) crews (>100 off-system personnel), as well as extensive Logistics required; fuel, materials, lodging/meals, and engineering support is necessary. Restoration requires the use of on-system contractors, and off-system contractors, other utilities and personnel from other TMAs / Mutual Assistance is required. Repairs / restoration will take multiple days (over 48 hours minimum ETR).

	Storm / Event	Normal - 'Blue Sky'	**Level 1**	**Level 2**	**Level 3**	**Level 4**
Storm Level Definitions	Transmission	On Duty C&M; Veg Resources	TMA (1) Resources	TMA (1+) Resources	TMA (1+) Resources / DE Mutual Asst.	DE System & Mutual Assistance
	Distribution	On Duty Resources	Op Center Resources	Zone Resources	Multiple Zones	System & Mutual Assistance

Diagram – DEF-CD & DEF-T Event Levels

While Transmission is monitoring the event and identifying the emergency response level T&CD Storm / Event leadership (Regional Incident Commanders and Planning Section leadership) will be utilizing the Storm Center Activation Process flow defined in GDLP-EMR-TRM-00025. TSSOP-Introduction & Overview - GDLP-EMG-TRM-00025 – Link)

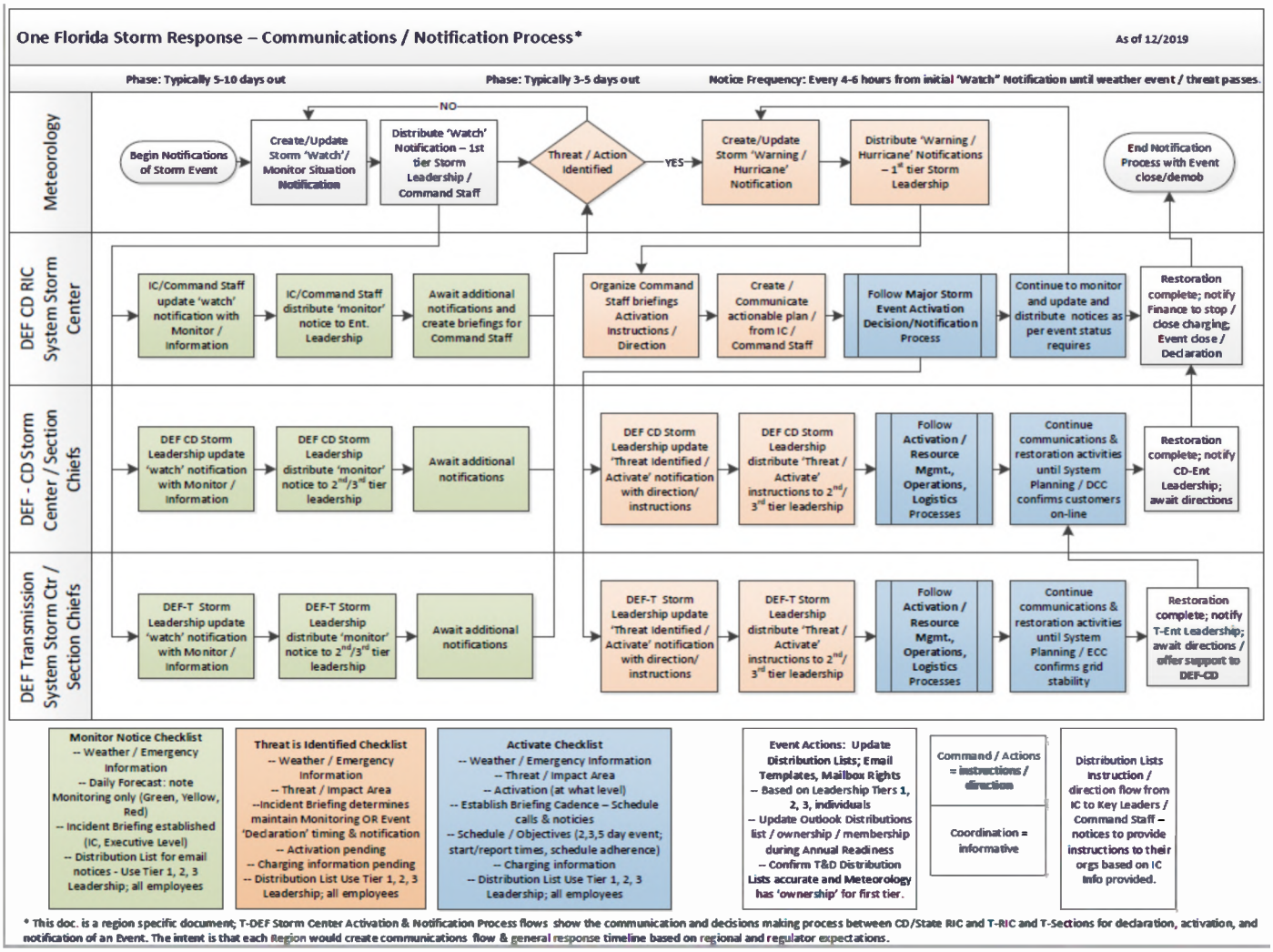
The diagrams below illustrate the steps and desire for T&CD to review the event situation, discuss the recommended approach for the anticipated level of event, and then agree on initial activation and notification steps. Once the organizations formally declare the event and activate their respective storm organizations, they follow the Guiding Principles for One Florida Storm Response.



* This doc is a region specific document; T-DEF Storm Center Activation & Notification Process flows show the communication and decisions making process between CD/State RIC and T-RIC and T-Sections for declaration, activation, and notification of an Event. The intent is that each Region would create communications flow & general response timeline based on regional and regulator expectations.

As 12/2019

The Activation and Notification process provides a means to communicate internally to all Sections/Branches/Teams activation timeline, expectations for 'reporting', and expectations for each team's roles. The following diagram provides a notification process flow based on escalation of an event. The most current Notification Process flow is located on the Transmission System Storm Center site: Storm-Center-Activation



6.0 Minor Storm / Event

Minor Storm / Events are typically monitored daily. Daily thunderstorm monitoring and coordination of resources for Level 1, Level 2 and most Level 3 storms are generally controlled by the Energy Control Center (ECC) & the Distribution Control Center (DCC). The DCC facilitates the coordination and management of the Distribution Zone Mid-Level Storm Plans; the ECC interacts and validates Transmission system impacts and in turn facilitates the notification of TSSC / RIC. Transmission, hence, monitors the Minor Storm / Event for escalation or Transmission system impacts or Distribution requests for Transmission resource support. Joint IMT / Situation Awareness calls are typically scheduled by CD-RIC to facilitate this monitoring and communications.

7.0 Make it Safe

Make It Safe / Road Clearing (EOC and DEF) support will occur during the first 24-48 hours following the Major Storm "all clear". Initially, Distribution will provide the County / EOC with support as defined in the Duke Energy Make It Safe / Road Clearing Process; Transmission will support the effort only when needed. Typically, Transmission is contacted to support when Transmission assets are downed across a county or public thoroughfare or if Transmission has not activated for the event/storm and has resources available to fill in and support the Distribution effort/need.

8.0 Contacting Customers – Wholesale

Transmission Customers are the Duke Energy Florida Wholesale Customer base. Transmission-FL has Major Storm Event duties and responsibilities to perform as soon as a major event is declared. The Wholesale Customers Duties and Responsibilities are as follows:

- The Wholesale Customer Emergency Center (WCEC) is activated when the TSSC is activated.
- WCEC staff notifies Wholesale Customers, Transmission System Storm Center, Transmission Area Storm Centers, and ECC of its activation.
- It is staffed by Wholesale Point of Delivery Managers during the time the Transmission System Storm Center is active.
- If the WCEC receives customer damage calls, damage information is relayed to the appropriate Transmission Regional Incident Commander (RIC) and appropriate Transmission Area Incident Commander.
- WCEC Staff obtains information on the status of damage from the various Transmission Area Storm Centers and/or Area staff to provide appropriate information to wholesale customers and/or obtain information from wholesale customers for the Company's restoration operations.
- WCEC Staff follows the ETR process for communicating Wholesale Customers ETR Points of Delivery (POD) return to service.
- See the DEF Wholesale Customer Notification and Communication Process flow: DEF Wholesale Customer Notification & Communication Process-Link

Typically, Customer (Revenue Customers and/or Care Customers – non-Wholesale Customers) calls are handled by Distribution Call Center. Wholesale Customer Storm Center and supporting staff roles are defined within the Planning Section of the TSSOP. See TSSOP – GDLP-EMG-TRM-00028 - Planning Section - Link.

9.0 Meteorology & Pending Weather Information

Duke Energy Florida is supported by the Duke Meteorology Team. The Duke Meteorology Team provides daily weather updates and forecasts for major weather events. During approaching tropical events, the Duke Meteorology Team provides daily graphical tracking maps and projections on wind and rain. The Distribution System Storm Center forwards this information to supporting storm organizations, including Transmission System Storm Center & ECC. In addition, these projections will be posted in the Current Storm Information folder located on the Duke Energy Florida Storm Center web page.

During approaching tropical events, the Duke Meteorology Team supports the Transmission Operations System Storm conference calls with updated forecasts and projections for the approaching storm, including wind, surge inundation or rainfall risks. If there are flooding risks, either from storm surge inundation or rainfall, Meteorology will provide probability of exceeding certain substation and generation station critical thresholds. This product (Probabilistic Tropical Storm Surge) is provided by the NWS/NOAA, and Meteorology will communicate the probability of storm surge + tide exceeding thresholds.

If a storm intensifies toward Florida, and once the NHC issues a Storm Watch/Warning, potential storm surge inundation products will be issued twice daily in accordance to the NHC advisory schedule. These are dynamic products illustrating the total storm inundation for affected regions. (https://www.nhc.noaa.gov/surge/inundation/)

Prior to a threat, Meteorology will perform risk assessments outlining the storm surge inundation threat to certain locations. This will provide storm surge levels possible in varying strength storms using a program called HURRTRAK. Meteorology will also assess the probability of landfalling hurricanes and major hurricanes by region/county using data sets 1991-2021.

9.1 Rainfall Flood Mitigation Plan

Meteorology will monitor rainfall forecasts, both related and unrelated to tropical activity. This will be refined over time.

If the 3- or 5-day forecast window indicates the threat of 5" + total rainfall, then System and Field Engineering (within the Area Assessment / Field Eng. / Work Planning (220) group) will begin discussions with Meteorology to assess where the greatest rainfall may occur.

- Total rainfall forecasts will come from Duke Meteorology or the NWS WPC 5-day forecast (https://www.wpc.ncep.noaa.gov/#page=qpf)
- Monitor river and stream forecasts (https://water.weather.gov/ahps/region.php?state=fl)
- Monitor extreme precipitation through NWS/NOAA.
    - This tool graphically displays Average Recurrence Intervals (ARI) and Annual Exceedance Probabilities (AEP) going out three days. The tool will be utilized to identify and provide probabilities for future rainfall flooding events. (https://www.wpc.ncep.noaa.gov/qpf/epm_exper/epm/extreme_precip_monitor.php?selpr=ari&selip=pqpf90&seltp=24&selrg=se)

Flash flooding is also possible, and will be monitored here: https://www.wpc.ncep.noaa.gov/#page=ero

- A Moderate or High threat of excessive rainfall shows the elevated risk for flash flooding

10.0 Incident Command / Storm Room Standards

Incident Command Centers, also known as 'storm rooms' or 'storm centers' are the command and control authority while the emergency response plan is in effect. For a system level response, the command and control hierarchy is as follows:

I. DEF System Storm Center – Regional Incident Commander (RIC)
II. Transmission System Storm Center – T-RIC (incl. Logistics Storm Center)
III. Local Area Storm Center – Area Incident Commander (AIC) - North (2); Central (1); Coastal (1)

Effective operation of a storm center or storm room is critical to efficient and speedy responses to emergency situations. The following guidelines should be utilized:

- System Storm Center Activation Checklist – including Standard Briefing Cadence & Agendas
- Storm Room Standards and set up / activation protocols
- Master Checklist (120-96-72-48-24-0-hour Checklist)

11.0 Activation, Set Up, Scheduling, and Staffing

The Transmission System Storm Center is activated when the Transmission RIC authorizes based on Incident Command and Meteorology notifications and activation decisions. Typically, the Transmission System Storm Center will activate when Transmission Resources are needed for Major Storm Event planning, responding, deploying to restore Transmission assets into service. The Logistics Section/Admin/Corp Services Branch is responsible for coordinating with the Transmission Regional Incident Commander & Area Incident Commanders on Activation and Set Up of each Storm Center. The following Storm Centers are to be prepared (annual readiness compliance) to activate (staff, set up, mobilize) within 24-48 hours of initial notification.

NOTE: Since 2020 and pandemic response guidelines adapted, it is understood that Pandemic / COVID guidelines regarding spacing of workers in work site, use of PPE (masks, disinfectant, hand sanitizers, etc.) will be followed and adhered to especially during emergency event response. Please refer to most current corporate guidance around remote work, gathering and distancing during an emergency event.

Storm Center	Location (s)	Staffing # per shift	Notification lead time
DEF-T System Storm Ctr.	WW – Conf A, B, C Back-up - Northpoint RM - TBD	4-6	24 hours
DEF-T Logistics Ctr.	Northpoint - RM - TBD Back up – WW Conf. A, B, C	10-15	48 hours
DEF-T Lodging	Northpoint – RM - TBD	2-4	48 hours
North Storm Ctr.	MO-T-Ops Rm # WW-T-Storm Rm #	10-15	48 hours
CMV Storm Ctr.	WW-T-Ops Rm #	4-6	24 hours
Central Storm Ctr.	BV-T-Ops Rm #	10-15	48 hours
Coastal Storm Ctr.	OD-T-Ops Rm #	10-15	48 hours

Storm Center Set Up (Room #-TBD after remodeling) includes the physical location of the storm rooms according to safe, production-oriented layouts. Phone lines, computers, printers, are all predesignated and checked / validated prior to the start of storm season as part of Annual Readiness and storm event preparedness. Complete Logistical and Operational staffing and support begins after the storm centers have been activated and staffed; *Leadership of each section may choose to activate / minimally staff prior to declaration of the event. The Set-Up team will be expected to provide necessary actions for leadership.* Each storm organization has their scheduling/shifts, staffing, and work processes identified and all resources are expected to be trained for their roles prior to the start of storm season.

Scheduling & Staffing begins as soon as an event is 'declared', and resources are activated. Schedule for the event is established by the RIC; Standard work hours in response to an Event will typically consist of two (2) shifts (Day-time-5am to 9pm and Night-time- 5pm to 9am). Exceptions/Adjustments will be managed by each Storm Process Owner (i.e. Logistics Storm Center & RIC may determine that Logistics may only need to report from 7:00 am to 7:00 pm and not have Logistics' Center fully staffed for the Nighttime Shift) to establish work shifts for those resources and Storm Role assigned to them. In general, 24/7 coverage is expected; deviation from 24/7 shifts must be approved by RIC.

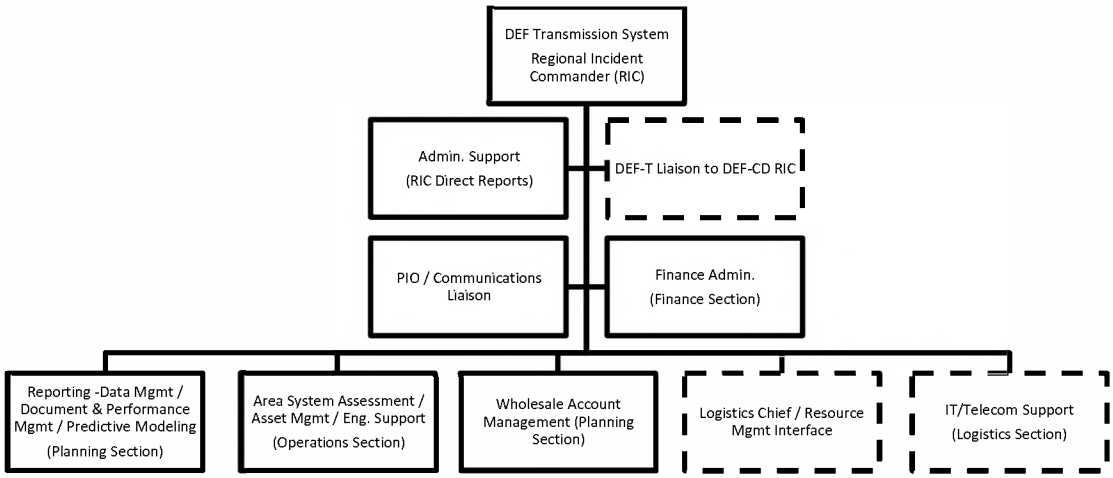
In the initial stages of the restoration effort, it is accepted practice to work up to 16 hours, including travel time, without an extended rest period. As the 16 -our threshold approaches, each Process Owner will evaluate the extended response time needed and implement rotational shift assignments for all personnel, as needed. Operations / Area Incident Commanders and Crew Management should make assignments to utilize a minimum of 80% of their assigned work force during daylight and early evening hours and establish an eight (8) hour rest period, where practical, before beginning a new shift.

Staffing is conducted through Resource Management (Logistics) coordination of crews and work teams within the resource management acquisition/mobilization process and tools. Any employee or contingent worker staffed to work the event must be 'registered' within the resource management tool via roster. See GDLP-EMG-TRM-00029 – Logistics Section of the TSSOP.

11.1 Transmission-FL System Storm Center - Seating Chart

The following diagram is to illustrate those Storm Roles/Resources that will be 'sitting' in the DEF-T System Storm Center (or remotely meeting via Teams, video conferencing, other audio/video technology). Other storm leadership will be 'sitting'/meeting with their organizations and will be accessible by telephone, internet, satellite phone, and / or radio. Floor diagrams / plans are designed, updated, and maintained so that teams can safely & efficiently meet to effectively respond to the event. Wildwood Transmission Bldg. (Wildwood, FL) is the primary location for DEF-T Region Incident Command; Northpoint (Lake Mary, FL) is DEF-T Region Incident Command back up location. (Northpoint – Lake Mary building is the primary location for Transmission Logistics Storm Center; Wildwood-Transmission Bldg. is the Logistics Center back up location.)

Roles and Responsibilities of the Regional Incident Commander, DEF-T Liaison to DEF-CD RIC, and POC follow; all other role descriptions are within the appropriate Section / Branch org chart.



11.2 Transmission Region Incident Commander – Role & Responsibilities

Job Function:

- This is the event lead position; it is the storm organizations directing leader for annual readiness, season and event preparedness, and storm plan/event implementation. DEF-Transmission RIC is the Director, Restoration Coordinator, Incident Commander for Transmission's event within Florida. This position provides managerial oversight and leadership direction over the entire organization and specific event (planning, operational implementation, logistical support, communications, financial, and post-event close-out). DEF-Transmission RIC is responsible for assuring smooth, safe activation of storm centers, storm resources, and restoration activities. T-RIC is the final, directing authority and decision-maker for all things related to declaration of the event, cost and charging, worktime and release time, restoration estimates in accordance with System Operations, Grid Stability/BES and safe work practices for Florida Transmission. The RIC's staff and IMT are responsible to confirm and document these actions and decisions for later reporting as needed. For example: The RIC makes the decision when to contact Incident Management Support Team (IST) and when to request off-system resources.

Job Description:

The RIC (and Deputy RIC / Alternates) is responsible for ensuring & assuring:

- That the organizational structure and foundational processes are current. Specifically, that the One Florida Storm Response Guiding Principles are current and reviewed with DEF-CD Incident Commander & Deputy; the storm organization is current, and Sections are properly staffed by Section Chiefs.
- Annual readiness process is activated at the beginning of each year.

- All storm personnel are trained (or at minimum training made available within each Section and direction for training to occur annually has occurred).
- All storm personnel are prepared to respond to activation direction during a major event.
- Conducts / Directs DEF-Transmission System Storm Center (DEF-TSSC) as DEF-T Incident Command Center; assures information, data collection and sharing of data, grid stability prioritizations, resource needs, resource deployment, activation, approach and strategy decisions are made and communicated effectively toward safe, successful restoration.

Determines location of the DEF-TSSC, ensures set up and reports to DEF-T-SSC location with Storm Leadership/staff as illustrated on the reporting/communications tabs of the DEF-T Storm Org Chart.

Key Interface Points:

- DEF-CD Incident Commander
- Incident Meteorology
- ECC / Grid Restoration – Systems Operations General Manager
- DEF-CD Planning Section Chief
- DEF-T Liaison to DEF-CD Incident Command Center
- Finance Section Chief
- Operations Section Chiefs: Area Incident Commanders (AIC) / C&M and Veg Management
  - Asset Mgmt / Work Planning / Eng. Support Director
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling
- Logistics Section Chief
  - Resource Management Director
  - Admin Corp Services Director
    - Set Up Team
    - IT / Telecom – IT Liaison
- Communications Liaison – External / Public Information
- RIC Direct Reports / Admin Support
- Wholesale/Municipal Account Reps
- Transmission Emergency Prep Rep / TSSOP Program Mgr.

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Region Incident Commander Checklist tab (scroll bottom of excel spreadsheet for Storm Directors tab)

###

Job Title: Deputy Region Incident Commander – Alternate – Role & Responsibilities

Job Function:

This is the event lead position's back-up. DEF- Transmission will have RIC & Deputy/Alternate activated for each shift designated. The Deputy/Alternate role is to serve in the same capacity as the RIC, yielding decisions to the RIC, yet providing SME input during activation, deployment, prioritization decisions. The Deputy/Alternate is to fill gaps in communicating, documenting, reporting as requested by the RIC. This role provides appropriate redundancy within the decision making, directing aspects of this key and critical event management. This role is the storm organizations directing leader for annual readiness, season and event preparedness, and storm plan/event implementation. DEF-Transmission Storm RIC is the Restoration Coordinator / Incident Commander for Transmission's event within Florida. This position provides managerial oversight and leadership direction over the entire organization and specific event (planning, operational implementation, logistical support, communications, financial, and post-event close-out).

Job Description: See above Storm RIC's description

Key Interface Points: See above Storm RIC's interface points

Checklist of Actions: See above Storm RIC's checklist

11.3 DEF-Transmission Liaison to DEF-CD RIC – Role & Responsibilities

Job Function:

This is a critical position, especially in the pre-storm planning and storm deployment and re-deployment of restoration teams. It is the Transmission - Florida storm organizations' liaison to DEF-CD Storm Center and Regional Incident Commander. The Liaison is to assure communication, decision making, and *actions that Distribution Storm Organization makes are validated with Transmission and vice versa.* The Liaison role is an interfacing role between Transmission and Distribution to reduce gaps and replication of efforts; striving toward efficiencies and excellence in separate but cooperative restoration efforts.

Job Description:

The DEF-T Liaison is responsible for:

- Reporting to and fulfilling storm role in the DEF System storm room in STP DCC.
- Serves as Interface between Transmission Region Incident Commander (RIC) and the DEF-CD Regional Incident Commander.
- Participates on Transmission Operations System Storm calls.
- Communicates Transmission restoration activities from a grid stability and restoration priority to DEF-CD IC and reports out on DEF-CD System Operations Storm Calls
    - Safety stats
    - Contractor numbers and work assignments
    - Status / Production / ETR of Transmission restoration activities
- *Works with T&CD to ensure restoration priorities are in sync*
- Communicates emergent / emergency issues and situations to Transmission RIC.
- Actively seeks ways to collaborate with DEF-CD for more efficient use of resources
    - Contractor use
    - Quick hit restoration activities, etc.
- Communicates with DCC on emergent issues; reports to Transmission RIC status as needed
- Clarifies for DEF-CD, Transmission outage reporting
- Supports DEF-CD with overall manning of the system storm room

Key Interface Points:

- DEF-T Regional Incident Commander
- DEF-CD Incident Commander
- DEF-CD Planning Section Chief
- DEF-T Operations Section Chiefs: Area Incident Commanders (AIC) / C&M and Veg Management
- DEF-T Planning Section Chief
- DEF-T Logistics Section Chief
- DEF-T PIO/Communications Liaison – External / Public Information
- Transmission Emergency Prep Rep/TSSOP Program Mgr

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).**See Checklist:** DEF-T Liaison Checklist tab

11.4 Reporting & Performance Mgmt Team Lead/POC Role & Responsibilities*

Job Function:

This is a PoC role; a critical position, especially in the pre-storm planning and storm deployment and re-deployment of restoration teams. It is the DEF Transmission storm organizations' Point of Contact for anyone calling into Transmission System Storm Command. This role reports to the NP Storm Center/RIC for Transmission storm direction. It is a Planning Section position that sits in the System Storm Center. It is responsible for collecting data from ECC/System modeling and other Sections of the Organization (Operations-Outage Mgmt data by Area; Logistics-Resource mgmt., and resource support data, etc.). It reports potential storm /event impacts, assessments of modeling and data collected, and confirming with ECC/Planning initial priorities for restoration of system and maintaining grid stability. This role gathers and compiles data necessary for creation of Incident Management Team Report (IMT) that serves as input to the IAP (Incident Action Plan) for the region's storm event. This role provides TOMS data management, validates and reports outages on lines, substations, provides validation of ETRs from the Area Storm Centers/AIC. The Reporting Analyst/PoC role is an interfacing role within Transmission System Storm Center Leadership (Operations, Planning, Logistics, Finance, DEF-T Liaison, & Communications) to gain alignment and plan for the event restoration priorities. See also TSSOP – GDLP-EMG-TRM-00028-Planning Section.

Job Description:

The Reporting and Performance Mgmt POC is:

- The Planning Section – Reporting / Data Mgmt / Event Modeling team member
- This role gathers and compiles potential and actual event impact to DEF-T system, using modeling and actual data
- Compiles and documents IMT Report for input into the IAP with the goal of maintaining DEF-T grid stability and providing synced restoration in daily and next day planning.
- Participates on Transmission Operations System Storm calls.
- Provides/Confirms Transmission system impact and restoration activity data to Storm Leadership by reporting:
  - Lines out / down
  - Substation impacts
  - Status / Production / ETR of all Transmission restoration activities (coordinating with Area Storm Centers/AIC)
- Must be familiar with and skilled in utilizing, reading, reporting from the:
  - DEF-T System Map board,
  - System 1-line,
  - Modeling tools
  - TOMs data management tool so that reports are regularly run and provided to Storm Leadership
  - IMT Report and Summary Reports from Operations & Logistics
  - IAP Reporting (uploading and updating Transmission section of IAP)
- Answers the telephone within the DEF-T System Storm Center; direct/prioritizes call request, need
- Based on modeling data and impact data, provides reports, insight, pro-active view of possible emergent / emergency issues and situations

Key Interface Points:

- DEF-T Region Incident Commander (RIC)
- Operations Section Chiefs: Area Incident Commanders (AIC)
  - Crew Management – DA and C&M and Veg
  - Area Assessment / Work Planning / Eng. Support Director
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling (peers)

- Logistics Section Chief
  - Reporting Analyst
- Communications – External / Public Information Officer (PIO)
- Finance Section Chief – Cost Reporting for Event
- Transmission Emergency Prep Rep / TSSOP Program Mgr.

Checklist of Actions:
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).**See Checklist:** DEF-T System Storm Ctr-POC tab – (scroll bottom of excel spreadsheet for Storm Directors tab)
*** See also – Planning Section Role-Reporting & Performance Management Branch Director**

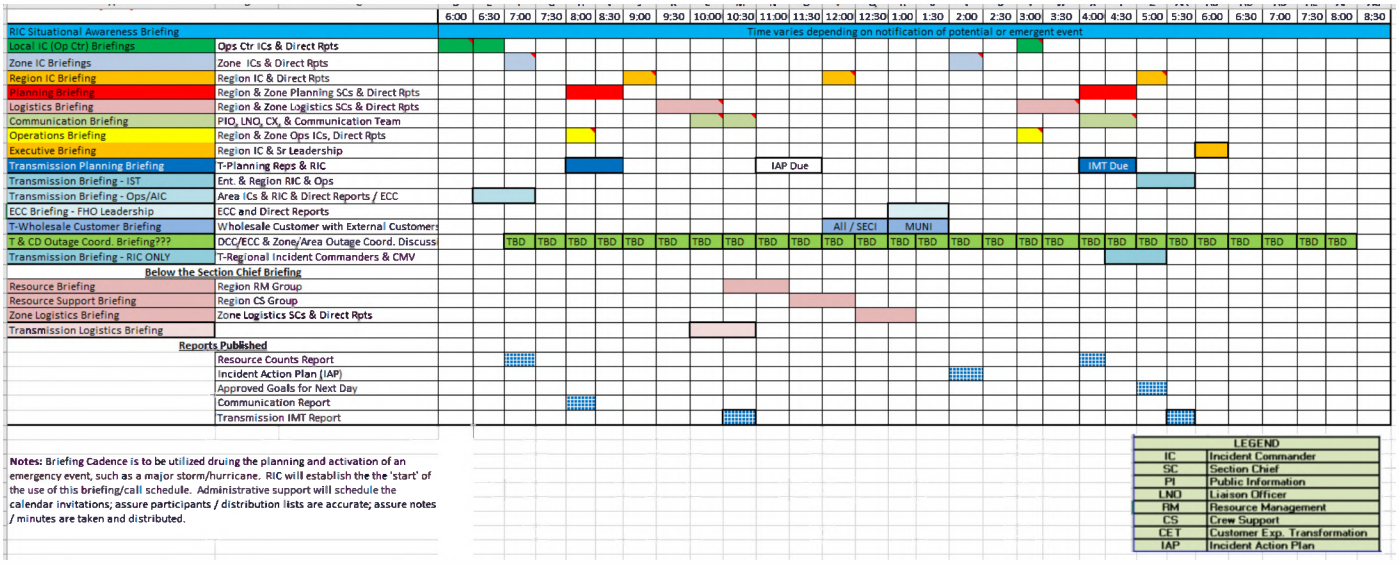
12.0 Briefings Schedule / Notifications Protocols

Incident Command establishes the event call / briefings schedule and notification protocols; through the Annual Readiness process these schedules and protocols are updated prior to each storm season. The RIC-IMT – Briefings & Comm Lead schedules and sends notices, briefings to the transmission organization. (See RIC-IMT Admin. Support / Briefings & Comm Lead Roles & Responsibilities below).

The IC and Storm Directors are to follow the Activation Decision/Notification process (Link):
See diagram pictured in 5.0 Major Storm/Event & Emergency Response Levels (starting on page 4 of this document). The Activation and Notification process includes use of the Briefing Cadence so that T&CD area able to have the planning and collaboration discussions necessary for one coordinated event response.

All scheduling, briefing notes/minutes, reporting forms, templates, links will be provided by current Planning Section protocols and methods; these administrative means will be updated based on and as per current approved technology and cybersecurity direct. For example: MS SharePoint and MS Teams files and folders may be used as directed and interchangeably.

The Storm Call Schedule (Briefing Cadence) includes all critical storm organizations sections/branches on a daily call schedule; non-critical will schedule their team calls after the associated section / branch call has occurred. A link to the storm call schedule can be found within the DEF-T System-Storm-Ops-Call folder on the DEF-T Storm Center SharePoint site, within the Storm Documentation Library. The Storm Call / Briefing Cadence is for leadership to utilize as a planning and communications tool. Transmission Storm Leadership will participate in these FL Storm Organizational and Planning calls and will establish strategic approach to the event with DEF-CD Incident Command and with ONETransmission Systems reporting needs.



2019-2020-Briefing-Cadence

Briefing / Call details (agenda, inputs, outputs, attendees) are provided for facilitator and briefing role call; within the Briefing Cadence and the Event Storm Briefing guidance document. The RIC-IMT Admin Support-Briefing & Comm Lead schedules, distributes, facilitates all briefings as per role description below:

12.1 RIC-Briefings & Comm. Lead – Role & Responsibilities

Job Function

RIC-IMT - Briefings & Communications Lead role is a key role in assuring all storm roles are documented and accounted for, able to be communicated with, on-boarded & activated as needed, contacted by team members / customers, etc. This role supports DEF-T System Storm Center, DEF-T Logistics Center and Area Storm Centers in designing, maintaining, and monitoring distribution lists, mailboxes, contact lists, phone lists, email lists, for notifications, communications, activation, of all DEF-T storm organizations/teams. Administrative skill sets are critical to this role and the Admin knowledge of each of their organizations is critical in the annual readiness and ongoing maintenance of these systems. In addition, this role is responsible for drafting and sending all communications/notifications during an event as directed by the RIC/Storm leadership and/or Section Chiefs for Logistics, Planning, and Operations. This role also supports the internal communications of the event and serves as a liaison to the Communications Section (Public Information Officer), providing necessary support.

Job Description

Provide DEF-T System Storm Center Support in the following:

- Schedule T-System Storm Center Calls, Operational/Area Calls, Logistics Calls, Planning Calls as requested/directed by RIC / Storm leadership and Section Chiefs – as per Major Storm Daily Call Schedule/Briefing Cadence
- Participate on above calls as scheduled, take notes, create minutes and distribute as per Event Call Guide
- Coordinate with Communications / PIO in assuring FAQs, 800#, and other employee communications lines are activated and communicated to Employees via storm notifications.
- Order, receive, and distribute Storm Personal Kit items (i.e. Duke vehicle magnets) to system storm center personnel
- Support administration of and documentation of System Storm Center and Logistics Lessons Learned throughout storm restoration efforts, compile and submit to Logistics Coordinator
- Support Reporting and Analytics for every event; work with System Storm Center to assure Incident Management Team (IMT) Report is submitted as per RIC 2x daily reporting

- Support Reporting and Analytics for every T&CD event; work with System Storm Center to assure the Transmission portion of the Incident Action Plan (IAP) is submitted to CD RIC / Planning Section on time
- Schedule review meeting to identify improvement opportunities, best practices, and resulting action items for implementation with Logistics Coordinator and Logistics Directors and Leads
- Track status updates as reported on Annual Readiness regularly scheduled calls

Provide DEF-T Logistics Center back up support (if needed):

- Schedule Logistics Daily Calls (am/pm) according to the Major Storm Daily Call Schedule/Briefing Cadence
- Participate on all Logistics Center and Admin/Corp Srvc calls as scheduled, take notes, create minutes and distribute as per Event Call Guide
- Work with RM-Staffing to Order, receive, and distribute Storm Personal Kit items (i.e. Rain Gear, Packing List, Duffle Bag, Duke vehicle magnets) to Logistics Center personnel and all Field Roles
- Assist Logistics Chief/Coordinator, RM - RSVP Lead, Storm Site Mgmt. Lead, & RM-Mobilization Lead as needed to support Logistics storm processes
- Manage as directed by Storm Chiefs/Section Chiefs, all storm and corporate communications notifications process and protocols
- Track status updates as reported on Annual Readiness regularly scheduled calls

Key Interface Points

- DEF-Transmission System Storm Regional Incident Commander (RIC) & Deputy
- DEF-Transmission System Storm Liaison to DEF-CD RIC
- PIO/Communications Liaison – Internal Communication Lead
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling
- Finance Section Chief
- Operations Section Chiefs: Area Storm Center Chief/AIC
- Transmission System Storm Coordinator/Consultant

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Corp Srvs ta

13.0 Post Emergency Response / Recovery Plan – Event Close Out

The close out of an event is decidedly as important as the initiation and declaration of the event. The number of resources activated and utilized, the miles and volume of restoration completed, the locations and volume of outages restored (especially critical infrastructure and grid stability impacts), down to the number of meals served and beds provided must be documented and reported. Upon Event being declared complete and 'System Restored' the Organization must complete data collection and assure all aspects of event are 'closed'.

13.1 Operations Section: Close - S&T Confirmation and System Restored Reporting

13.1.1 S&T Protocols & Actions – Clearances Released
13.1.2 Area TOMS / ETRs Reporting

13.2 Operations Section: Close - Post Restoration Teams (C&M/Veg Clean Up Crews)

13.2.1 Vegetation Management - Tree removal
13.2.2 C&M Debris & Restoration equipment impact

13.3 Planning Section: Close - Wholesale / Customer Call-back & follow up

13.4 Planning Section: Close - Grid Updates/ Transmission impacts – ETRs Close Out

13.4.1 – Confirmation of Clearances Released / System restored - ECC

13.5 Logistics Section: Close - Resource Management Reporting Close

13.5.1 Resource Mgmt Protocols for Releasing all Support Staff & Crews Actions

13.5.2 Resource Mgmt Data Reports Complete

13.6 Logistics Section: Close – Site Management Reporting Close

13.6.1 Site Management – Base Camp Close / Release of Site, Support, Vendors

13.6.2 Site Management – EHS Reporting Close Out – complete incident reports summary

13.7 Logistics Section: Close – Lodging Management Reporting Close

13.7.1 Lodging – Hotel Event Invoicing / Close Actions

13.7.2 Lodging – Alternative Housing Event Close

13.8 PIO/Communications: Close - Internal & Eternal (Public Information)

13.9 Finance Section: Close – Financial Close out and Reporting

13.9.1 Finance Time Reporting / Contract and WO Close Out

13.9.2 Finance Compensation / Invoicing / Claims Close Out

13.9.3 Finance Cost Effectiveness & Analysis – Close Out

Document title:	Document number:
TSSOP-Transmission System Storm Operational Plan: Operations Section–Area Incident Command, Crew Management, Area Assessment & Area Logistics	GDLP-EMG-TRM-00027
	Revision No.: 004
Keywords: Transmission System Storm Center Operational Plan (TSSOP), Transmission Storm Plan, emergency, restoration plan,	Applies to: Transmission - DEF

This document is the Operations Section of the Transmission System Storm Operational Plan referenced in the Table of Contents in TSSOP – GDLP-EMG-TRM-00025-Introduction and Overview.

Table of Contents

1.0 Operations Section

As the Construction & Maintenance, Vegetation Management, Contractor Operations, Asset Management, and Work Management organizations during 'blue-skies', the Operations Section during a Major Storm Event is initially and primarily responsible for the damage assessment and physical restoration of the DEF Transmission assets. The Operations Section will follow the ICS structure and process of awaiting direction from DEF-Transmission System Storm Center's Region Incident Command (RIC) for activation, daily strategic planning, and deployment.

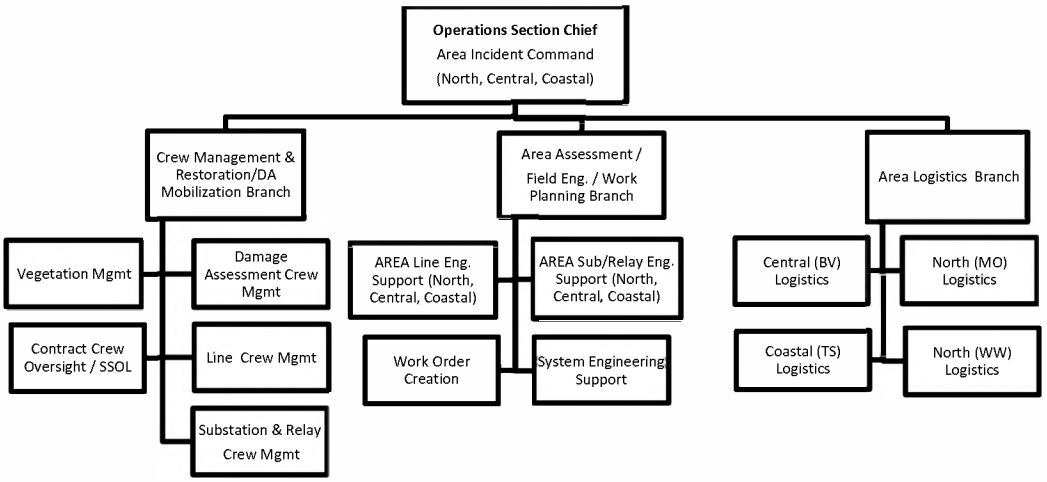
The Operations Section will interact with RIC, Planning, Logistics, Finance, and Communications Sections' leadership prior to deploying any resources to preparations or restoration actions, and prior to releasing crews from restoration work. Additionally, Operations' communication and cooperation throughout Major Storm Response is crucial to safe and effective restoration. It is expected that Operations will continue to lead the way in following all safe work practices and Transmission's Cardinal Electrical Safety Rules and Vegetation's Safety Rules. In addition, the Operations Section will participate and comply with Annual Readiness Plan and actions to assure readiness of the organization to respond to an event.

2.0 Mission and Purpose

It is the mission of Duke Energy Florida Transmission Operations (Construction, Maintenance, Contractor Operations, & Vegetation) to ensure that personnel (restoration/C&M, Veg. Mgmt. employees and contract workers), training, materials, and equipment are current for the specific purpose of efficiently executing this plan. Plan execution is to be according to company expectations around safety, cost, restoration times, and other key performance indicators ensuring success for the company, its employees, and its customers.

The safety of employees and the public will, at all times, be primary consideration of this plan. Asset Management, Work Management, Construction & Maintenance, and Vegetation Management work to assess the impact and damage to the transmission facilities; and then develop a work plan for safe and swift restoration. Asset Management field engineers and technicians develop the work packages, while Work Management planners assure every outage or impacted facility has resources assigned and ETRs defined for each outage. Area Logistics supports Operations in assuring logistical requests and needs for restoration activities are gained through System Logistics teams, processes and work plans. All resources responding to a Major Storm / Emergency event, will be an example of safe work practices, always.

3.0 Org Chart – Operations / Area Incident Command / Storm Centers



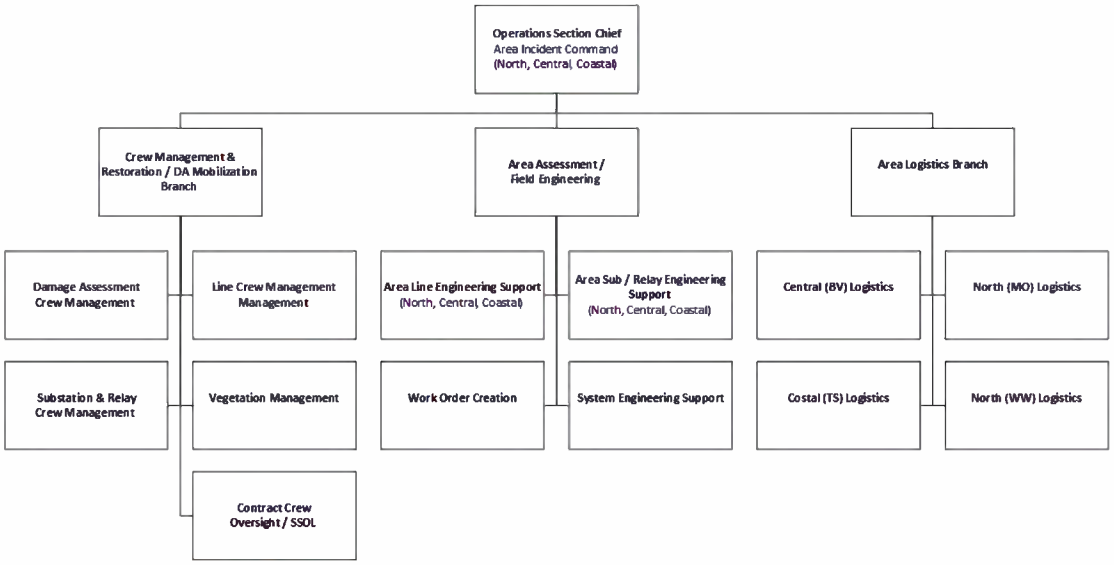


Figure 1: Details and current assignments to the storm roles illustrated above can be found in the DEF T-FL System Storm Organization Chart

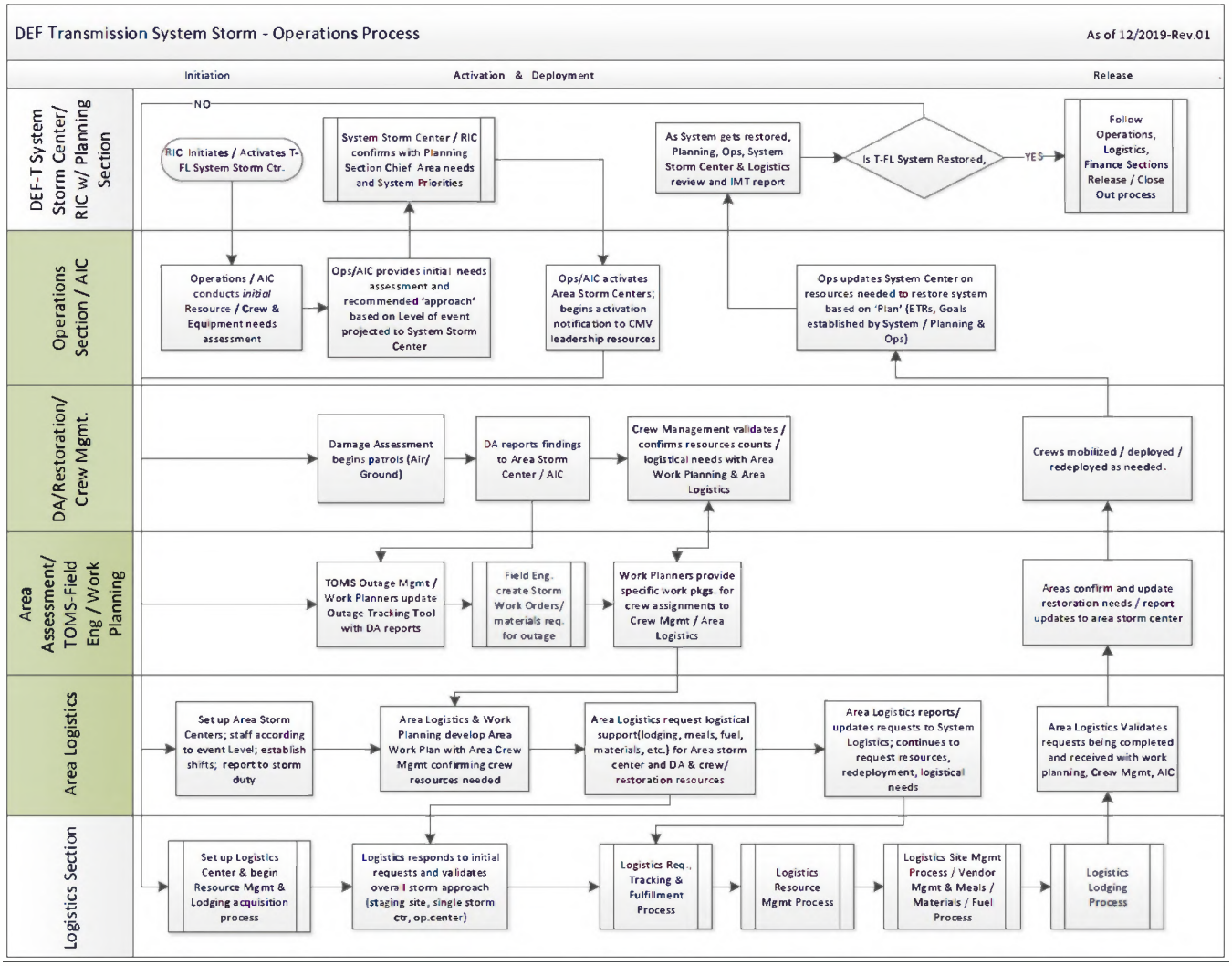
4.0 Operations Process to Storm Activation/Restoration

The following process flow (DEF-Transmission System Storm - Operations Process) illustrates the interaction between RIC/System Storm Center, Operations Section, Planning Section, and Logistics Section. System Storm Center and Planning initiate and prioritize the initial approach to restoration.

In this process, each AIC/Area Storm Center is responsible for assessing the damage to area assets/facilities creating tactical restoration effort. Each AIC/Area Storm Center will report, confirming with System and Planning, an action plan that is continuously updated throughout the event. The Area Assessment/Field Engineering team will work with AIC and Crews to document the damage, create work orders, perform engineering as required, request materials, and assign ETRs. The Area Logistics

Center Teams will interact with the System Logistics Center / Logistics Chief & Appropriate Branch Directors to assure AIC/Area Storm Center's restoration and logistical needs are met.

The Operations Section (AIC - Crew Mgmt, Area Assessment/Field Engineering, & Area Logistics) with the RIC & Planning Section Chief, is responsible for developing the AIC restoration plans; the Logistics Section supports the Operations Section by validating and fulfilling every request submitted to complete the plans.



In the event of severe damage to transmission facilities, where the repair is beyond the capability of local Transmission Area personnel; the RIC, the Planning Section Chief, and the AIC will activate the necessary resources of the Company, in accordance with the following outline and process:

- Each Transmission Maintenance Area (TMA) within the impacted Region, will have appropriate personnel, facilities, and equipment under the direction of the AIC / Operations Section Chief.
- The Transmission AIC will report to the DEF Transmission System Storm Center / Regional Incident Commander (RIC).
- Transmission Operations Section Chiefs / AICs must be ready to affect the transfer of help to other areas with minimum delay, as well as to direct the work of numerous crews with efficiency and safety in case of impact in their Area of responsibility.
- All staff assignments and other necessary information must be kept up to date and

reviewed/assessed at least annually. The Incident Command Structure / Storm Org Chart staff assignments are to be aligned as much as possible feasible to the Transmission blue-sky job function/skills/expertise. (Storm org chart is to be updated on a regular basis – See Resource Mgmt, within Logistics Section).

- The decision made by the Storm Center(s) to activate will depend on the location of the storm/emergency. The RIC and AICs, with Planning Section Chief(s), will provide direction for activation. (See TSSOP – GDLP-EMG-TRM-00025-Introduction and Overview and other sections of TSSOP document.)

The Operations Section of DEF Transmission Storm Organization is made up of three significant Branches:

1) Crew Management / Damage Assessment /Work Planning & Assignment / Restoration Mobilization branch,
2) Area System Assessment / Field Engineering branch, and
3) Area Logistics branch.

Each Branch within the Operations Section will activate according to the event level needs and skills / storm role assignment as determined by System Storm Center/RIC. Storm role tools (Pre-Storm Checklists, Outage Tracking-folder, T-Outage Mgmt/TOMS, Resource Mgmt/CREW MANAGER_ARCOS, Site Management / Site Master List & Processes, etc.) will be reviewed, trained, drilled as part of Annual Readiness, prior to storm season; therefore preparing each Area Storm Center for activation and restoration. Access to tools and role descriptions are provided / updated annually during previous storm season's Lessons Learned and Annual Readiness training, workshops, and drill exercises.

The Operations Section Leadership consists of the C&M Area Directors; they are the Area Incident Commanders (AIC) for each Area Storm Center; the C&M Area Directors report to and take direction from System Storm Center / RIC. Each Branch of the Operations Section considers the direction and cooperation required in ICS leadership. Each Branch is structured to support the four (4) Area Storm Centers in DEF-Transmission and will work through the System Storm Center and System Logistics Center. The DEF T-System Storm – Operations Process diagram above illustrates the Operations Section storm activation process. (DEF-Transmission System Storm - Operations Process) The detailed / staffed Operations Section Org Chart (illustrated in 3.0 above) can be found on the Transmission Storm page / share point site. See T-FL System Storm Organization Chart ; the job descriptions for each of the Operations storm roles are detailed in the remaining sections of this document.

4.1 Operations Section Chief / Area Incident Commander (AIC) - Roles and Responsibilities

Job Function:

This is the event lead position in each Transmission Maintenance Area (TMA); it is the local storm organization's directing leader for annual readiness, season and event preparedness, and storm plan/event implementation. Area Storm Center's AIC is the local restoration director and crew mobilization coordinator of all restoration resources. This role is the Local Transmission Maintenance Area Incident Commander (AIC), under the authority of the DEF-T System Storm RIC. This position provides managerial oversight and leadership direction over the local organization and area-specific event needs (planning, operational implementation, logistical support, communications, financial, and post-event close-out).

AIC is responsible for assuring smooth, safe activation of the local storm center, that center's storm resources, and all restoration and mobilization activities. The Area Incident Commander (AIC) will activate, coordinate, and mobilize all the construction and maintenance transmission resources in the respective Area during a severe storm or other disaster to maintain or restore service. As the Region Incident Commander (RIC) authorizes the activation & restoration plan over the Florida Transmission System; the Area Incident Commander (AIC) has similar authority over the local Transmission Maintenance Area.

As director and overall coordinator of the restoration of the area, the AIC is the Area Storm Center ***Clearance Holder.*** As the Area Storm Center Clearance Holder, the AIC is required to assure safe handling of all switching and tagging as clearances are provided and released. The AIC deputy or other Area Storm Center leadership must be highly qualified to handle and coordinate the distribution of clearances during the event. See section 5.6 of this document.

Job Description:

The Operations Section Chief / Area Incident Commander (AIC) is responsible for:

- Activating and staffing the Area Storm Center, assuring all personnel are appropriately trained and prepared for reporting for storm duty
- Activating and staffing the Branches within the Operations Section that support local Area: Area Logistics Centers, Area Assessment/Field Eng./Work Planning teams as well as the Area Crew Management and DA teams
- Operates as the Area Clearance Holder for assigned Maintenance Area; acts as the overall outage clearance coordinator (following Switching and Tagging rules and protocols) of the Maintenance Area system responsible. Coordinates with ECC and with restoration crews on establishing, sequencing, and releasing of clearances.
- Following the TSSOP for activating, deploying, deactivating, closing the local area storm center
- Participating in DEF-T System Operations Storm Briefings/calls; reporting and validating storm/event impact as per local damage assessment, resource allocation/needs
- Provides status/reporting of restoration effort in area; tracks line outages, switching operations, progress on damage assessment, restoration complete
- Assures tracking of all crew movement (DA crews, substation, relay, line, tree crews); provides input for utilization of base camps, laydown yards, that are conducive to efficient crew movement
- May be asked to review, approve, deny timesheets and exceptions for contractor resources – especially if an Inspector or Supervisor requests escalation of 'routing' approval.
- Accountable for ensuring the Area Storm Center Organizational Staffing and area checklists, contact lists for storm/emergency restoration are maintained current
- Assures that all crew are activated and tracked via roster submission to Logistics, Resource Management; that 'stick counts' are validated prior to event and crew's rosters are kept current in case of movement outside of local area (to support restoration efforts elsewhere and provide logistical data necessary).

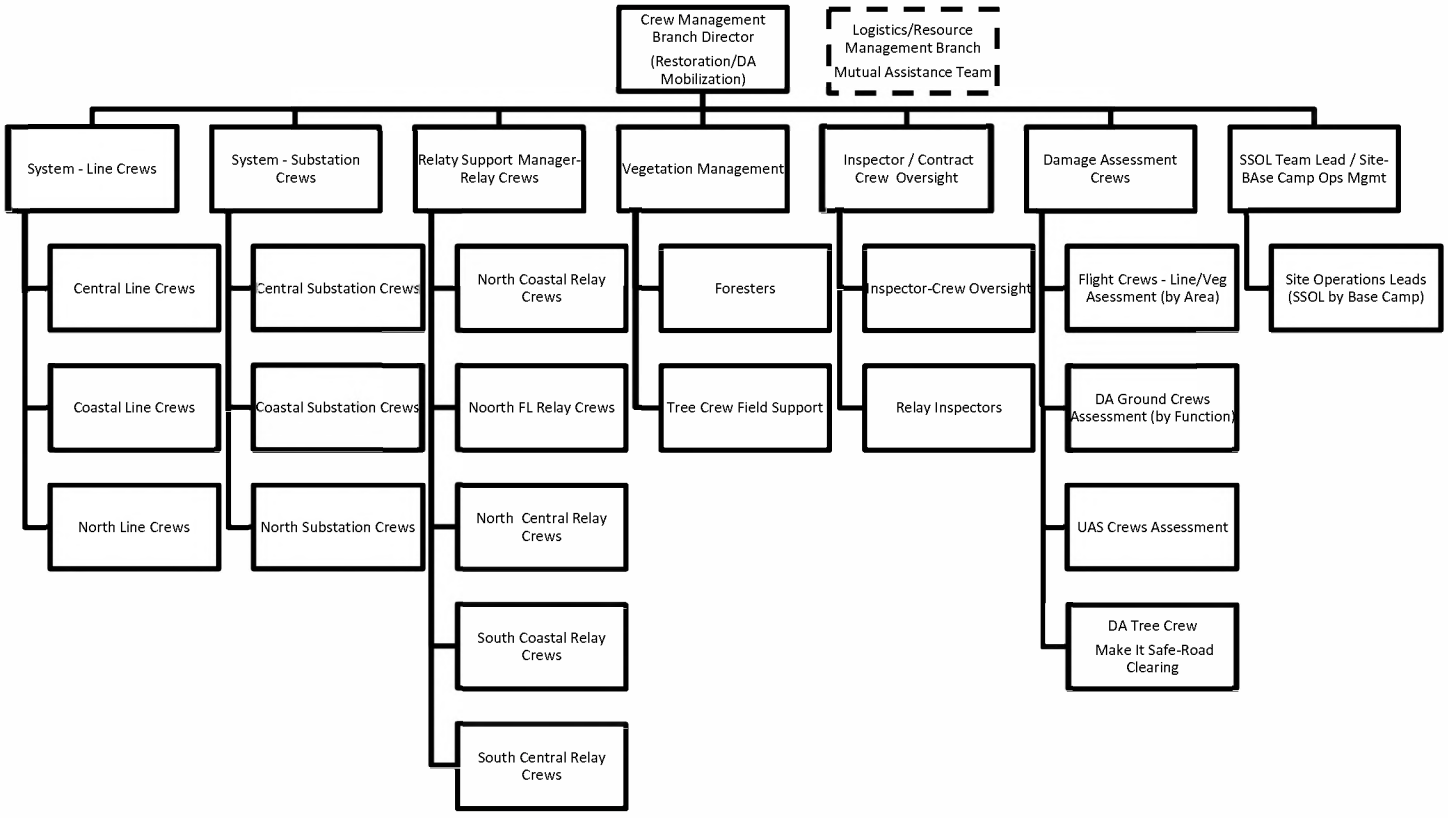
Key Interface Points:

- DEF-Transmission System Storm Regional Incident Commander (RIC)
- ECC / Grid Restoration – System Operations Director
- DEF-Transmission System Storm Liaison to DEF-CD RIC
- Operations Section Chiefs: Area Storm Center Chief/AIC - Peers
- Area Assessment / Field Engineering
- Area Logistics Coordinator
- Planning Section Chief

  - Reporting Analyst / Data Mgmt / Event modeling
- Logistics Section Chief
  - Resource Management Director
  - Site Management/Resource Support Branch Director
  - Corp Services Director
- Finance Section Chief
- PIO/Communications Liaison
- Transmission Emergency Prep Rep / TSSOP Program Mgr.

Checklist of Actions:
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: AIC-Area Incident Commander tab

5.0 Crew Management – Restoration/DA Mobilization/Work Planning – Organization, Process, Roles & Responsibilities



Crew Management & Restoration/Work Planning/DA Mobilization current storm organizational chart with role assignments can be found on the T-FL System Storm Center SharePoint site or by following this link: DEF- **T-FL System Storm Organization Chart**

Resource Assessments and staffing of the storm organization is to be completed in the first quarter of each year; so that when storm season approaches, training, communications, planning can occur in a timely fashion. Crew Management Branch has the largest organization to staff and make documentation ready for communication/expectations clear to leadership, supervisors, and crew

members. The Storm Org chart is updated monthly as the C & M, and Vegetation Mgmt. organizations updates its organizational charts. Leadership changes to the Storm Org chart are typically managed at the end of each year/season and updated as part of the Resource Assessment process.

As Atlantic Tropical Storm/Hurricane Season approaches, branch leadership is to assure all staff are prepared to activate into their storm role. If a storm/event impacts the DEF-T System, restoration efforts are expected to start almost immediately. "Restoration" begins as soon as System Storm Center & ECC/Meteorology has declared 'all clear'. After the Planning Section and System Storm Center have confirmed/announced system restoration prioritization, based on grid integrity and event impact, the AIC begin the DA & Restoration process.

Area Storm Centers will mobilize the crews first, for area damage assessment and second, for asset restoration/repair. The DA Crews are expected to assess damage, report to Area Storm Center, and repair where safe, plausible, and in accord with System/Restoration Priorities. Therefore, DA Crews should be staffed and equipped accordingly.

In general, Area Storm Centers will mobilize maintenance area crews first, DEF-T-traveling crews second, on-system/native contract crews third. If additional resources are required, DEF-T-RIC will request additional support through the Strike Team Plan and the Mutual Assistance processes. The RIC will notify DE Incident Management Team (IST), Mutual Assistance and Contractor Operations will identify 'availability' of 'non-native' resources from other Duke Energy jurisdictions first (Carolinas East-DEC, Carolinas West-DEP, Midwest), and then acquire Mutual Assistance / off-system / non-native contract crews and/or other utilities, second. This crew deployment protocol is recommended by both Duke Energy and its utility partners. (See Strike Team Plan & Process / Mutual Assistance)

All resources working toward restoration of the transmission system, are to be documented and tracked within the tools of record for any event. All crews, support, and leadership names, role, contact information will be placed in a roster for uploading into the resource management system/database. This is a requirement whether the individual is an employee or a contract crew member, whether the crew is on-system or foreign, traveling crew or not.

Each crew / each individual reporting to storm work / restoration activities, should be prepared to travel to respond to area impacted. Work area may not be typical show up location; therefore, crew members are registered via roster and then activated to assigned location. Roster will be updated at activation to designate if logistical support is required (i.e., lodging, meals, fueling, etc.). Crew supervisor, RM-Mobilization, and Area Logistics Crew Support (see Logistics/Resource Management processes within GDLP-EMG-TRM-00029) will manage roster updates as required (pre-storm season, daily during event, etc.). In addition, rosters should include equipment / vehicles going with crew (assigned to crew) so that work site and base camp are prepared to receive crews and equipment.

It is imperative, that leadership understands, cooperates with, and follows the processes and protocols when activating and directing resources during an emergency event. The detailed / staffed Crew Management Branch Org Chart (illustrated in 5.0 above) can be found on the Transmission Storm page / share point site. See **T-FL System Storm Organization Chart ;** the job descriptions for each of the Operations / Crew Management storm roles are detailed in the remaining sections of this document.

5.1 Crew Management Branch Director (Restoration/Work Planning/DA Mobilization) – Roles & Responsibilities

Job Function:

The Crew Mgmt Director (Restoration/Work Planning/DA Mobilization) is the lead over mobilization of all crews; it is the Operations organization's directing leader for internal and contract crew. This role is the crew mobilization coordinator of all restoration resources. This role is to be aware of total resource availability for the entire system and confirm the Area/AIC impacted has the resources required to deploy and restore.

The Crew Management Branch Director is responsible for *recommending & planning* which resources to mobilize and when to add additional resources from other areas or from System / Contract resources pool. Within the Operations Section; the Crew Management Branch Director is to work with the Area Assessment Branch Director and the Area Logistics Coordinators when developing the restoration plan. This Branch then provides the plan to the Logistics / Resource Management to implement. This position reports data and crew / resource availability FIRST, to Planning Section / Team (which includes Logistics-RM; Operations-Crew Mgmt, Planning- to the three (Central-CE, Coastal-CO, North-NO) Area Storm Center Chiefs/ AIC, to DEF-T System Storm RIC AND to Logistics-Resource Management Director. (NOTE: Resource Mgmt-Logistics executes on the mobilization recommendation with RIC & Logistics Chief direction. RM does this within the resource mgmt. tool for data mgmt. and documentation & tracking purposes.)

Job Description:

The Crew Management Branch Director (Restoration/Work Planning/DA Mobilization) is responsible for:

- Crew pre-storm restoration activities – assuring that normal / blue sky activities are completed so that the system is restored to normal configuration in the anticipated impact area; work with AIC, Internal Crew & Contractor Operations to complete.
- Ensure that all normal work activities have stopped and preparation for storm impact has taken place from field personnel's perspective; work with AIC, Internal Crew & Contractor Operations to complete.
- Ensure reporting and documentation of restoration resources to Logistics-Resource Management utilizing the resource management processes, tools and mobilizing / demobilizing guidelines.
- Ensure applicable equipment is staged and staging location is communicated and ready for event. Communicate any 'special equipment' staging to Logistics-Materials, Heavy Hauling, & Fleet
- Following the TSSOP for activating, mobilizing, deploying, deactivating, crew resources (all crew resources needing logistics support-lodging, meals, fueling, etc.- will be in a Roster submitted to Logistics-Resource Management).
- Participating in DEF-T System Operations Storm calls; reporting and validating crew / resource availability and needs / gaps to the required resources
- Provides and assures tracking of all crew movement (DA crews, substation, relay, line, tree crews); provides input for utilization of base camps (staging sites), laydown yards, that are conducive to efficient crew movement. Crew Management and Logistics-Resource Management must communicate/validate resource needs and movement as per Planning Section / Reporting / Next Day Planning processes define. (See Planning Process within TSSOP – GDLP-EMG-TRM-00028.)
- Provides and assures that all crew are tracked via roster submission to Logistics, Resource Management; that 'stick counts are validated prior to event and crew's rosters are kept current in case of movement outside of local area (to support restoration efforts elsewhere and provide logistical data necessary).
- Participates in Pre-storm System Storm Center calls to provide Crew Resource projections/needs/availability based on Planning Section & Incident Command event/storm modeling and projections

Key Interface Points:

- DEF Transmission System Storm Regional Incident Commander (RIC)
- Operations Section Chiefs: Area Storm Center Chief/AIC - Peers
  - Area Assessment / Field Eng./ Work Planning Director
  - Area Logistics Coordinators
  - Crew Supervisors – Line, Substation, Relay, Vegetation
  - Damage Assessment Crew Mgmt
  - Inspectors & SSOL Crew Oversight
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling
- Logistics Section Chief
  - Resource Management Director
  - Site Management Director
- Transmission Emergency Prep Rep / TSSOP Program Mgr.

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Crew Management Director (Restoration/DA Mobilization)

5.2 Crew Mgmt Supervisor – Roles & Responsibilities

Job Function

Crew Mgmt – Supervisor will coordinate assigned C&M, and Veg. Mgmt. personnel for all restoration activities. The Supervisor is to deploy and assign work according to the work plan for the AIC assigned; data from Damage Assessment, ETRs established, and daily goals and objectives are the job of the Crew Mgmt Supervisor to implement and document. (See Planning Section – TSSOP – GDLP-EMG-TRM-00028.) The assignment of work and oversight of the crews, reporting of work complete and ETRs back to Area Storm Center are to be assured 'complete' by the Supervisor daily, according to the expected schedule. Reporting of status or ETRs is critical to Operations & Planning securing a 'Next Day' Plan. The Supervisor of each discipline (DA crews, line crews, substation crews, relay crews, veg crews) is to follow all DE and utility safety, resource management, human resource, craft personnel guidelines as per 'blue sky' moving to 'storm/emergency' response. The additional functions/responsibilities described within are for the Area Incident Commander to confirm and assign to the appropriate Supervisor / Manager.

Job Description

The Crew Mgmt – Supervisor (Line, Sub, Relay, DA) will coordinate personnel restoration activities as directed by the Area Storm Center / AIC in accordance with ECC/System Priorities and RIC direction:

- Interface & coordinate with the Area Storm Center / AIC & Crew Management Branch Director, providing relief for rest and meals and otherwise assisting as needed.
- Report daily ETR status to Work Planning team leads (Area Storm Center)
- Assure crews are working all Switching and Tagging and clearance coordination through the AIC / Area Storm Center.
- May be designated to an Oversight role for Non-Native Contract Resources; would be an Inspector / Supervisor – Conduct oversight as per DE Inspector Role defines, approve, deny timesheets, and approve or deny exception requests as per Major Storm Process Improvements defined in Storm Cost Settlement Agreement. See TeamCard Ap / Web.
- May be designated as a SSOL-Storm Site Operational Lead in the field / at storm sites (Base Camps, Mustering Sites, etc.).

- Serve as Liaison between Transmission C&M, and Veg. Mgmt. and other DE or contract personnel.
- Serve as Operations / AIC (Storm Center) 'Maintenance' & Logistics Support as it supports crews and work plan:
  - Assure generator located at the Area Storm Center or Op Center working out of is tested periodically in anticipation of a storm/emergency, the tank level is checked and filled as necessary in anticipation of a storm/emergency (Substation Supervisor).
  - Assure that all vehicles are fueled and prepared for storm emergency response
  - Assure that all portable radio batteries are tested and charged; test and fuel all portable generators, emphasize the importance of minimizing radio traffic on primary channels, and check the operation of all pagers, satellite and cellular phones.
  - If needed: Coordinate and request through Area Logistics Coordinator and/or Fleet /Fueling for all onsite and field fueling needs; See DEF T&CD Logistics – Fueling Process – TSSOP–GDLP-EMG-TRM-00029
  - If Needed: Assign a member of crew (normally the Senior Lineman) to work with Field Engineer & Work Planner / Materials Coordinator stationed at the Area Storm Center in the determining and dispatching of materials. See DEF T&CD Logistics Materials Storm Process - TSSOP–GDLP-EMG-TRM-00029
  - If Needed: Assign member of crew (normally the Senior Lineman) to work with Field Engineer & Work Planning / Area Logistics Coordinator & Base Camp SSOL / Heavy Hauling-Equipment Rental Coordinator stationed at the Area Storm Center in the determining and dispatching of equipment/heavy hauling needs. See DEF T&CD Logistics Heavy Hauling/Equipment Rental Process - TSSOP–GDLP-EMG-TRM-00029
- Assist with Company/Contractor expense documentation and the implementation of all Storm accounting practices. May be asked to review, approve, deny timesheets and exceptions for contractor resources – especially if an Inspector requests escalation of 'routing' approval.
- Maintain a complete log of events.

Key Interface Points

- Crew Mgmt Branch Director (Restoration/DA Mobilization)
- Vegetation Mgmt Supervisors
- Damage Assessment Mgmt
- Crew Oversight – Inspectors/SSOL
  - Logistics: Site Management/SSLL
- Area Assessment / Field Engineering / Work Planning Director
  - Field Engineers / TOMS Outage Mgmt
  - Work Planners
  - Logistics: Eng. / Major Equipment Support
- Area Logistics Lead
  - Logistics Request Taker
  - Lodging Support
  - Crew Tracker
- Logistics: RM Resource Acquisition (Contract Crews & Initial Rosters)
  - Resource Mobilization (Roster Updates)
- Logistics: Materials Management
- Logistics: Heavy Hauling

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Crew Mgmt-Supervisor tab

5.3 Vegetation Management - Roles & Responsibilities

Job Function

Crew Mgmt – Supervisor/Vegetation will coordinate C&M, and Veg. Mgmt. personnel for all damage assessment and vegetation clearing restoration activities. The Supervisor is to deploy and assign work according to the work plan for the assigned AIC: Damage Assessment, ETRs established, and daily goals and objectives are the job of the Crew Mgmt Supervisory role to implement and document. (See Planning Section – TSSOP – GDLP-EMG-TRM-00028.) The assignment of work and oversight of the crews, reporting of work complete and ETRs back to Area Storm Center are to be assured 'complete' by the Supervisor daily, according to the expected schedule. Reporting of status or ETRs is critical to Operations & Planning securing a 'Next Day' Plan. The Supervisor of each discipline (DA crews, line crews, substation crews, relay crews, veg crews) is to follow all DE and utility safety, resource management, human resource, craft personnel guidelines as per 'blue sky' moving to 'storm/emergency' response. The additional functions/responsibilities described within are for the Area Storm Center Incident Commander to confirm and assign to the appropriate Supervisor / Manager.

Job Description

The Crew Mgmt – Supervisor (DA, Veg) will coordinate personnel restoration activities as directed by the Area Storm Center / AIC in accordance with ECC/System Priorities and RIC direction:

- Interface and coordinate with the AIC / Area Storm Center and Crew Management Branch Director, providing relief for rest and meals and otherwise assisting as needed.
- Complete and submit Rosters for all crews that may be utilizing Logistics Support (Lodging, Meals, Fueling, Materials, etc.) and return to Area Logistics and/or Resource Mgmt-Acquisition according to process and timeline requirements
- Coordinate with Crew Mgmt Branch Director & Area Work Planning to assure Veg Crews aligned with Line/DA Crews as needed and based on DA/Restoration work plan
- Assess and report ROW damage and clearing needs.
- Organize support from local contractors, coordinating all ROW and clearing activities.
- Maintain Transmission Area maps to be copied and distributed to out-of-town crews.
- Maintain a current Veg Contractor directory.
- Gather and provide information on road access from state and local agencies with the help of the Support Staff.
- Plan and arrange for aerial patrol of lines; following DE Utility Aviation Policy. When appropriate, will notify DE Aviation and contract helicopter in advance and route to a location on the system where the storm is not expected to hit.
    - Work with Damage Assessment Management to develop the DA Plan including the Air Ops/Aviation (Helicopter/UAS-Drone) portion of the assessments.
    - DA and flight plans will be coordinated through Logistics Section and Operations-Crew Mgmt & Work Planning.
- Distribute crew registration forms, voucher forms, and will be responsible for notification of charge numbers and time tracking.
- Support / Assist with Company/Contractor expense documentation and the implementation of all storm accounting practices. May be asked to review, approve, deny timesheets and exceptions for contractor resources – especially if an Inspector requests escalation of 'routing' approval.

- Serve as Operations / AIC (Storm Center) 'Maintenance' & Logistics Support as it supports crews and work plan:
  - If Needed: Coordinate with Area Logistics and / or Fleet /Fueling for all onsite and field fueling needs; See DEF-T&CD Logistics – Fueling Process - TSSOP –GDLP-EMG-TRM-00029
  - If Needed: Assign member of crew (normally the Senior Veg. Mgmt) to work with Work Planning, Area Logistics, SSOL & Heavy Hauling-Equipment Rental Coordinator stationed at the Area Storm Center in the determining and dispatching of equipment/heavy hauling needs. See DEF-T&CD Logistics Heavy Hauling/Equipment Rental Process - TSSOP – GDLP-EMG-TRM-00029
- Maintain a complete log of events.

Key Interface Points

- Crew Mgmt Director (Restoration/DA Mobilization)
- Vegetation Mgmt Supervisors
- Damage Assessment Mgmt
- Air Ops/Aviation - Pilots: Helicopter & UAS/Drone
- Crew Oversight – Inspectors/SSOL
  - Logistics: Site Management/SSLL
- Area Assessment / Field Engineering / Work Planning Branch Director
  - Field Engineers / TOMS Outage Mgmt
  - Work Planners
  - Logistics: Eng. / Major Equipment Support
- Area Logistics Lead
  - Logistics Request Taker
  - Lodging Support
  - Crew Tracker
- Logistics: RM Resource Acquisition (Contract Crews & Initial Rosters)
  - Resource Mobilization (Roster Updates)
- Logistics: Materials Management
- Logistics: Heavy Hauling

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Crew Mgmt-Supv-Vegetation tab

5.4 Inspector, Crew Oversight (SSOL) - Roles & Responsibilities

(See also Logistics-Site Management-Resource Support - SSOL Team Lead / SSOL Role)

Job Function

Crew Mgmt – Inspector, Crew Oversight, SSOL (Site Operations Lead) role will have oversight of the crews (contract or internal) to assure work assignments are accurate, safe, and worked according to DE safe work practices. In addition, this role is responsible for assuring / maintaining crews work schedules. Storm work hours, unless otherwise noted are to be no more than 16 hours on with 8 full hours rest each day. So, generally, the crews have a 2-hour wake/eat/travel window, 12 MAX work-window, 2-hour travel/eat/lodging window to make up the 16 total hours on, thus assuring 8 hours rest. The Inspector / SSOL / Crew Oversight role is to manage the deployed Damage Assessment and Restoration crews according to Daily Work Plan Goals and Objectives. The role is to provide oversight of the crews, reporting of work complete and ETRs back to Storm Center at least 2X daily.

Job Description

The Crew Mgmt – Inspector/SSOL/Crew Oversight role will coordinate personnel restoration activities as directed by the Supervisor and Area Storm Center/Area Logistics Center.

- Provide Oversight, Inspector quality and coordination of all assigned crews; will work with 1-3 crews; as assigned by Supervisor
- Confirm accuracy of all Rosters for all crews that may be utilizing Logistics Support (Lodging, Meals, Fueling, Materials, etc.) and return to Area Logistics and/or Resource Mgmt-Acquisition OR Storm Site Crew Support/Lodging Support
- Will assure that all crew overseeing understand and adhere to the storm plan and processes; specifically, Daily Work Plan, Site / Work Management, Lodging and Crew Care, Daily Schedule Adherence, EHS Incident reporting (on work site, base camp, show up site).
- Will document all time sheets for all contract crews; will approve or deny daily timesheets submitted from the Contractor General Foreman / Foreman. Will assure timesheets are routed as per Major Storm Process Improvement Processes (as per Cost Settlement Agreement). See TeamCArd Ap / Web
- Will validate, approve or deny, and document any exceptions to the allowable time (16-hour days), allowable housing, allowable meal plan, allowable fuel plan. Will assure exceptions are routed and documented as per Major Storm Process Improvement Processes (as per Cost Settlement Agreement). See TeamCard Ap / Web
- Will, assure that all crew foremen/Inspectors know and follow the fueling process; and assure all vehicles are fueled and prepared for storm emergency response
- Assist with Company/Contractor expense documentation and the implementation of all special accounting practices.
- May be designated as a SSOL-Storm Site Operational Lead in the field / at storm sites (Base Camps, Mustering Sites, etc.). Refer to: Site Operations Lead (SSOL) Role Description – Logistics Site Mgmt
    - IF stationed at a Storm Site (Base Camp, Mustering, Storm Laydown), this role will act as SSOL assisting deployment of ALL Transmission crews to appropriate work sites – Oversight is of Crews on the Storm Site directing them to work site, assuring correct work package for work site. (Refer to: Site Operations Lead (SSOL) Role Description – Logistics Site Mgmt)
    - If Assigned to Site as SSOL – must understand and follow the Site Mgmt Operational Plan, as well as the Daily Operations Plan;
- Coordinate with Site Mgmt and AREA Logistics for the following:
    - Contact/Request from Area Logistics and / or Fleet /Fueling for all onsite and field fueling needs; See DEF-T&CD Logistics – Fueling Process - TSSOP – GDLP-EMG-TRM-00029
    - Assign a member of crew (normally the Senior Lineman) to work with Work Planning, Area Logistics, & Materials Coordinator stationed at the Area Storm Center in the determining and dispatching of materials. See DEF-T&CD Logistics Materials Storm Process - TSSOP – GDLP-EMG-TRM-00029
    - Assign a member of crew (normally the Senior Lineman) to work with Work Planning, Area Logistics & Heavy Hauling-Equipment Rental Coordinator stationed at the Area Storm Center in the determining and dispatching of equipment/heavy hauling needs. See DEF-T&CD Logistics Heavy Hauling/Equipment Rental Process - TSSOP – GDLP-EMG-TRM-00029

Key Interface Points

- Crew Mgmt Branch Director (Restoration/DA Mobilization)
- Vegetation Mgmt Supervisors
- Damage Assessment Mgmt
- Crew Oversight – Inspectors/SSOL
    - Logistics: Site Management/SSLL

- Area Assessment / Field Engineering / Work Planning Director
  - Field Engineers / TOMS Outage Mgmt
  - Work Planners
  - Logistics: Eng. / Major Equipment Support
- Area Logistics Lead
  - Logistics Request Taker
  - Lodging Support
  - Crew Tracker
- Logistics: RM Resource Acquisition (Contract Crews & Initial Rosters)
  - Resource Mobilization (Roster Updates)
- Logistics: Materials Management
- Logistics: Heavy Hauling

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Crew Mgmt-Inspector tab -- Inspector Tab/Checklist

5.5 Damage Assessment Crew Mgmt – Roles & Responsibilities

Job Function:

This role is primarily responsible for Planning and Deploying the Damage Assessment Crews & Flight and Ground crews. Damage Assessment and resource / work assignment includes:

- Air Ops / Flight Crew acquired, deployed to assess of lines in impacted, hard to access areas/outage reports and vegetation/debris in those lines. Team includes Pilot, Lineman, Forester, Data Mgmt/Scribe/Communications (4 Storm Resources X #Helicopters)
- C&M Crews acquired, deployed to conduct ground assessment of the more accessible lines, substations, line switches. Team includes Substation/Relay techs (2 Storm Resources X #Outage/Impact areas mapped)
- C&M Crews acquired, deployed to conduct flood damage assessments to include evaluating depth of flooding and equipment conditional assessments. Team includes Substation/Relay Techs (2 Storm Resources x #Outage/Impact areas mapped)
- Tree Crews acquired to conduct ground assessment of accessibility (tree clearing) to sub sites, lines, switches. These teams may follow up on data shared from flight assessment crew. (2-4 Storm Resources X #Outage/Impact areas mapped). Typically, Tree Crews are assigned to work along-side Line Crews so that clearing or removal of downed trees can be done prior/just in front of the line crews. In addition, this team strategy syncs up clearances needed for tree/veg and restoration crews.
- C&M/Line Crews acquired, deployed to conduct ground assessment & repair of hard to reach sites using marsh-master crew/equipment. These teams may follow up on data shared from flight assessment crew. (2-10 Storm Resources X #Outage/Impact areas mapped). These Line Crews may be assigned to work along-side Tree Crews as noted above.
- UAS-Drone crews acquired to fly and video/photograph areas of impacted system according to DE Aviation UAS-Drone guidelines and rules. Crews are assigned to DA/Restoration work first; communications/base camp support after DA/Restoration have support needed.
- This role organizes, selects, deploys crews for flight and ground crew assessment on the direction of System Storm Center. It is understood that crews will be assigned to DA roles that can also repair where possible the damage assessed; i.e. tree crews and linemen should be paired up when assessing for fallen trees/branches and line/switch operations. The DA Crew management role is as much a planning role as it is a crew deployment role.

Job Description:

The Damage Assessment Crew Mgmt role is responsible for:

- Plan and arrange for aerial patrol of lines; following DE Utility Aviation Policy. . When appropriate, will notify DE Aviation and contract helicopter/UAS in advance and route to a location on the system where the storm is not expected to hit.
  - Work with Vegetation Management to develop the DA Plan including the Air Ops (Helicopter/UAS) portion of the assessments.
  - DA and flight plans will be coordinated through Logistics Section and Operations-Crew Mgmt & Work Planning.
- Assuring training, knowledge and use of tool, processes, checklists for Damage Assessment teams are up to date (including, but not limited to, Crew Mgmt, RM Acquisition-Roster submission, Area/Zone Lodging, SSM-Lodging Support)
- Gathering and providing all DA crew storm role and logistical needs: lodging data-potential locations and number of beds, Heliport locations, anticipated fueling locations, tools for data collection on flight and ground,
- Participates on Transmission Operations System Storm calls as able
- Monitor and direct/redirect DA teams based on priorities, Outages, ETRs, System Storm Center updates.
- This role must also anticipate INITIAL Heliport / Landing needs for flight crew and develop plan so that System Storm Center can be made aware of progress
- Works with Vegetation Management in the planning and directing of Aviation / Air Ops within damage assessment and restoration close out.
- Assure flight and ground crews have GPS monitoring devices for safety and location of all assessment crews
- Assure knowledge of DE Utility Aviation Policy and working in most effective manner within that policy for acquiring and utilizing UAS-Drone damage assessment and restoration support. Provide planning and assignment of UAS-Drone teams where most effective.
- Must be familiar with reading, reporting:
  - RM Reports/crew tracker rosters
  - TOMS Outage / ETR reports
  - System topographical / geographical maps (sub site locations, line locations, storm site locations, etc.) for use in mapping assessment team flight and ground plan

Key Interface Points:

- Crew Mgmt Director (Restoration/DA Mobilization)
- Vegetation Mgmt Supervisors
- Damage Assessment Mgmt
- Aviation Pilots – Helicopters & UAS/Drone
- Crew Oversight – Inspectors/SSOL
  - Logistics: Site Management/SSLL
- Area Assessment / Field Engineering / Work Planning Director
  - Field Engineers / TOMS Outage Mgmt
  - Work Planners
  - Logistics: Eng. / Major Equipment Support
- Area Logistics Lead
  - Logistics Request Taker
  - Lodging Support
  - Crew Tracker
- Logistics: RM Resource Acquisition (Contract Crews & Initial Rosters)
  - Resource Mobilization (Roster Updates)

- Logistics: Materials Management
- Logistics: Heavy Hauling

Checklist of Actions:
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Crew Mgmt-Damage Assessment Crew tab

5.5.1 Flight Assessment Work Plan

DEF / Transmission-FL has a helicopter / hangar in Florida for aerial patrols and emergency event/ major storm event aerial assessments. DE has additional helicopters on the system and available for use in Flight Assessment after an emergency event/major storm event. T-FL System Storm Center – Damage Assessment Team takes the lead in planning flight patrols/damage assessments for One Florida Storm Response.

Timing of Flight Assessments are highly reliant on 'all clear' and storm conditions; wind, cloud coverage, rain/precipitation will all impact the helicopters ability to begin flight. The Helicopter pilot and assessment team is required to follow all DE Aviation Policy, AFA, Utility, Emergency Management flight rules and guidelines. All restoration activities MUST follow all SAFETY guidelines to assure SAFE working conditions.

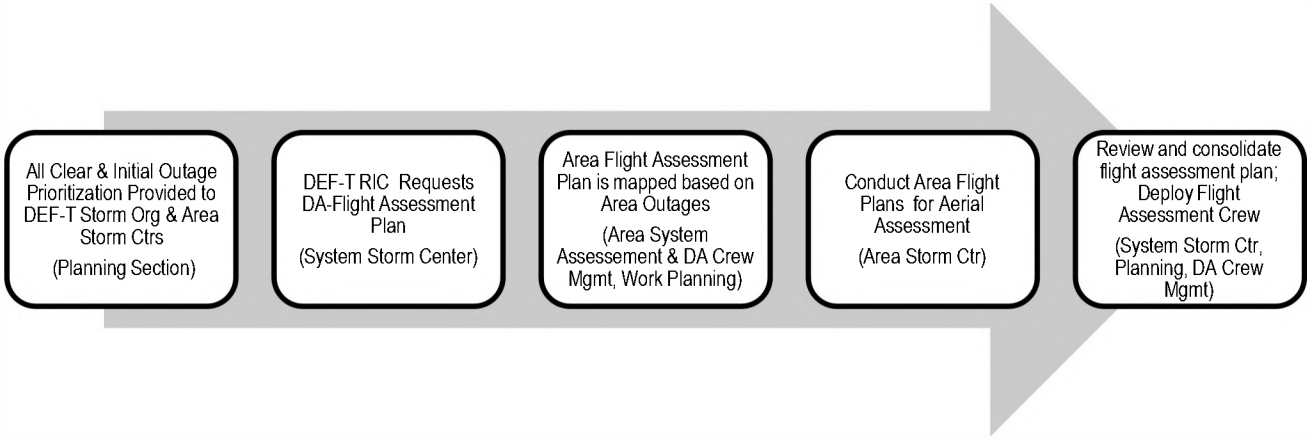


Diagram above: DA-Flight Assessment Process Flow

The role of the System Storm Center/RIC, Planning, and Operations – Area System Assessment and Work Planning Branches is to gather and document the outages, line names, codes, locations. System Storm Center and Planning Section are to provide System wide priorities for restoration of overall system/grid stability. The Area Storm Centers and Work Planning teams are to map and prioritize the flight pattern for areas impacted / assessed for the Flight Assessment team; recommended flight plan will be provided to System Storm Center to use in deployment of Flight Assessment Crew. When an initial work/flight plan is available, the flight assessment crew is deployed.

Flight crew follows the same mobilization requirements of completing rosters and requesting logistical support. System Logistics Center is responsible for requesting logistical needs (lodging, meals, etc.) for flight crew. The System Logistics Center is to keep the Flight Crew aware of lodging, airport/landing logistics (i.e. if landing in an area that's without power, then do not book lodging, report to Crew that landing location and lodging should be relocated).

5.5.2 Ground Assessment Work Plan

Ground assessments, ideally, would immediately follow Flight Assessments so that validation and repairs could safely and efficiently begin. Lessons Learned and restoration planning efforts show that System Storm Ctr., Area Storm Ctrs. & Planning Section are often able to initially identify and prioritize outages / impacts in areas that ground crews can easily access AND do so before weather conditions allow aerial patrols/assessments to commence or complete. So, ground assessments often occur as flight assessments begin or in many cases BEFORE flight assessments begin.

Typically, ground assessments follow initial prioritization from System Storm Center and then consider local Area knowledge of Area System Assessment, Work Planning and C&M knowledge of existing assets. Each Area is expected to map where feasible, ground assessment plan and provide initial plan to System Storm Center. DA Crew Mgmt, Field Eng., and Work Planning are to utilize the Storm Outage Tracker and system mapping tools to provide a means to effectively deploy and track DA Teams.

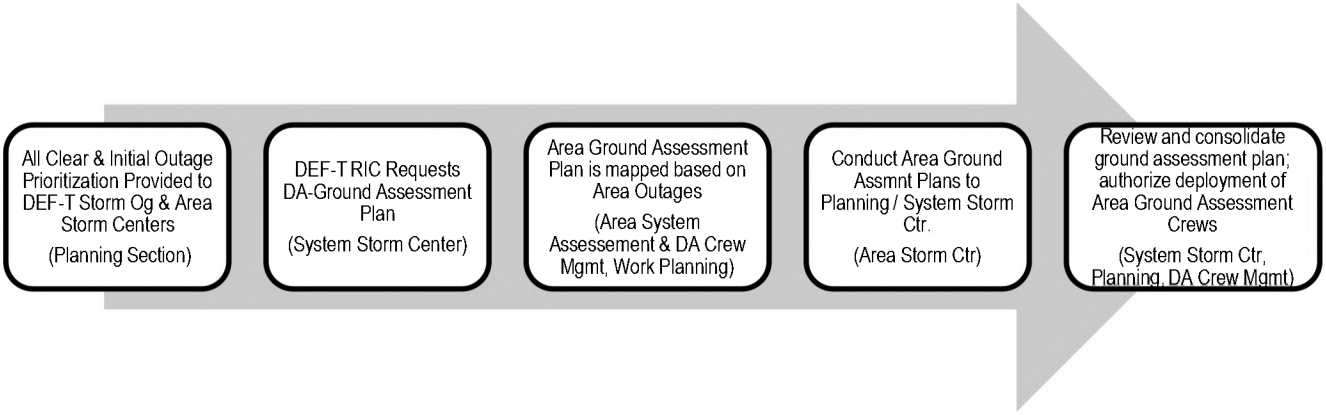


Diagram above: DA-Ground Assessment Process Flow

Typically, ground assessment teams work close to normal work 'show-up' therefore may not need logistical lodging support; however, the DA Ground crews need to be 'acquired' and tracked via rosters submitted to Logistics: RM Acquisition so that IF Logistical/Lodging support is required, data on each crew is within storm system and process. These rosters should be completed as part of Annual Readiness and updated at time of storm activation.

5.6 Area Storm Center Clearance Holder – Managing Switching & Tagging during an Event

The AIC will be the clearance holder for the area during the entire duration of the event. The AIC is expected to have at a minimum one-other qualified Area Storm Center Clearance Holder on site always (2 min.) Area Storm Ctr Clearance Holders per shift). The Area Storm Center may have more than 2 Clearance Holders in the Storm Center; however, they must be part of the Area Storm Center Incident Mgmt team (AIC, AIC Deputy, Section Chief, Branch Directors). The Storm Switching & Tagging – Clearance Process should be followed; process flow pictured below serves as a visual tool for the AIC, ECC & POC to utilized during an event.

5.6.1 Switching & Tagging / Clearance Holder for Storm/Emergency Events Process

By utilizing this Hurricane/Storm/Emergency Response process, the RIC, AIC & ECC add an additional level of three-way communication check before energizing outaged equipment. This additional barrier to HP / Safety during a very complicated, high volume restoration work time provides the assurance of adhering to safe work practices during emergency response times. This process is meant to provide a consistent means for DEF Transmission Maintenance Areas to restore and return system to service using DEF personnel in the switching and tagging tasks and oversight. The intent is to have an additional level of safety to emergency responsiveness during a major event.

The 'Start' of this process is based on one or more Maintenance Areas having been activated to work on Hurricane, Emergency Response Event. If this is the case, the AIC becomes the 'Clearance Holder' and coordinator of sequencing clearance for that TMA impacted by the event.

In addition, a job aid (Storms S&T Clearance Job Aid) is available for Area Storm Center and POC field personnel. A folder has been set up for AIC / Area Storm Center, S&T personnel to house and allow for saving of job aids, other process documents (2018 S&T Manual; 2019 EHS Handbook, etc.) Link to folder - Storm-Switching-Tagging-Process.

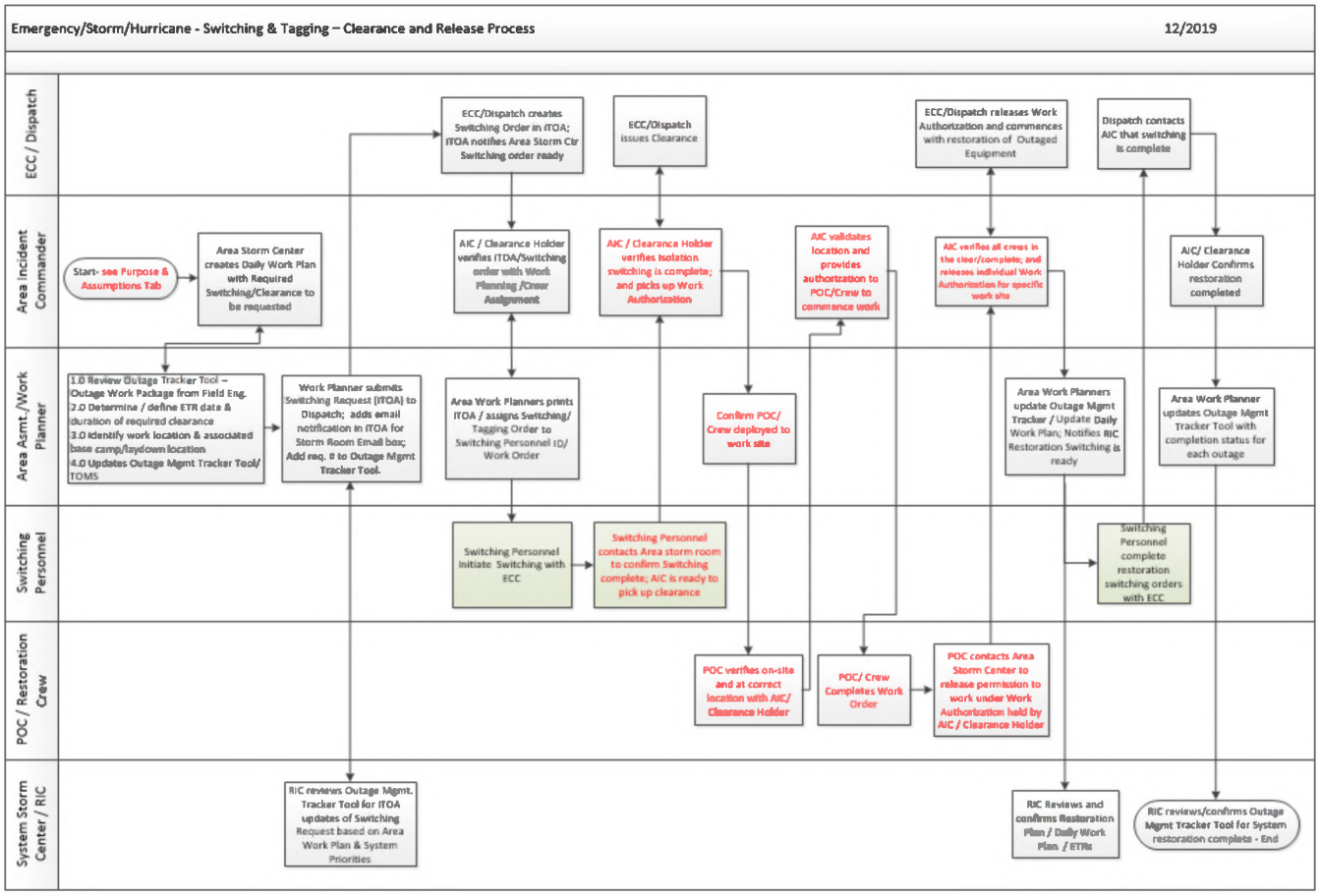


Diagram of Process Flow – most current version of Process can be viewed: Storm-Switching & Tagging Process-2019 – link to doc.

5.6.2 Primary Role: AIC / Deputy with ECC-System Priorities

Storm Center AIC / Deputy is TMA *Storm Center Clearance Holder* for Event

- Min. TWO (2) qualified and proven skilled staff must be named for Area Storm Center (AIC)
- Min. Criteria for role:
  - Switching & Tagging Qual. – passed all tests, proven track record
  - Area Incident Command leadership role – part of leadership team
- All names for each Area Storm Center / for each shift provided to ECC Dispatchers each day / each shift.
- At all times, 3-way communication check will be performed – validating names, contact #s, shift times, switching orders, instructions, etc.
- S&T POC / Verifications in field needs to be S/T Qualified and/ or Work Authorization Qualified

Assumptions

1. The ECC has already provided System Priorities, at the time of the event and applying this process.
2. The System Storm Center (RIC) has already approved / delegated authority to the AIC for the event general work plan
3. The existing 'blue-sky' Switching and Tagging, Clearance processes, procedures, guidelines remain in place.

Utilize Existing Switching and Tagging / Clearance Isolation Processes and Procedures:

- Switching and Tagging Manual (Eff 06-01-17)
- OSHA 1910.269(m)(2)(i)
- ADMP-OPS-TRM-00002 Clearance Verification Process
- GDLP-EMG-TRM-00027-Storm Managing Switching & Tagging-Clearance Process during an Event-5.6, pg. 164.
  *See DE Switching & Tagging Manual - 'Clearance Holder' responsibilities - needs to be 'on-site'- Pgs. 22 & 23 – exception requested for Storm Response due to volume and coordination needs.

5.7 Managing Crew Resources

It is expected that crews / work teams will be created to maintain a high-level of effectiveness in restoring the Transmission system. In other words, where possible, crews that are already used to working together and have an effective means of safely and swiftly completing work, those crews may remain in that working compliment. It is also expected that a Duke Energy employee that is most familiar with the system and the terrain, should be assigned as 'crew oversight' / inspector when managing crew resources from 'off system'/non-native resources. *Under no conditions, is a non-native crew to be left 'unsupervised' by Duke Energy 'native' employee / contract employee. This region-familiar supervision is to provide the region specific EHS, Electrical-System, Community awareness and safety-briefings for the non-native crews.*

It is also expected that Crews and their equipment will travel together and maintain an effective work compliment when in emergency / storm restoration work mode. As crews are deployed and moved about the impacted area, it is critical that equipment, trucks, and skilled resources maintain a proper balance of skill / experience level within the crew make up (supervisory, specialty equipment operators, hazmat credentials, journeymen, electricians, mechanics, etc.) in order for the Crew to remain highly effective in their restoration efforts. Crews will be assigned a single crew identifier (Crew ID#) that the foreman will be responsible for assuring all crew members utilize throughout the event.

5.7.1 Receiving Crews

Upon reporting for duty, the local Area Storm Ctr. / Crew Management / SSOL (at Base Camps) should evaluate each person's work history to determine how many hours of work are available before rest should be scheduled. All prior hours worked, including travel time that have not been preceded by an eight-hour rest period, should be counted. Timesheets for travel and 'make-ready' or 'stand-by' are to be reviewed, collected, and routed just at daily timesheets for restoration work. The DE Inspector / Supervisor / Oversight paired up with the contract General Foreman or Forman are responsible for timesheet sharing/approving and documenting.

5.7.2 Crew Utilization & Work Package

The Area Storm Center / Crew Management is ultimately responsible for making sure the location of each crew compliment is tracked during the storm restoration effort. Resource Management-Crew Tracker (base camp role) and Area Logistics-Crew Tracker (AIC located role) jobs were created to assist the Area Storm Center and the Base Camp at tracking every crew member and associated equipment.

Each DEF Crew or On-System/Native contract crew should already be assigned to their supervisor/inspector. Each offsystem/Non-Native crew will need to be assigned an Inspector / Field Coordinator to monitor their work progress.
Each crew lead/foreman should be supplied with the following:

- Local maps
- Safety information and instructions
- Emergency contact list
- Local emergency facilities locations
- Staging area maps/directions
- Assigned system one-lines
- Time Sheets and Exception Forms (paper for back up)
- TeamCard Ap job aid
- Work Package – WO# and attachments

Crew deployment / on-boarding packages will be created/printed at each Area Storm Center and distributed through on-boarding at the base camps. Additional information regarding laundry services, food services and lodging should be included, when applicable. (Area Storm Center/Logistics Lead should provide logistical support information; Crew Tracker / Resource Mgmt roles are to support the Inspector, SSOL with getting and distributing these packages. See Logistics: Resource Mgmt Roles.

Crew work packages will be created at Area Storm Centers by the Area System Assessment / Engineering & Work Assignment team. The Field Engineers will identify create a work order (Maximo) and assure Crew ID, Work Order / Maximo number, Materials, Labor, etc. are 'attached' to the Work Package. The Work Package will be created from the Maximo work order and be compiled by the Work Planners assigned to each Area Storm Center. They will work with Area Logistics Coordinators to assure EACH Crew Foreman/Inspector has a printed and electronic copy of the Work Package: See Work Package process; Crews should look to their supervisors and inspectors/SSOLs for distribution of work packages during on-boarding at the base camp assigned.

5.7.3 Daily Work Planning Team – Role & Responsibilities

This is a team set up to support each activated Area / AIC and is based on continuous improvement Planning efforts for Next Day work planning. The team will interface with the Branch Director and team and relay information directly, strategically, and expeditiously to Planning Section and Logistics Section. This team will work directly with the Area Logistics Coordinators to assure the right crews are going to the correct work locations / base camp as smoothly and swiftly as possible. This team looks to continuously improve assignment of work, completion of ETRs, and planning for the next day goals and objectives based on work outstanding, and work completed.

5.7.4 TOA / Area Work Planner – Role & Responsibilities

Job Function

TOA/ Work Planners support the Area Storm Center in a fast-paced environment / providing the work assignment and instructions for the daily and next day work plan for the Restoration Crews. This role will normally work in the Area Storm Center and provides data updates within the outage management system and tools.

Job Description

The Area Work Planners team take direction from the Area Assessment / Work Planning Branch Director, Crew Management Director, and AIC as damage assessments are completed, work assignments are needed, and area system restoration priorities and work sequencing is determined (ETRs and Crew ID assignments), the daily and next-day work plans are getting created and completed. The Daily Work Planning Team Leads and the Outage Mgmt team update the ETRs

with actual work assigned and completed and update TOMS so that the System Planning can confirm and document outages complete. The Area Work Planners are to assure the Storm Work Packages, including electrical work package, work order, materials list, delivery instructions, switching orders and all EHS instructions are provided to the crews / crew leadership for restoration.

The Area Work Planners storm role is assuring the crews have the plan / information needed to safely and effectively restore outage / damage assigned to. The Area Work Planner will:

- Be available to assess outages to Area substations and lines to assist with prioritizing the work.
- Provide work complete STORM Work Packages and plan for storm restoration and repair
- Assure training is completed;
    - uses the Outage Tracking tool, knows the process and interfacing with ECC and AIC,
    - uses the Transmission Outage Management Tool / iTOA regularly so that tool usage/data entry is fluid and able to effectively support restoration reporting
- Stays current on Tools and system procedures. (Staffing this role with highly skilled employees who already know what it is like to work in a state of emergency is crucial to the success of Storm Organization and plan.)
- Utilize the DEF-T Operations-Storm-Outage-Tracker-Template in documenting outages and planning work assignments (the template and past outage tracker reports can be found in the **Reporting/Area Work Planning Assignment folder.)**
- Participate in Operations and Logistics Storm Calls as requested
- The TOA / Work Planner role will work within the Area Storm Center to provide data entry of outages, clearances, work in progress, and restored lines/subs.
- The TOA/Work Planner role must be trained in Storm/ECC tool and system data / 1-lines.
- Utilize the DEF-T Operations-Storm-Outage-Tracker-Template in documenting outages and planning work assignments (the template and past outage tracker reports can be found in the **Reporting/Area Work Planning Assignment folder.)**
- Participate in Operations and Logistics Storm Calls as requested; The TOA / Area Work Planner supports the Area Logistics Coordinator and the Branch Director

Key Interface Points

- Area Eng. (Line/Sub/Relay) Lead
- WM / Materials Planners
- Area Storm Work Package Production & Delivery
- Operations: Crew Management (all)
- Planning: Dispatch / TOMS Data Entry /TOA – Switching & Tagging
- Area Logistics: Logistics Request Entry

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Area Assessment –Regional Work Planner-TOMS tab

5.7.5 Crew Safe Work Practices / Working in Windy Conditions

Crews (internal, on-system or off-system) will follow DE and DEF safe work practices. Crews will be on-boarded and briefed as part of normal and emergency preparedness safe work practices. See Site Management, Resource Management and Crew Management expectations within the acquisition, mobilization and on-boarding processes. (See GDLP-EMG-TRM-00029-Logistics Section and Duke Energy 2019 EHS Manual).

Crews will follow all the safe work methods especially 'working in windy conditions. Crews will follow at a minimum this guidance:

- Employees are prohibited from operating bucket trucks in the elevated work position when the wind speed (steady or gusts) exceeds 30 MPH.

- Any manufacturer's recommended wind speed guideline for bucket trucks operating in the elevated position, if less than 30 MPH. (Example: Condor (Transmission) recommends a maximum wind speed of 25 MPH.)
- Employees should cease traveling (in all vehicles) or working, including climbing, when winds reach tropical storm velocity of 39 MPH.

During an emergency event and in long workdays, and uncomfortable conditions (heat, wind, rain, etc.), pre-job and post-job briefings are critical means of communicating hazards (weather, hydration, heat, snakes/insects/critters, PPE, any condition/concern) and preparedness for action/job. *Job/Safety Briefings are required safe work practice for every crew/work team (work site, base camp, laydown yard, even lodging parking lots).* Anyone and everyone should conduct a pre-action brief during and emergency event; Briefing Templates for Base Camps, Materials Yards, etc. are under development.

5.7.6 Transferring Crews

When crews from other areas are in route, the Crew Mgmt-Substation & Area Logistics will be given the name of the person in charge, the number of personnel, and the ETA by the Area Logistics and Crew Management. The Crew Mgmt-Substation and Work Planner can then organize them into a work unit and assign an Inspector/SSOL/Oversight to receive them. The person in charge of the crew will give a Roster / List of Crew to Area Logistics and Work Planner. Area Logistics & Work Planner will log time in / out. Crews will not be released until work / ETRs are complete or System Storm Ctr/RIC directs otherwise. When crews are released, the Work Planner will log their departure time. No crews can be released to go off system or travel to another area/region/jurisdiction without the approval and direction from the System Resource Management and Area Storm Center Director.

In addition, Transmission Crews may get asked to support Distribution system work. When Transmission system is restored, Transmission will provide an assessment of crews and equipment trained and able to work on distribution assets. The process for theT2D transfer of crews and equipment is in development. This process will be included within T&D Emergency Management plans and connect to the Operations, Planning, and Logistics Sections of those plans.

5.7.7 Working Hours

Standard work hours in response to a Major Event will consist of two (2) shifts:

- Daytime – 0500hrs / 5:00am to 2100hrs / 9:00pm and
- Night-time – 1700hrs / 5:00pm to 0700hrs / 7:00am).

CREW STAFF (Restoration Crews, 'boots-on-the-ground' workers) will work one Day-time shift (unless otherwise directed by Incident Commander (RIC / AIC) per day for up to X # of days as determined by RIC / Event ETRs. The Logistics and Storm Centers (RIC, AIC) will staff for 24/7 coverage by fully staffing during the daytime shift and minimally staffing for Night-time shift. This is to ensure a light shift working overnight to prepare, stock, and confirm all needed materials, meals, lodging, etc. are ready for 0500hrs morning start time.

NOTE: C&M and Veg. Crew Storm work hours, unless otherwise noted are to be no more than 16 hours on, with 8 full hours rest each day. So, generally, the crews have a 2-hour wake/eat/travel window, 12 MAX work-window, 2-hour travel/eat/lodging window to make up the 16 total hours on, thus assuring 8 hours rest. Exceptions/Adjustments will be managed by each Storm Process Owner in compliance with Major Storm Process Improvement processes (Cost Settlement Agreement requirements). Exceptions will be filed and submitted for all workers; and can be submitted by GF, Foreman, Supervisors, for individuals, entire crew, or can be submitted by RIC/AIC, Base Camps Leadership if a Blanket Exception is needed

In the initial stages of the restoration effort, it is accepted practice to work up to sixteen (16) hours, including travel time, without an extended rest period. As the 16-hour threshold approaches, each

Process Owner will evaluate the extended response time needed and implement rotational shift assignments for all personnel, as needed. Operations / Area Incident Commanders should make assignments to utilize a minimum of 80% of their assigned work force during daylight and early evening hours and establish an eight (8) hour rest period, where practical, before beginning a new shift.

5.7.8 Accommodations and Crew Care

Lodging/Alternative Housing, meals, drinks, laundry service, and other logistical needs, will be coordinated through the Logistics Organization/Section by the process owners of each logistics branch, i.e. Lodging is managed by Lodging Mgmt Director and team, Base Camp support will be managed by Site Management / Resource Support Branch Director and teams, Materials needs will be managed by Materials / Storeroom teams, fueling needs will be managed by Transportation Mgmt team. See TSSOP Logistics Section – GDLP-EMG-TRM-00029.

Identifying and submitting requests for crews / support logistical needs is the responsibility of the storm organization managing those storm resources. Any crew / storm support that needs logistical support *must* be identified and included on a Logistics/Resource Management provided *roster.* The Site Management – Base Camp assigned Crew Tracker & Lodging Support teams and the Area Logistics Centers Crew Support & Lodging Support roles are to work with Supervisors and Work Planners / Crew Assignment to assure lodging, meals, and logistical needs are satisfied within approved processes and work scheduling.

At the time of 'acquisition' / assignment to the event, every vendor, crew management, internal organization leadership will / should have access to the resource mgmt. / activation rosters. If staff / personnel, contract personnel are not accounted for within a roster / rostering process, it is likely the accommodations, logistical support, will be missed. Rostering is critical to assuring Crew Care.

If Crews are assigned to a Base Camp, it is critical that each crew member go through the on-boarding process, so they understand the means of gaining meals, lodging, and all logistical support while working from that Base Camp. It is the intent of Area Logistics & Site Management to assign crews to a Base Camp and Lodging that is located 'near' their work site. "Near" is defined by mileage 'as the crow flies' not by road map or drive time; and is based on available lodging accommodations / alternative housing within the prescribed 'distance' during each event. Lodging, Base Camps, and work sites often line up to be 'near' each other; however, some events impacts and availability of accommodation, do not. And therefore, crews may have to travel over ideal amounts of time to get to lodging, base camp or work site. Crews should report this to the Area Logistics Lead to determine if alternative assignments can be made.

If a crew is assigned to a base camp and over the course of the workday, they travel for that work outside of the allotted travel time or area, the GF /Foreman should make an Exception Request. The Exception can be for any of the 'accommodations' that DE provides contractors crews when working on the Transmission System. Exceptions MUST be requested& approved BEFORE 'spending money' IF the contractor is to be REIMBURSED for the 'additional' accommodations. For example: if a contractor GF and three crews (~ 35 people) have travelled along a transmission corridor repairing conductor / cross-arms; the GF recognizes that it is now 2.5 hours of travel back to the base camp / alt. housing. The GF can 'REQUEST' and exception to self-book and self-pay for beds at a near-by hotel. The Inspector must receive the request and approve the request before the GF pays for the rooms/beds. Documentation of the request and approval must be available to store/save/attach to the crews' time sheets/exceptions report for that day. GF must also submit receipt / detailed of each room paid for to / with the timesheet. Exceptions for meals and fuel will be handled similarly. See Logistics Section and MSPI Processes.

See MSPI-Major Storm Process Improvement process – Time Sheet and Exceptions.
See also, Strike Team Plan / Process for assuring care of off-system resources.

5.7.9 Managing Vehicles & Equipment

Due to the sheer size of Transmission vehicles/equipment required to restore assets, when a crew is mobilizing from their "home" reporting area (or if off-system contract-crew services are being acquired), the vehicle /equipment compliment must be identified and listed/provided on the RM Roster. If crew personnel are to be lodged for the evening, the Vehicle / Equipment compliment information is crucial so that Logistics personnel can work with Lodging and Area Storm Center to identify an area near the lodging establishment for the parking of line vehicles and equipment.

A standard 10-man crew vehicle / equipment compliment will typically, need 1.0-2.5 acres of parking space. If the lodging establishment cannot accommodate them, Local Area Storm Center personnel will work with Logistics personnel to find appropriate parking acreage. Vehicles and equipment should be safely secured and where possible, security personnel or local police should be asked to patrol the area from time to time to reduce exposure to vandalism or theft.

Because of the sheer size of Transmission equipment, Crew Rosters need to include vehicle and equipment compliment. Timesheets will include equipment and vehicle daily time capturing. The GF / Foreman and the Inspector Supervisor are responsible for logging the time for equipment use, just as for crew workers. Time must be logged and approved for each day working on the system. The documentation must be saved to the Crew Mgmt / Resource Mgmt systems as defined in the processes.
The following section is under development and is intended to provide information, templates for specs, and expectations when managing/mobilizing transmission crews (and their equipment) from one Area/Region to another:

5.7.9.1 Truck & Vehicle Convoys

It is expected that crews and their equipment will travel together and maintain an effective work compliment when in emergency / storm restoration work mode. As crews are deployed and moved about the impacted area, it is critical that equipment, trucks, and skilled resources maintain a proper balance of skill / experience level within the crew make up (supervisory, specialty equipment operators, hazmat credentials, journeymen, electricians, mechanics, etc.) for the Crew to remain highly effective in their restoration efforts.

5.7.9.2 Equipment – Standard, Specialty

Standard Equipment Compliment is expected to come with every on-system / off-system Transmission crew; Specialty equipment should be 'requested' and part of the 'acquisition' process. Either way, all equipment should be identified and included on the roster when submitted. Identification of any special certifications, qualifications for use of equipment is assumed by DE when 'acquiring' the crew and services; these assumptions will be included in the contract and acquisition communications.

5.7.10 Strike Teams - Activating & Managing

When restoration of an area / region needs additional support from another region/area/utility, DE-Transmission will create 'strike teams' to travel to the area in need. A Strike Team is a fully contained C&M, and Veg. restoration crew that is ready to travel and work according to DE safe work practices.

The Transmission Strike Team will travel with appropriate leadership, C&M, and Veg. skills sets, work / equipment operating certifications, and maintenance & construction experience. In addition, the Strike Team will include necessary logistics, EHS, technical, administrative, and materials/fuel resources and equipment necessary to manage the restoration work required.

According to TSSOP: Storm Annual Planning, Restoration Strategy & Direction - GDLP-EMG-TRM-00026; Section 5.0 Major Storm / Event & Emergency Response Levels, refer to activation of resources to manage Level 3 and Level 4-Major Events by utilizing foreign / off-system crews IF required for restoration.

The Off-System / Foreign Crews coming from DE Regions would be requested by the Region experiencing the event; through that region's RIC, Crew Management Branch Director, and Logistics Section Chief. Off-System / Foreign Crews to that impacted Region, are not to assume 'request'; there should always be formal request communications and three-way confirmation of resource volume, resource type, and needed arrival time.

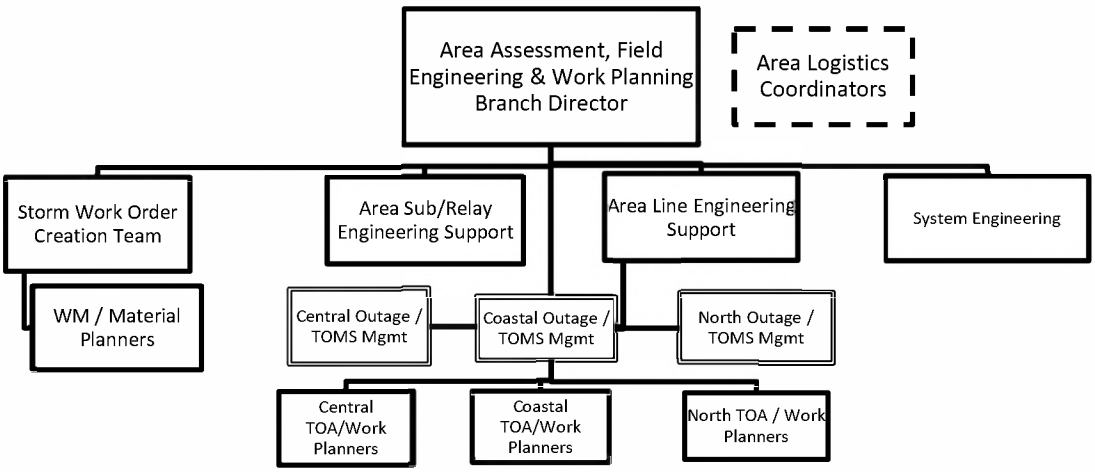
A Transmission Strike Team will travel with appropriate leadership, C&M, and Veg. skills sets, work / equipment operating certifications and experience. In addition, the crew will include necessary logistics, EHS, technical, administrative, and materials/fuel resources and equipment necessary to manage the restoration work required.

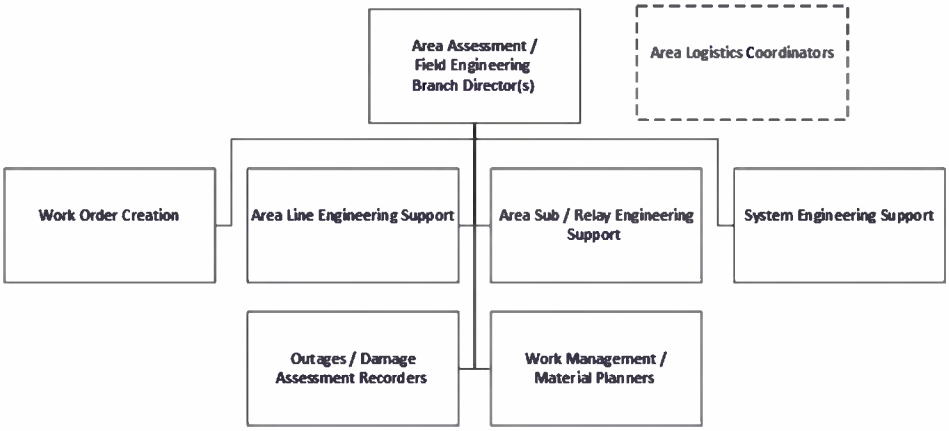
The draft Strike Team Process has been developed to more specifically define/assign roles and responsibilities for C&M, Veg. Mgmt, and Logistical actions and support. See Strike Team Plan / Process for assuring activation, receiving, and care of off-system resources.

6.0 Area System Assessment & Field Engineering - Organization, Roles & Responsibilities

The Area System Assessment & Field Engineering Branch of Operations Section is the team that creates the work orders needed and that ultimately develops the work packages for the restoration crews. This team is responsible for daily gathering of data from the damage assessment teams, creating work orders given the damage to assets within the Area and providing engineering work packages as necessary for replacement of damaged assets. This team updates the outage management system with estimate-to-restore (ETRs) that Crew Management provides to the Areas Storm Centers. This team creates the work orders according to blue-sky best practices utilizing, whenever possible, tools and systems of record for asset management and maintenance repair work orders. From the work orders, work packages are created to include all necessary information to tracking the asset and materials used. The work packages are to be provided in electronic form. The local work planner is to print the entire work package and provide to SSOL/Inspectors/Supervisors for distribution to crew/restoration resources at the beginning of each workday (0500 hours to 2100 hours).

The diagram below provides the structure of the Area System Assessment / Field Engineering team. The Branch is comprised of Area engineering solutions focused teams that work within the standards and practices of well-designed repairs and replacements and at a pace that can accommodate the ETRs expected during a Major Event. For a fully staffed, diagram see the DEF-Transmission Storm Org chart – Operations-Area Storm Center.





6.1 Area Assessment & Field Engineering Branch Directors – Role & Resp.

Job Function

Area Assessment & Field Engineering Lead reports to the DEF Transmission System Storm RIC and Area Storm Center AIC and acts as a director over the Area Field Engineers, Outage/Damage Assessment Recorders, and Work Order Creation Team. The Area Assessment Branch Directors is to work directly with System Storm Center, Planning Section, and Area Storm Center Chiefs (AIC) to assist in establishing appropriate prioritization of bringing each Area System back on-line to support total System Grid integrity and stability.

The primary responsibility of this role is to assure that the Area Field Engineers have information, resource support, training, and means to provide each impacted DEF T Area with work packages to effectively restore. This role sits at NorthPoint (mostly), participates in all Operations Storm Calls and Planning Section /IMT development, and IAP discussions.

These Directors assure the team, which is comprised of Asset Management, Field Engineers, Design Engineering, Work Order creation experts and other field savvy and system technologists is trained and highly skilled to assess, create, and deliver plans while under pressure of an emergency event. The resource assessment and assignment to this team is a priority skill required in this lead position.

Job Description

The Area Assessment & Field Engineering Branch Directors provide direction for the Area field engineers, System Engineering called upon to support, data management, Work Order creation team, among others, such as:

- Assure team members gain training and use on Transmission Outage Management (TOMS) Tool; Outage Tracking Tool, iTOA and any other outage tracking and assessing tools available, regularly so that tool usage & skill is fluid and able to effectively support restoration goals and reporting
- Staff the organization with field engineers & staff that knows the Transmission Maintenance Area (TMA) impacted, the equipment/assets in the Area being assessed, while developing work plans. Staffing this role with highly skilled employees who already know what it is like to work in a state of emergency is crucial to the success of this Storm Organization and plan.
- Based on storm impact to each area, the Area Assessment Branch Director is responsible for verifying outages with ECC, assessing with DA team, while directing area engineers as required to accommodate system restoration priorities.
- Participate in all Operations and Planning Section Storm Calls
- Activate and support staff deployment to the area/regions of impact as required
- Provide training and role familiarity to all storm team members
- Complete / Assure completion and submission of roster for any staff to be deployed / activated to the field and in need of logistical support (Lodging, Meals, Fueling, etc.)
- Assure that applicable reports to RIC / System Storm Center, System & Area ETRs, etc. are valid, timely, and accurate
- Direct System Engineering to support Area Field Engineering as needed
- Provide direction to Area field engineering as required to accommodate system priorities
- Provide data to Planning – Reporting Analyst as per agreed upon schedule for Next Day Planning, IMT Report, and IAP development

Key Interface Points:

- Regional Incident Commander (RIC)
- Area Incident Commanders (AIC)
- Area Logistics Lead / Coordinator
- Crew Mgmt Director (Restoration/DA Mobilization)
- Damage Assessment Mgmt
- Crew Oversight – Inspectors/SSOL
- Area Assessment / Field Engineering Teams
  - Damage Assessment Recorders
  - Area/Field Engineers
  - Work Order Creation Team
  - Major Equipment Support
- Logistics: RM Resource Acquisition (Contract Crews & Initial Rosters)
  - Resource Mobilization (Roster Updates)
- Logistics: Materials Management
- Logistics: Heavy Hauling
- Transmission System Storm Coordinator/Consultant
- Supply Chain
- Forensics Consultant

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See ChecklistAsset Mgmt-Local Eng. tab

6.2 Area Line / Substation / Relay Engineering Leads – Roles & Responsibilities

Job Function

Area Engineering Support is provided in this vital storm role, within and to Area Storm Center (AIC). This role must be able to highly function in a fast-paced environment, assessing and then designing the solution to damaged assets, providing the instructions within an electrical work package for inclusion to the Storm Work Package. Each final product Storm Work Package will be provided (electronically) to the supervising leads of the restoration crews. This role, also known as, the asset management engineer or field engineer, will work with the AIC and Crew Management leads in the area storm centers, to provide assessment of outages resulting in damaged assets, and assist in prioritization and sequencing for restoration work plan.

Job Description

The Area Engineers take direction from the Area Assessment / Field Engineering Branch Director. The Area Eng. provides direction to the engineering support team.

- Will be available to assess outages to Area substations and lines to assist with prioritizing work
- Provides local design for storm restoration and repair and will request assistance from system design engineering as needed.
- Will develop electrical work packages for the crews to include, at a minimum:
    - Directions / GPS coordinates to specific work location
    - Electrical drawings for work to be completed
    - Materials list
    - Work order number and tracking
    - Reference to other required EHS, switching & tagging / clearance documentation provided in Storm Work Package (See Storm Work Package template)
- Stays current on Tools and system procedures. (Staffing this role with highly skilled employees who already know what it is like to work in a state of emergency is crucial to the Storm Organization and plan.)
- Participate in Operations and Logistics Storm Calls as requested
- Complete all training for storm role
- Report to Area Assessment Branch Directors updates of Area work plan/system ETRs, etc.
- Request System Engineering as needed to fulfill capacity and capability needs / gaps

Key Interface Points

- Area Incident Commanders (AIC)
- Area Logistics Lead
    - Area Logistics Request Takers
- Crew Mgmt Director (Restoration/DA Mobilization)
- Damage Assessment Mgmt
- Crew Oversight – Inspectors/SSOL
- Area Assessment / Field Engineering / Work Planning Branch Director
    - Engineering Support
    - Damage Assessment Recorders
    - Area Work Mgmt / Planning
    - WM/Materials Planners
    - Work Order Creation Team
    - Major Equipment Support

- Logistics: Materials Management
  - Stores / Materials Planners
- Logistics: Heavy Hauling

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Asset Mgmt-Local Eng. tab

6.3 Damage Assessment Recorder - Role & Responsibilities

Job Function

This role is primarily responsible for uploading, editing, maintaining the Outage Tracking tool and TOMS tool. This role must be able to interface with ECC TOMS initial upload of all outages, be able to work with ECC, field engineering, and work planning to verify and validate each outage with AIC, and provide updated reports based on ETRs and crew assignments to outage / restoration. The role will support the Area Storm Center in a fast-paced environment, updating the Outage Tracking tool and TOMS tool to provide details to Work Mgmt / Work Planning team to develop prioritization and restoration plans. This role will normally work in the Area Storm Center.

Job Description

The Damage Assessment Recorder takes direction from the Area / Field Engineer and AIC as outages are being uploaded into the TOMS system, the recorders are to validate and provide details within The Outage Tracking tool, the work plans getting assigned and completed. The recorders gather the updates from Work Planners and update the outage line items to include damaged assets, ETRs, crew assignments, and actual work completed. Once this is confirmed this role updates TOMS so that the System Planning can confirm and document outages complete. This role must have the skills to:

- Be available to document outages to Area substations and lines to assist with prioritizing the work.
- Provide outage details to Field Eng. for electrical work packages.
- Assure training is completed;
  - uses the Outage Tracking tool, knows the process and interfacing with ECC and AIC,
  - uses the Transmission Outage Management System (TOMS) Tool / iTOA regularly so that tool usage/data entry is fluid and able to effectively support restoration reporting
- Stays current on Tools and system procedures. (Staffing this role with highly skilled employees who already know what it is like to work in a state of emergency is crucial to the success of Storm Organization and plan.)
- Utilize the applicable (based on storm and RIC) DEF-T Operations-Storm-Outage-Tracker for documenting outages and damages reported (For reference, the template and past outage tracker reports can be found in the **Reporting/Area Work Planning Assignment folder.**)
- Participate in Operations and Logistics Storm Calls as requested
- The Damage Assessment Recorder role will work within the Area Storm Center he/she was assigned to provide data entry of outages, work in progress, and restored lines/subs

Key Interface Points

- Area Eng. (Line/Sub/Relay) Lead
- Operations: Crew Management (all)
- Planning: Dispatch / TOMS Data Entry
- Area Logistics Coordinators: Logistics Request Entry

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of

others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Area System Assessment –Regional Work Planner-TOMS tab

6.4 System Engineering Support (Line, Substation, Relay, Major Equipment) – Role & Resp.

This role supports the Area Engineering role as needed during a major storm event. Area Assessement / Field Engineering Branch Director will request support by way of the System Engineering Lead. The System Engineering Lead will provide assignments, staffing, scheduling, rosters for those engineering resources assigned to provide support.

6.5 WM/ Material Planner – Role & Responsibilities

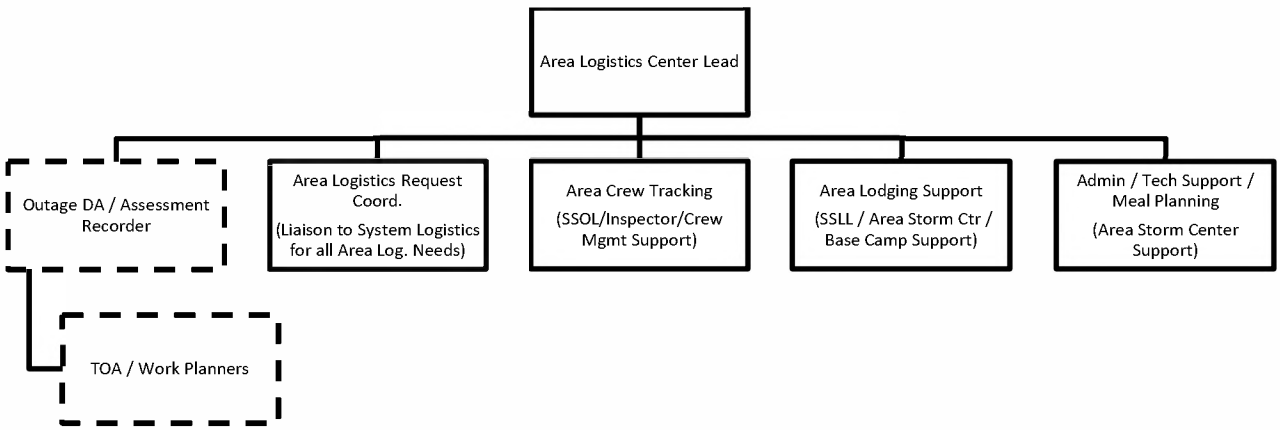
This position is provided based on continuous improvement and defining emergency management planning efforts for Next Day work planning. This role will interface with the Area Assessment / Field Engineering team to tactically and expeditiously improve the ordering and delivery of materials for work order(s) in order to provide all needed materials and work packages to restoration crews.

6.6 Work Order Creation Team Lead

This position must work very closely with Sub/Relay/Line engineering Lead(s) for work assignments This role is responsible for generating work orders as necessary for system restoration. These will work closely with Area Assessment / Field Engineering Branch Director prior to storm to identify necessary work orders based on path of storm. Upon landfall, additional work orders may be required and are to be created swiftly based on Branch Director guidance.

7.0 Area Logistical Support - Organization, Roles & Responsibilities

The Area Logistic Center is the Area Storm Center's Logistics hub. The Area Logistics Center is to assure Logistics are provided for all aspects of the Area Storm Center: Set Up and activation of the storm center, logistical support for the crews deployed from the area, liaison to System Logistics via Resource Management, Site Management, Lodging, Admin/Corp Services, and any crew logistical need. The Area Logistical Center is to develop the logistical plan as part of Annual Readiness with the Area Storm Center IC and Crew Management leadership. Working with System Logistics Leadership, the Area Logistics Lead implements the predetermined plan-based deploying crews through Sites/Base Camps/Laydown yards within in the Area and utilizing lodging / alternative housing, meal planning, etc. acquired through System Logistics.



7.1 Area Logistics Center Lead

Job Function

Area Logistics Lead reports to the Area Storm Center (AIC) and acts as a liaison and requester for all Area logistics needs. The Logistics Area Lead coordinates with Area Storm Center and Area Logistics Team members provide the communication link to System Logistics Storm Center: The Area Logistics

Lead provides all logistical needs to System Logistics with the details for each request including ongoing updates to initial crew needs, lodging needs. Area Logistics is to be aware and monitoring Crew movement notifications to fully support logistical need, reallocation or demobilization of restoration crews. Area Logistics lead is to validate through communication and coordination with System Logistics Request & Fulfillment, Resource Mgmt., Lodging, and Site Mgmt. team members

Job Description

The Area Logistics Lead is responsible for the identification, requesting, and processing of logistical needs to/through System Logistics Organization:

- Assure that Area Logistics Team members are trained in Site Logistics & Operations; Site Daily planning; HB-Lodging Process; ARCOS-Crew-Manager/Resource Mgmt. Process so they can validate and provide changes to appropriate storm resources.
- Gain training and use on Transmission Logistics Request tool/ap at least annually.
- Annual readiness to request logistical needs by initiating and participating in planning with C&M Area Coordinators and Staging & Logistics storm planning and training.

Based on storm impact to area, the Area Log. Leads are responsible for requesting and then tracking / monitoring the receipt of all requests:

- Crew / Restoration resources requested and tracked through ARCOS-Crew Manager, resource mgmt. tools, Daily Site Management, Site Management Master Site List, lodging management tools
- Works with Resource Mobilization to track and monitors within ARCOS-Crew Manager all crew assignment and movement
- Must be familiar and able to support the Timesheet Tracking and Exception Tracking processes with all contract crews (TeamCard ap and Web)
- Interface with Resource Mobilization on movement of crews as part of Next Day Planning
- With RM, ensure the timely flow of crew movement information
- Monitor crew counts and locations
- Provide current crew information on Logistics storm calls
- Provide Lodging Lead with actual and forecasted crew counts by locations at times designated in the Resource Management ARCOS-Crew Manager Process and Timeline
- Monitors and tracks lodging after initial requests for beds completed. Works with Lodging Lead and Site Mgmt.
- Lodging and meals through daily site management as well as Area /zone Lodging lead
- Represents Transmission Area and collaborates between Transmission System Lodging regarding Area/Zone hotel concerns
- Liaison role between: Lodging Lead 3rd Party Acquisition Vendor, and Site Lodging Support
- Communicates with Base Camps in AREA for issues and resolution
- Tracks, confirms, and submits bed counts thru the Hotel Tool-as per AREA / System Lodging process
- Monitors / Identifies requests/request changes of base camps from AIC and communicates to System Logistics by Work Site / Operation Centers / Cities
- Provides any upcoming cancellations to include pertinent information including Hotel Name and Bed Count
- Assures Lodging support for the AREA, monitors and assists in managing any issues that develop with acquired rooms in AREA
- Works with System Lodging team to communicate booking/cancellation of rooms by 3rd Party Acquisition Vendor
- Provide daily report out to Lodging Lead / System Lodging Team including # beds reserved and used by Area and Site Base Camps

Key Interface Points

- Area Incident Commanders (AIC)
- Area Logistics Team

  - Area Logistics Request Takers
  - Area Lodging Support
  - Area Crew Trackers
- Area Assessment / Field Engineering Branch Director
  - Area/Field Engineers Damage Assessment Recorders
  - WM/Materials Planners
  - Work Order Creation Team
  - Major Equipment Support
- Crew Mgmt Director (Restoration/DA Mobilization)
- Damage Assessment Mgmt
- Crew Oversight – Inspectors/SSOL
- Logistics: Logistics Requests & Fulfillment Director
  - Logistics: Lodging Branch Director
  - Logistics: Site Management Director
    - Area Base Camps: SSLL
  - Logistics: Resource Management Director
  - Logistics: Materials Management
    - Stores / Materials Planners
  - Logistics: Heavy Hauling, Fleet-Fueling

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Area Logistics Coordinator tab

7.2. Area Logistics Request Mgmt & Support

Job Function:

This role is primarily responsible for collecting instructions, data, information from Area Logistics Lead and Area Storm Center Staff; organizing the requests with Area Crew Support and Area Lodging Support and submitting requests to System Logistics Center. The requests are to be submitted via the Logistics Request Tool/Ap; requests are to be submitted in the tool, utilizing the process, job aid, and triage checklist. In addition to submitting the request, this role is expected to validate accuracy of request, follow up with System Logistics Request Takers, and close the request when completed (request delivered/provided and validated received). This role reports to the Area Logistics Center Lead; the Request Support role takes direction from and is to report status and progress to the Area Logistics Center Lead at a cadence provided based on storm impact/restoration ETRs and event performance goals.

Job Description:

The Area Logistics Request Mgmt & Support role is responsible for:

- Assuring training, knowledge and use of tool, processes, checklists for the Area Logistics Storm Center are up to date, including all logistics processes related to crew support (Crew Tracking, Lodging Support, Base Camp/Daily Site management, Materials / HH / Fleet/Fuel Requests, etc.)
- Gathering and compiling all logistical requests for the Area Storm Center in support of Crew Restoration Daily Work Plan and Next Day Plan and ETR completion.
- Compiles and documents the requests submitted, tracks and validates the receipt / completion of every request
- Participates on Transmission Operations System Storm calls as directed; may be asked to serve as Area Logistics Co-Lead on calls, to provide breaks, etc. for the Lead
- Must be familiar with and skilled in utilizing, reading, reporting from the:
  - Logistics Request Tool/Ap
  - RM Reports/crew tracker rosters

- Lodging Tool Reports/screenshots
- Storm Site Master List/Tool – Storm site Request form
- TeamCard Ap and Web

- Answers the telephone within the Area Logistics Center; direct/prioritizes call requests and needs submitted

Key Interface Points:

- Area Assessment / Field Engineering Branch Team
  - Field Engineering
  - WM/Materials Planners
  - Work Order Creation Team
- Area Logistics Team Lead
  - Area Lodging Support
  - Area Crew Trackers
- Logistics: Logistics Requests & Fulfillment Director
  - Logistics: Lodging Branch Director
  - Logistics: Site Management Director
    - Area Base Camps: SSLL
    - Logistics: Resource Management Director
  - Logistics: Materials Management
    - Stores / Materials Planners
  - Logistics: Heavy Hauling, Fleet-Fueling

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Area Logistic Ctr-Request Support tab

7.3. Area Crew Tracking Support

Job Function:

This role is primarily responsible for collecting instructions, data, information from Area Logistics Coordinator and Work Planners to create, update, validate crew assignments and rosters. This role works with Area Logistics Lead to create Crew specific requests to be submitted thru the Area Logistics Requestor. This role's responsibility is updating and validating details on the AREA Op Center crew rosters and submitting that information to Logistics Requestor and Area Lodging Support for all crews in AREA (Work Site assignments). Once accurate, the crew rosters are to be given to the Area Work Planner, the SSOL/ Inspector, SSLL, and Lodging Support (AREA & SYSTEM).

The rosters provide significant data for tracking crews and validating their time on the system during an emergency event / major storm event. Some of the data includes time on / off; housing/lodging data, equipment data, show up/work assignment data, that Area Logistics is to work, create, submit all requests from. If Rosters are not available, this role is responsible for working with Resource Management and the base camp crew trackers to create or provide a means to organize and track crews mobilized, deployed and redeployed (track crews and their movement from work site/logistical support to work site/logistical support. The AREA Crew Tracker is to coordinate all Crew in AREA and assure the Base Camp Crew Trackers have clear understanding and accurate information of Crews assigned to each base camp / SSOL. The Area Crew Tracker is to work with Resource Management and Crew Management to confirm accurate assignment and crew movement support.

Job Description:

The Area Crew Tracker/Support role is responsible for:

- Assuring training, knowledge and use of tool, processes, checklists for the Area Logistics Storm Center are up to date (including, but not limited to, Area Work Planner, Crew Mgmt, RM Acquisition, RM Mobilization, SSM-Crew Tracker)
- Gathering and compiling all crew data from Ops-Crew Mgmt, RM Acquisition, Area Work Planners, RM Mobilization, within crew rosters for submission to Lodging, SSM, System Logistics via Logistics Request Support (Request Tool/Ap process).
- Participates on Transmission Operations System Storm calls as directed; may be asked to serve as Area Logistics Co-Lead on calls, to provide breaks, etc. for the Lead
- Deliver rosters to appropriate crew oversight and tracking personnel (SSOL, Inspector, Crew Foreman, SSM Crew Tracker, etc.). Delivery is by any means that the recipient is certain to have list / roster available to work from (if using tablet, email; if system is off-line, hard copy delivered to storm site/work site can be expected/prepared for.)
- Must be familiar and able to support the Timesheet Tracking and Exception Tracking processes with all contract crews (TeamCard ap and Web)
- Must support Area Admin, Area Lodging Support, and SSM-Crew Tracker with meals support as needed; this may include help with Meal Planning / disbursement / delivery; Meal Planning may be from SSM and boxed lunches, Hot meals may be made available to pick up and deliver (SSM Crew Tracker will typically provide this support, however, AREA Crew Support must be prepared to back up/support if meals planning falls on Area Storm Center).
- Area Crew Support must be familiar with SSM-DEF Fueling Process and be prepared to provide Fueling Requests to Area Log. Requestor; Area Crew Tracker will work with SSM Crew Support and T-SSLL to assure fueling equipment, drivers, etc. are aware of Crew locations for refueling according to process.
- This role must also anticipate parking for Crews equipment, vehicles, and cab trucks; Role must be familiar with SSM-processes, locating and relocating crews (Mobilizing & Demobilizing Processes). Crews will either park equipment at work site or at parking sites arranged by Site Management, Area Work Planners, and System Logistics-SAM-Real Estate Support.
- Must be familiar with and skilled in utilizing, reading, reporting from the:
  - RM Reports/crew tracker rosters
  - Lodging Tool Reports/screenshots
  - Storm Site Master List/Tool – Storm site Request form
  - Logistics Request Tool/Ap
- Answers the telephone within the Area Logistics Center; direct/prioritizes call requests, needs submitted

Key Interface Points:

- Crew Management/Oversite – SSOL/Inspectors
- Area Assessment / Field Engineering Branch Team
  - Field Engineering
  - WM/Materials Planners
  - Work Order Creation Team
- Area Logistics Team Lead
  - Area Lodging Support
- Logistics: Site Management Director
  - Area Base Camps: SSLL
  - Site Crew Tracker
- Logistics: Logistics Requests & Fulfillment Director
  - Logistics: Resource Management Director
  - Logistics: Materials Management
    - Stores / Materials Planners
  - Logistics: Heavy Hauling, Fleet-Fueling

Checklist of Actions:
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Area Logistic Ctr-Crew Support tab

7.4. Area Lodging Support

Job Function:
This role is primarily responsible for validating AREA Crew lodging needs and submitting to Area Logistics Requestors for submission to System Logistics-Lodging. In addition, this role serves as the AREA Lodging lead, so that all data/requests submitted to System Logistics – Lodging Leads will be 'acquired' for the AREA Storm Center and all Crews deployed from that Area. Area Lodging Support is responsible for all cancellations of lodging for the Area as well. Area lodging roles may also be responsible for Meal Planning for the Crews (from the Hotel or restaurants near the hotel).

Job Description:
The Area Lodging Coordinator role is responsible for:

- Assuring training, knowledge and use of tool, processes, checklists for the Area Logistics Storm Center are up to date (including, but not limited to, Crew Mgmt, RM Acquisition, RM Mobilization, System-Lodging, Area/Zone Lodging, SSM-Lodging Support)
- Gathering and compiling all crew *lodging* data from AREA Crew Tracker, Ops-Crew Mgmt, RM Acquisition & Mobilization, within crew rosters for submission to System Lodging, SSM, System Logistics via Logistics Request Support (Request Tool/Ap process).
- Must be familiar and able to support the Timesheet Tracking and Exception Tracking processes with all contract crews (TeamCard ap and Web) Participates on Transmission Operations System Storm calls as directed; may be asked to serve as Area Logistics Co-Lead on calls, to provide breaks, etc. for the Lead
- Deliver Lodging Packets (Hotel Name, Location, Room Assignments, SSM-Crew Tracker-contact & SSM-Lodging Support-contact) to appropriate crew oversight and tracking personnel (SSOL, Inspector, Crew Foreman, SSM Crew Tracker, etc.). Delivery is by any means that the recipient is certain to have list / roster available to work from (if using tablet, email; if system is off-line, hard copy delivered to storm site/work site can be expected/prepared for.) Lodging Packets are to include, at a minimum: Hotel / Lodging location address; number of beds at that location; list of bed assignments (from roster-assigned individual/room #/bunk#); room key assignment; check-in-check-out instructions; stay duration.
- Area Lodging Support must be prepared to go to Hotels/lodging location and pick up Keys if SSM-Lodging Support is not activated, or not able.
- Must support Area Admin, Area Lodging Support, and SSM-Crew Tracker with meals support as needed; this may include help with Meal Planning / disbursement / delivery; Meal Planning may be from SSM and boxed lunches, Hot meals may be made available to pick up and deliver (SSM Crew Tracker will typically provide this support, however, AREA Crew Support must be prepared to back up/support if meals planning falls on Area Storm Center). Area Lodging will only support meal planning /coordination IF Hotels have restaurant / catering capabilities or catering relationships with nearby/adjoining restaurants.
- This role must also anticipate INITIAL parking needs for Crews equipment, vehicles, and cab trucks; Role must be familiar with SSM-processes, locating and relocating crews (Mobilizing & Demobilizing Processes). Crews will either park equipment at work site or at parking sites arranged by Area Logistics and System Logistics. (There MAY be a need to request lodging that has ample parking acreage or access to parking nearby lodging.)
- Must be familiar with and skilled in utilizing, reading, reporting from the:
  - RM Reports/crew tracker rosters
  - Lodging Tool Reports/screenshots
  - Storm Site Master List/Tool – Storm site Request form

  - Logistics Request Tool/Ap
- Answers the telephone within the Area Logistics Center; direct/prioritizes call requests, needs

Key Interface Points:

- Area Assessment / Field Engineering Branch Team
  - Field Engineering
  - WM/Materials Planners
  - Work Order Creation Team
- Area Logistics Team Lead
  - Area Crew Trackers
- Logistics: Logistics Requests & Fulfillment Director
- Logistics: Lodging Branch Director
  - Site Lodging Support
- Logistics: Site Management Director
  - Area Base Camps: SSLL

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Area Logistic Ctr-Lodging Support tab

8.0 Training and Activation of Operations Resources

Training for Operational roles within the TSSOP is expected to be managed through normal / Blue Sky roles and transmission, electrical standards, safety, human performance as defined by Transmission C&M organization. There are some emergency management/storm roles within Operations Section that may require additional training; for example, Area Assessment / Field Engineering & Work Planning, Area Logistics Center, and other Event Specific roles. Training for these roles will be included in annual training planning and scheduling that is provided to Logistics and Area Assessment, Field Engineering, &Work Planning teams.

8.1 Training Expectations / Objectives

Training will be provided in various media; 'table-top' training sessions, classroom sessions, drills, and Computer-based- training (CBT) modules developed and updated as a part of Annual Readiness. If an employee is invited to a training the expectation is that employee will attend and actively participate in the session. Business Unit managers should be included in the training notification to assure the three-way communication of training/annual readiness expectations. CBT's provided within My Training will be sent to storm roles and required to complete training by date attached to module.

8.2 Training matrix / schedule

Training schedule is created for each storm season; and focuses on teams being ready for Drill and start of Storm Season / June 1st.

8.3 Activation notification / responding

Under Development

Document title:	Document number:
TSSOP - Transmission System Storm Operational Plan: Planning Section – Event System Priorities, Assessment, Restoration Approach	GDLP-EMG-TRM-00028
	Revision No.: 004
Keywords: Transmission System Storm Center Operational Plan (TSSOP), Transmission Storm Plan, emergency preparedness, planning, incident action plan, IAP	Applies to: Transmission - DEF

This document is the Planning Section of the Transmission System Storm Operational Plan referenced in the Table of Contents in TSSOP – GLDP-EMG-TRM-00025-Introduction and Overview.

Table of Contents

1.0 Planning Section

The Planning Section of the Florida TSSOP is a vital entity to the strategic and planned response to an emergency / Major Storm Event. The Planning Section is comprised of system operations, system planning, energy control, and resource and work planning experts. During 'blue-skies', the Planning Section is monitoring the system and creating strategy and plans for normal operations. During a Major Storm Event this Section is primarily responsible for the prioritization of and planning for system restoration, while creating and reporting the daily / next day resource plan to complete restoration successfully.

The Planning Section is the creator of the daily plan for the event; the Incident Management Team Report (IMT) which feeds the Florida/DEF Incident Action Plan (IAP). The Planning section will follow the Incident Command System / structure and process of awaiting direction from DEF-T Region Incident Command (RIC) / System Storm Center for activation, strategic planning, and deployment. The Planning Section will interact with Meteorology, RIC, Operations Section (Damage Assessment & Restoration), Logistics Section (Resource Management),Finance Section, and Communications Section leadership to create the Daily Plan and Reporting in support of the IAP creation and process The IAP is created by a joint team representing DEF; Customer Delivery and Transmission subject matter experts create and document the Daily and Next Day plan for restoring the system; and then the plan is executed by the Operations, Logistics, Communications, and Finance Sections. This kind of planning, communication, and cooperation throughout Major Event Response is crucial to safe, efficient, and effective system restoration.

2.0 Mission and Purpose

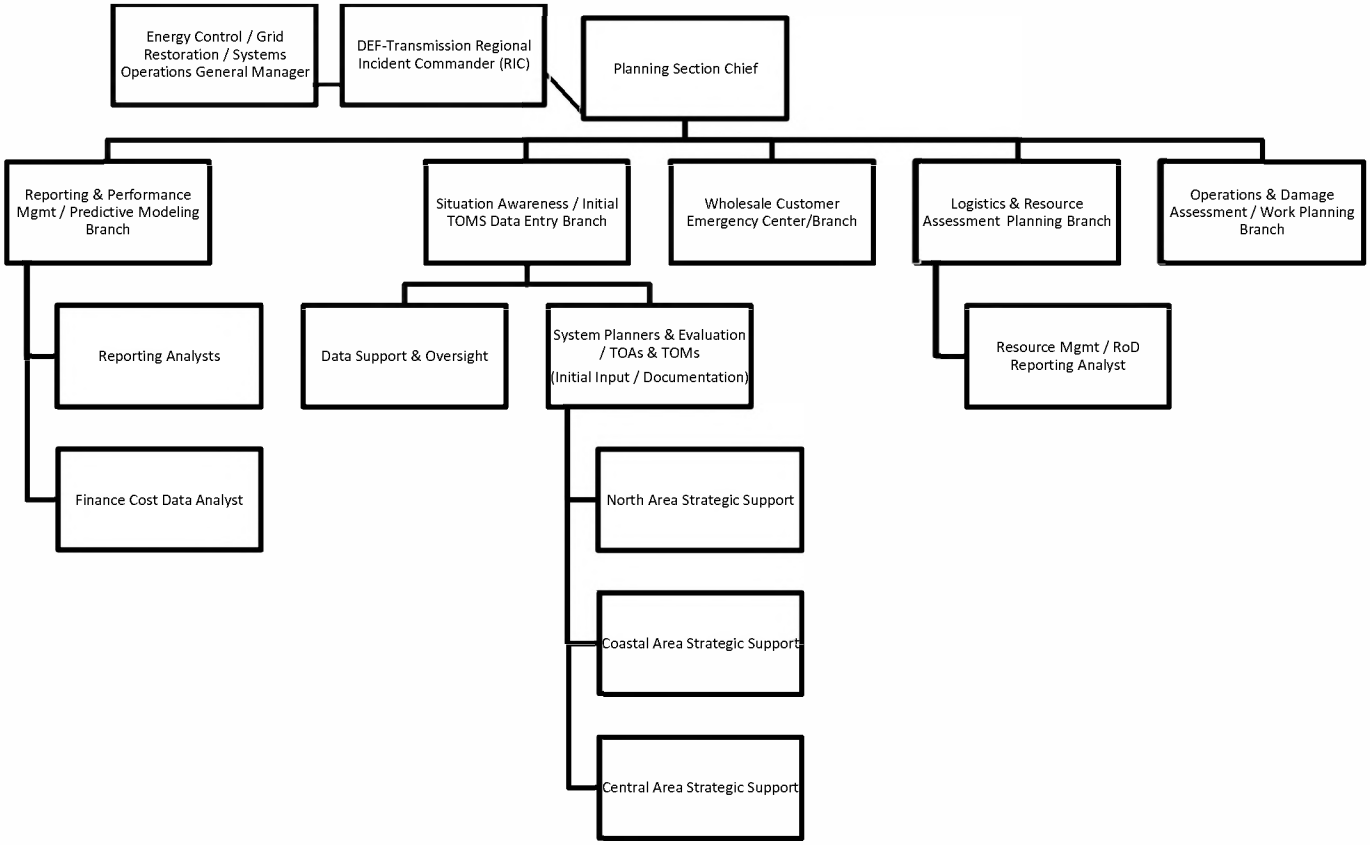
It is the mission of the Planning Section to ensure that the storm incident action plan is created with RIC / System Storm Center, Operations, & Logistics to provide the initial strategy / approach to restoring the transmission system safely, efficiently, with operational excellence. Planning personnel (Section Chief, ECC, System Planning, etc.) will identify and assure training, tools, and TSSOP Planning Section is current for the specific purpose of efficiently executing storm plans according to expectations pertaining to safety, cost, restoration times and other key performance indicators.

During an event, the Planning Section's primary purpose is to provide the prioritization of restoration of the system to ensure transmission system integrity, and then the daily plan for how restoration will be accomplished as swiftly as possible. ECC provides integral information and data into the initial plan and prioritization; Operations AIC / Crew Management & Area Assessment then provide the means to the plan with local and very specific damage assessments and data updates.

Additionally, DEF responds to an event as One Florida Response Team; the Regional Incident Commander (RIC) for CD and for Transmission regularly meet to assure this synchronicity; the Planning Section assures the syncing occurs in the development of the IAP daily. The Initial ETRs and then daily substation ETRs are determined with Transmission and CD at the Planning table. Transmission Planning provides to CD Planning, each morning of the event, an updated IMT report from the previous day so that leadership in Florida can adjust / update the days planning cycle and expectations.

3.0 Organization Chart – Planning Section

The Planning Section organization is made up of five Branches that support the planning efforts through data gathering, reporting, and assuring information flows in directions needed for timely and expeditious decision making. The organizational chart below depicts the Reporting & Performance Mgmt / Predictive Modeling Branch; the Situation Awareness / TOMS data entry Branch (which includes system planning and ECC expertise); Wholesale Customer Emergency Center and Support Branch (is the direct line to all Wholesale Customers); Logistics & Resource Assessment Planning Branch (identifies the resources needed to respond to the event within estimated timeframe); Operations, Damage Assessment, and Work Planning (is the direct link to Construction , Maintenance, & Vegetation Management [CMV] and Damage Assessment [DA] data).



Details and current assignments to the storm roles illustrated above can be found in the T-FL System Storm Organization Chart – folder (Link is to folder on DEF-Transmission System Storm Share Point site housing PDF files of org chart.)

The Planning Section is responsible for planning the approach / actions for the storm event; for coordinating with System Operations / ECC on the critical nature of system priorities and securing / maintaining System Integrity (Grid/ BES). The Planning Section is the documenter of the event and responsible for putting together the IAP and IMT reports throughout the event and to assure the planning documents are accurate and true to the event and restoration story – these are the documents of record for every event that impacts the Florida system. The following role description, Planning Section Chief, is provided here for clarity of this leadership role and the integration with RIC throughout an event. The Branch Roles & Responsibilities are provided within associated sections of this document.

3.1 Planning Section Chief – Role & Responsibilities

Job Function:

This is a lead position; it is the storm organizations planning leader for the event. The Planning Section Chief is responsible for developing, maintaining, and issuing the Incident Management Team Report (IMT) for submission into the DEF Incident Action Plan (IAP). It is expected that the Planning Section Chief will gather with DEF CD Planning Section Chief and Planning Sections Branch Leads / IAP Development team to develop and strategize the best approach to respond to the event. This includes but is not limited to Reporting & Performance Management, Wholesale Customer Emergency Center, Logistics & Resource Assessment Planning, Operations & Damage Assessment Planning. The Transmission IMT Report includes the daily plan pertaining to all sections of the storm organization (TSSC, Operations, Planning, Logistics, & Communications); the template provides a summary section that is submitted to DEF IAP Development Team. The Planning Section Chief is ultimately responsible for assuring that Transmission's Daily Plan and event status is submitted to the DEF IAP daily.

Job Description:
The Planning Section Chief is responsible for ensuring:

- That the Planning Section's organizational structure and foundational processes are current. Specifically, that the Planning Section Process is current, and the Planning Section organizational structure is sound, roles are filled with SME, and each is trained in process, tools, and communications protocols.
- Annual readiness activities for the Planning Section are completed by section branch leads.
- All Planning Section personnel are trained annually; that role descriptions are up to date and checklists for each role are accurate and available for use.
- All Planning Section personnel are prepared to respond to direction to activate during a major event.
- Planning Section Chief will report to storm duty as a member of the IMT; will assure shift coverage for the planning necessary to facilitate the Plane development / implementation and IAP / IMT reporting
- Creates and distributes the Incident Action Plan (or the Transmission portion for submittal) for the event.
    - Once the plan is created for initial application, the IAP is modified daily and updated as the event occurs.
    - The IAP is distributed and executed daily; adjustments occurring as per system leadership, event changes, grid stability/restoration dictate.
    - The IAP form and function (template) can be found in the System Storm Center current storm documentation.

Key Interface Points:

- DEF-T Regional Incident Commander
- Area Incident Commanders (AIC)
    - Crew Mgmt Director (Restoration/DA Mobilization/Work Management)
    - Area Logistics Lead Area Assessment / Field Engineering Branch Director
        - Area/Field Engineers / TOMS Outage Mgmt Team
- ECC / Grid Restoration / System Operations General Manager
- Reporting & Performance Mgmt Branch
- Wholesale Customer Emergency Center/Branch
- Logistics & Resource Assessment Planning Branch
- Operations & Damage Assessment / Work Planning Branch
- DEF-T System Storm Liaison to DEF-CD RIC
- Logistics Section Chief
- Communications – External / Public Information Liaison
- Transmission Emergency Prep Rep / TSSOP Program Mgr.

Checklist of Actions:
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Planning Section Chief tab (Under development)

4.0 Planning Process for Storm Activation & Restoration

The Major Event Planning Process within Incident Command System and this Plan provides time and means for leadership to review the situation (Situation Analysis), apply resource assessment data, grid stability / restoration priorities, and create an Incident Action Plan (IAP) that is clear, direct. Creating a plan, during a fast-paced, emergency event can prove challenging; this team must be able to work, communicate, and plan and document that plan under pressure while remaining clear and able to communicate critical decisions and recommendations to the RIC.

4.1 IMT Reporting & IAP Development

The IAP includes information pertaining to all sections of the storm organization (RIC/TSSC, Operations, Planning, Logistics, Finance, & Communications). When a Regional Event is declared, the IAP is created by the Regional Incident Command. For example, within Florida Region (DEF) during a major weather (hurricane) event, the Customer Delivery RIC-Planning Section Chief takes the IAP developer role for the event, while Transmission focuses on providing reporting into the daily plan via the Incident Management Team (IMT) 2X daily report. If the event was a Transmission Only Event – Transmission Storm Organization would be responsible for producing the IAP.

Since most of the time, DEF-T stands up in support of the larger event impacting DEF CD and Transmission, DEF-Transmission Planning Section completes the IMT Report. The IMT Report has a summary / IAP section which provides the information required in the Transmission section of the IAP. The IMT Report cadence for completion and distribution is determined by the DEF-T RIC – typically the IMT Report is to follow the DEF-T Operations System Storm Calls (See Briefing Cadence in GDLP-EMG-TRM-00025); templates for the report are to be completed based on IST / Emergency Mgmt and Regional Incident Command direction.

Before the IMT Report is submitted to the IAP development team OR to DE Transmission leadership, the DEF-T RIC, Deputy RIC, and/or the Planning Section Chief on duty are to review and approve the IMT Report. The IMT Report is also to be utilized in providing Communications Section / PIO and Wholesale Customer Center ETR / Transmission restoration status information. The IMT Report must be reviewed with these lines of communication in mind.

Additionally, the IMT Report provides needed documentation of the system outages and loads, daily planning of ETRs, restoration completed, total number of resources utilized, that support the documentation needed and often requested by the public utilities commission and regulators. It is vital that the IMT Report be clear, accurate, and tell the DEF Transmission story, because it becomes a document of record. The Planning Section's responsibility to plan the event includes publishing the IMT Report in support of DEF's ability to safely, effectively, and efficiently restore the system.

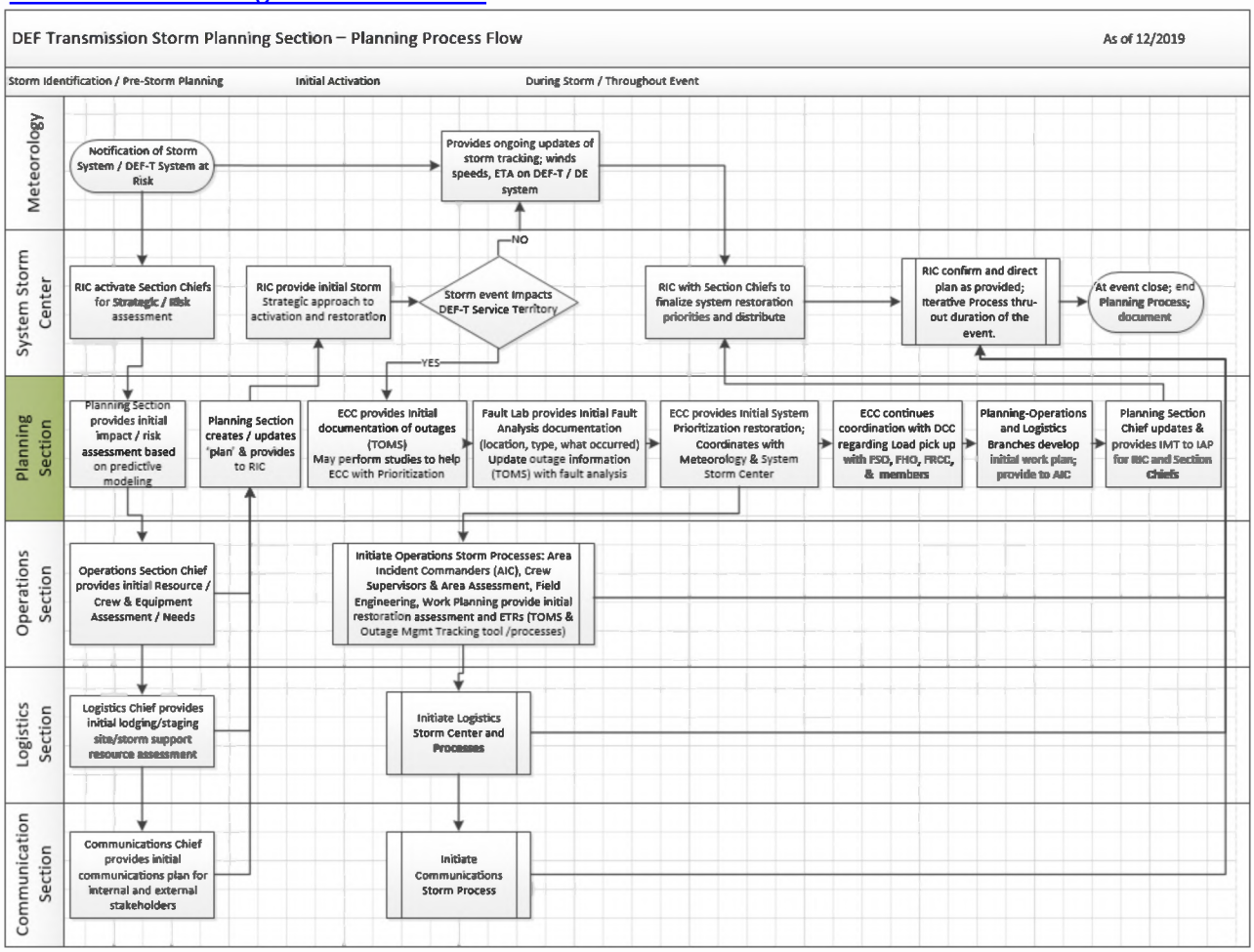
- The IMT Report form and function (template) can be found in the Reporting folders on the DEF-Transmission System Storm Share Point Site: REPORTING
- Transmission input to the IAP is provided via the Teams based template in O365-Customer Delivery – Storm Response.

All reporting forms, templates, links will be provided by current Planning Section protocols and methods; these administrative means will be updated based on and as per current approved technology and cybersecurity direct. For example: MS SharePoint and MS Teams files and folders may be used as directed and interchangeably.

4.2 Planning Process

The planning process diagram provides a road map for inputs and outputs expected from this team. The IAP and the IMT reports are documents produced by this section; however, that is not all the Transmission Planning Section is responsible to coordinate. See the process flow diagram below.

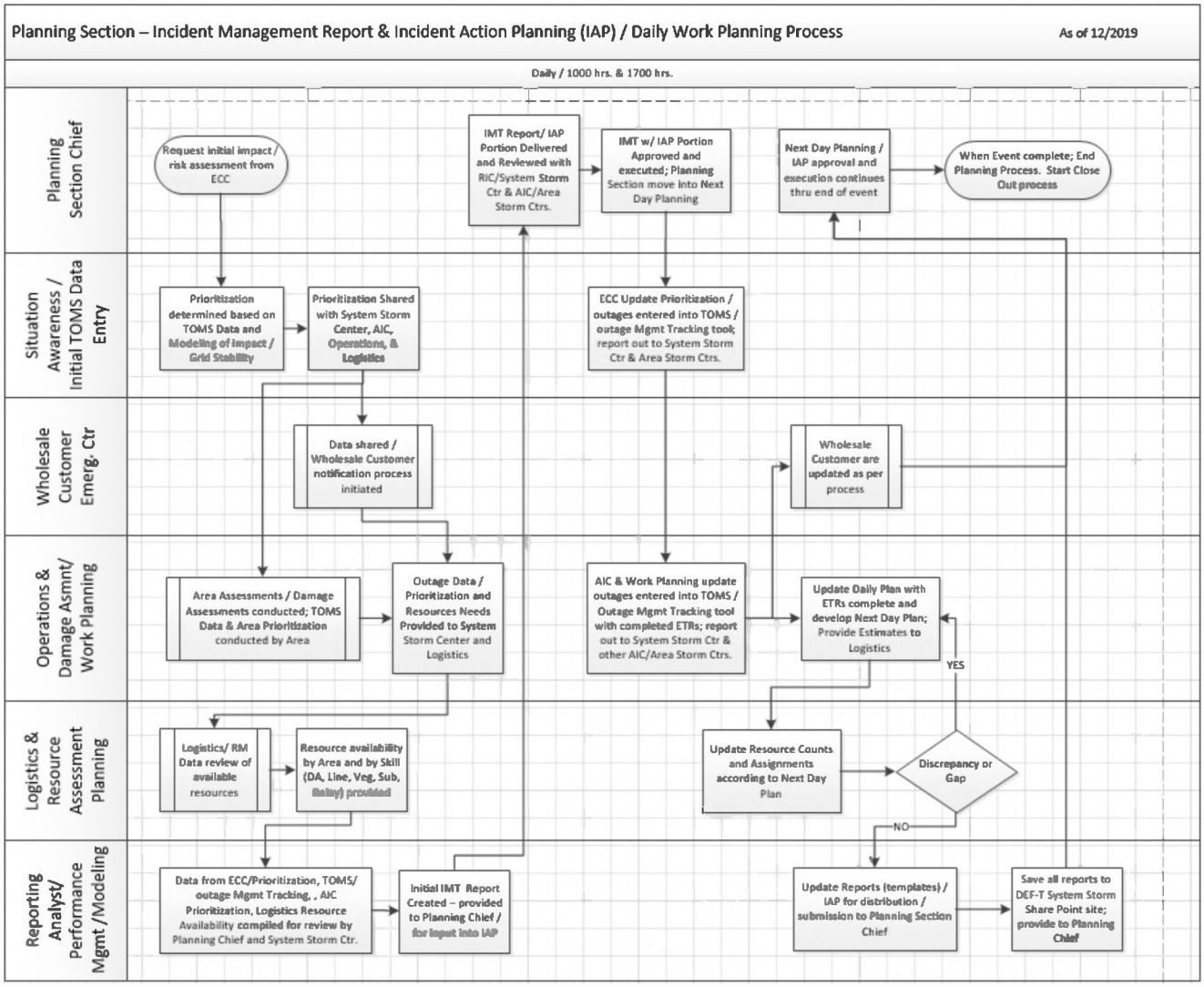
T-FL Storm Planning Section Process



(Diagram – Planning Section Process – High Level / Cross Functional)

The primary responsibility of the Planning Section (as illustrated above) is to provide an initial priority of restoration of the DEF-Transmission electrical system to the System Storm Center; this priority is to uphold the integrity of the overall system and provide effective means to completely restore all customers safely. Once a resource assessment is done by the RIC / System Storm Center, Operations Section AIC & Crew Management, and Resource Management/ Logistics leads, the Planning Section Chief is responsible for developing, maintaining and issuing the Incident Management Team (IMT) Report which feeds to the DEF Incident Action Plan (IAP). Through Planning IAP Development Team the IAP is then distributed to DE Transmission AND Customer Delivery RIC.

The Planning Section Team drives the development of an initial plan, that is updated and refreshed daily based on status of restoration, stability of system, resource availability & safety, schedule adherence, risk assessment, etc. The following diagram illustrates the daily planning process and the criteria for cross functional communications and reporting.



(Diagram – Planning Section – IAP/Work Planning Process – Cross Functional)

5.0 System Impact Assessment and Planning

When a major storm / event threatens the integrity of the transmission grid, the Planning Section activates and begins situational awareness and storm monitoring with Meteorology and RIC, ECC & DCC and System Storm Center leadership. Key factors in storm assessment are the predicted storm path and path uncertainty, forward speed and uncertainty, wind speed predictions, rainfall and coastal storm surge expectations. If necessary, system posture and configuration changes will be made prior to storm impact. Depending on the severity of the storm, these preparations may include curtailing maintenance and construction activities or shutting down generation that is expected to be in the path of the storm.

There are three discrete impact scenarios that are driven by the predicted geographical storm path:

5.1 Peninsular Florida Impact outside of the DEF service area

In this scenario the primary impact of the storm is expected to be on neighboring utility systems. This may impact the ability of those utilities to serve load and may affect generation and tie-lines. In this scenario DEF's role will be to coordinate and support restoration activities with neighboring utilities and the FRCC Reliability Coordinator (RC).

5.2 Storm Impact directly to the DEF service area

In this scenario the storm is expected to directly impact the DEF system and customer load. This may impact the DEF's ability to serve load and may also affect generation and tie-lines. In this scenario DEF's role will be to coordinate and support restoration activities within the DEF system as well as with affected neighboring utilities and the FRCC Reliability Coordinator (RC).

5.3 Storm Impact to Pinellas County/St. Petersburg

In this scenario the storm is expected to directly impact St. Petersburg and potentially affect the continuity of operations at the primary DEF ECC location. This may require the activation of the Backup Control Center (BCC) at Wildwood and the transfer of control of the system from the primary control center to the BCC for the duration of the storm.

In addition, there are 3 predictive regional models under evaluation for potential surge inundation or rainfall flooding. The DEF substations and/or control enclosures (finished floor) elevations are compared utilizing the FEMA 100-Year Floodplain elevations, and where there is a delta the substation is included in the list below. The substations listed below will be analyzed for the probability of exceedance once a storm impact to Florida is projected 3-5 days out. This detail will assist in determining the substations that may require additional flood mitigating measures such as sandbags.

5.4 Storm Impact to Northern Region

The following substations meet the elevation and FEMA 100-Year Floodplain criteria:

Substation Name	County	Latitude	Longitude	Substation Elevation	CEE Finished Floor Elevation	FEMA Flood Elevation
APALACHICOLA	Franklin	29.7191	-84.9991			
BEACON HILL	Gulf	29.9321	-85.388			
CARRABELLE BEACH	Franklin	29.859	-84.6908			
CRYSTAL RIVER NORTH	Citrus	28.9135	-82.5836	8.5' NAVD88		8' NAVD88
CRYSTAL RIVER PLANT	Citrus	28.9606	-82.7013	8.0' NAVD88		16' NAVD88
EASTPOINT	Franklin	29.745	-84.8681			
GUMBAY	Liberty	30.0483	-84.6081			
HOMOSASSA	Citrus	28.807	-82.5801	7.0' NAVD88		
INDIAN PASS	Franklin	29.6917	-85.2545			
INDIAN PASS TAP	Franklin	29.6923	-85.2542			
Inglis	Levy	29.0317	-82.678	8.3' NAVD 88	12' NAVD88	13' NAVD88
OCCIDENTAL #2	Hamilton	30.4397	-82.7822			
OCCIDENTAL #3	Hamilton	30.4414	-82.7878			
ST GEORGE ISLAND	Franklin	29.6656	-84.8586			
St Marks East	Wakulla	30.1894	-84.2077	14.5' NAVD 88	15.33' NAVD88	16' NAVD88
St Marks West	Wakulla	30.1892	-84.2107	14.0' NAVD 88	14.83' NAVD88	16' NAVD88
TROPIC TERRACE	Citrus	28.8642	-82.5764	12.14' NAVD 88		
WILCOX	Gilchrist	29.6128	-82.9522	23.33' NAVD 88		

5.5 Storm Impact to Central Region

The following substations meet the elevation and FEMA 100-Year Floodplain criteria:

Substation Name	County	Latitude	Longitude	Substation Elevation	CEE Finished Floor Elevation	FEMA Flood Elevation
HAINES CITY EAST	Polk	28.1195	-81.5515	77.6' NAVD88	78.43' NAVD88	
Lake Aloma	Orange	28.603	-81.3188	84.5' MSL		
Lockhart	Orange	28.6237	-81.455	71' NAVD 88	74' NAVD88	75.1' NAVD88
Midway	Osceola	28.1085	-81.475	61.5' NAVD 88	61.83' NAVD88	65' NAVD88

5.6 Storm Impact to Coastal Region

The following substations meet the elevation and FEMA 100-Year Floodplain criteria:

Substation Name	County	Latitude	Longitude	Substation Elevation	CEE Finished Floor Elevation	FEMA Flood Elevation
ANCLOTE PLANT	Pinellas	28.1845	-82.7848	11.00' NAVD88	11.33' NAVD88	
BAYBORO	Pinellas	27.7582	-82.6376	3.2' NAVD88		
BAYWAY	Pinellas	27.7093	-82.715	5.9' NAVD 88		12' NAVD 88
CROSS BAYOU	Pinellas	27.8641	-82.7401	7.57' NAVD 88	8.9' NAVD88	10' NAVD88
DISSTON	Pinellas	27.8299	-82.7034	18.13' NAVD88		18' NAVD88
ELFERS	Pasco	28.2068	-82.7228	15.66' NAVD88		
GATEWAY	Pinellas	27.8821	-82.6795	9.14' NAVD88	10.91' NAVD88	9' NAVD88
HIGGINS PLANT	Pinellas	28.0036	-82.6617	8.5' NAVD88		9' NAVD88
Lake Tarpon	Pinellas	28.0585	-82.655	11.5' NAVD 88		
NORTHEAST	Pinellas	27.8565	-82.6592	8.75' NAVD88	9.72' & 9.8' NAVD88	9' NAVD88
PILSBURY	Pinellas	27.8205	-82.6334	6.0' NAVD88	6.8' NAVD88	9' NAVD88
PORT RICHEY WEST	Pasco	28.2744	-82.7158	9.65' NAVD88	10.41' NAVD88	11' NAVD88
SAFETY HARBOR	Pinellas	28.0005	-82.697	17.65' NAVD88		
STARKEY ROAD	Pinellas	27.8411	-82.7586	11.13' NAVD88		
Tarpon Springs	Pasco	28.1486	-82.7394	9.5' NAVD 88		
THIRTY SECOND STREET	Pinellas	27.8328	-82.6769	15.2' NAVD 88		
TRI CITY	Pinellas	27.9217	-82.7236	17.14' NAVD 88		
ULMERTON	Pinellas	27.8914	-82.7068	13.3' NAVD 88		
ULMERTON WEST	Pinellas	27.8933	-82.7796	8.13' NAVD 88	8.63' NAVD88	10' NAVD88
ZEPHYRHILLS	Pasco	28.2294	-82.1903	85.0' NAVD88	85.36' NAVD88	

Transmission System Storm Hardening is an on-going preventative maintenance program that addresses aged assets and systematically upgrades to increase the overall strength of the transmission grid. When a major weather system threatens the DEF-T system, the state of the storm hardening program, storm protection plan, system maintenance, and new construction are considered along with the storm track and strength.

6.0 Damage Assessment and Resource Planning

During annual readiness and prior to Tropical Storm Season is when hypothetical and predictive modeling occurs as part of the system planning and asset reliability work; it's an expected, on-going and good business practice. However, planning for an event to impact the transmission system, anticipating damage and the resources required to restore the system is as much science, as it is art. Knowing the strength and vulnerabilities of the system AND the strength and capabilities of the resources, helps to initially identify the resource volume (level of effort) and estimated restoration time that will be required to restore the system. This is the fundamental objective of two Planning branches: Damage Assessment & Operations Work Planning AND Logistics & Resource Assessment Planning.

As part of the Planning Section these SMEs provide initial estimates based on the 'science' and then adjust based on experience and the 'art'. The estimated restoration time and resource assessment are initially based upon *predicted* impact pre-landfall. It is a high level, 'level-of-effort' discussion for identifying volume and initial assessment needs to estimate volume & skill of resources needed so that the RIC and System Storm leadership can define restoration approach / strategy. One part of this assessment is to determine if DEF-T can meet restoration expectations with on-system / native resources or if non-native / off-system resources from other DE jurisdictions and Mutual Assistance will be needed. Transmission does everything possible to utilize resources familiar with transmission work practices and safety expectations; however, the size and impact of the event may require getting non-native / foreign resources to support restoration efforts.

Resource Management Lead from the Logistics Section and/or the Logistics Chief are the assigned resource management planning subject matter experts to participate in this planning action. Additionally, Asset Management, Field Engineering and Work Planning experts are part of the team. At the onset of the Major Storm Event, representatives from ECC/Grid Restoration, Wholesale Storm Center, Resource Management, Work Management, and Damage Assessment will jointly participate in the ongoing assessment process. The assessment is updated and refined after landfall based on the number of outages and physical assessment of impacted facilities. A daily (twice daily) review and update occurs via the IMT Report as input to the DEF IAP and establishing, validating, adjusting estimated restoration times. Role/Job descriptions and details of each of these SME's can be reviewed in Sections 11.0 and 12.0 of this document.

7.0 Restoration / System Priorities

It is a primary function for the Planning Section to provide restoration priorities to guide the Transmission System Storm Center in directing the Operations and Logistics Sections in activation and deployment decisions.

The following guidelines should be utilized by the Storm Process Owners (Regional Incident Commander, T-System Storm Center, Operations, Planning, Logistics, Finance, and Communications Section leaders) in coordination with Transmission Wholesale Account Manager, Distribution Large Account Managers, and External Relations to determine restoration priorities. With input from the ECC, the Transmission System Storm Center (TSSC) determines the overall priority restoration. In addition, the TSSC authorizes the assignment of transmission resources, equipment, and materials for system restoration activities among multiple maintenance areas.

- **Priority 1** – Restore off-site power to nuclear sites, restore power to ECC (fed from Kenneth City Substation), restore power to the Backup ECC (fed from Wildwood Substation), restore power to electric powered natural gas pipeline compressor stations, restore start-up power to all available generation units, restore Eastern Interconnection tie lines. Identify and restore power wherever public may be endangered; prioritization of restoration considers "public endangerment" as well as grid stability.

- **Priority 2** – Restore critical customer load in coordination with the DCC, T-Lines critical to BES reliability, equipment needed to maintain system voltage within FRCC voltage limits.

- **Priority 3** – All other T-lines, switches connecting to all other feeders, D-lines, service drops and equipment, providing black-start services to neighboring utilities, energizing tie-lines with neighboring utilities.

Paralleling these priorities are requirements for restoring communications links that facilitate the restoration of electric service. The Energy Delivery Group will assist IT & Telecom by giving reasonable priority to electric facilities serving two-way radio sites, PBX sites, fiber optics and microwave sites, etc. In addition, the Delivery Operations Group will make resources available on a priority basis to support restoring fiber optic cables which carry communications traffic for the Company. The Transmission System Storm Center is responsible for communicating these restoration priorities to Logistics and Operations (AIC / Area Storm Centers).

8.0 Operational Restoration Performance / Goals / Expectations

As noted previously, 'restoration performance and goals' are based on securing and maintaining the integrity of the grid and BES reliability in a prioritized manner in accordance with DE and utility safe/secure work practices.

8.1 Operational Performance Guiding Principles

The general approach to restoration scope assessment will be based on the initial assessment of the overall geographical scope and severity of the damage to the system. Initial restoration scope and time frame assessments will be based on collaboration between the ECC and DCC System Storm Center, Customer Delivery-Zone & Transmission-Area storm centers. These considerations define the overall event estimated restoration time, (i.e., a 2-day, 3-day event or a 5-day event) and then all strategy and plans work toward that goal. This is called the Initial Event ETR. See DEE-RSTR-Set Est ETR Policy_Proc00009

8.2 Operational Performance Goals & Timeline

Restoration times for transmission system outages will be based on damage assessments and materials, staging and labor estimates for each outaged facility in combination with an overall plan for the priority and staging of the restoration plan for all outaged facilities. As goals and objectives are defined and related to estimated restoration, they are included within the IAP and taken from operational calls / event briefings / general reporting to System Storm Center/RIC within the IMT Report.

8.3 Operational Performance Assessment

The operational performance assessment will be performed and updated daily as restoration efforts progress throughout the duration of the overall restoration process, followed by an overall post-restoration operational performance assessment. As each AIC / Area Storm Center reports status of ETRs and damage assessments, the overall performance of restoration efforts will be documented through daily reporting / briefings. ETRs will be tracked and verified within the Outage Management Tracking Tool and reported within the IMT Report updates.

9.0 System Assessments and ETRs

The transmission system is required to maintain stability as feasible during any emergency event. The grid relies on each utility maintaining the stability of their transmission assets. The system is assessed continuously. When a tracked weather system becomes a threat, the system is assessed for those vulnerable areas due to construction projects or on-going maintenance, like storm hardening of structures. If the system is impacted by the event, the initial restoration priorities are set based on damage / direct impact. The outage management system is uploaded with initial impacts / outages. Outages are identified; however, estimates to restore (ETRs) are not available until the local area completes assessments.

The transmission service and maintenance areas are assessed; each of the three areas (North-NO, Central-CE, Costal-CO) in DEF are individually and systematically assessed by local crews. The local maintenance resources are most familiar with the area system; the area confirms the priorities and sequence in which the area can be restored. From this area assessment estimated restoration times (ETRs) are assigned to each outage/work assignment. This data gets updated in the Outage Tracking tool and TOMS, then Planning / ECC and System Storm Center reviews and reassesses next set of System priorities. This process repeats until the system is methodically and effectively restored. (The process for Area Assessment and Outage Tracking is defined with roles & responsibilities in TSSOP – GDLP-EMG-TRM-00027-Operations Section.)

As a provider to other utilities, DEF Transmission Wholesale Customers are included in this assessment and prioritization process. DEF-T provides general assessment information to these utilities, see the Wholesale Customer Notification Process within TSSOP – GDLP-EMG-TRM-00026 - Storm Annual Planning, Restoration Strategy & Direction

10.0 Engineering Records & Data Integrity

Maintaining the engineering records and data integrity of our transmission information systems is important for day to day operational process excellence. Construction changes that occur during restoration efforts that are not properly documented can negatively impact these information systems and the future system operational excellence. Every effort is to be made during restoration planning to set expectations and guiding principles for the restoration efforts. A guiding principle Transmission follows is to restore our electric grid system back to original status (prior to the event).

Functioning within operational excellence and safe restoration protocols, these changes/repairs are more economically and efficiently documented at the time the construction change occurred. In isolated cases, decisions may be made to manually document in order to support restoration efforts. In these cases, the need for a re-verification or final sweep of an area after the restoration effort has been completed will be performed and led by the Damage Assessment team within the Operations Section (See GDLP-EMG-TRM-00027-Operations Section). A confirmation of correction and update of all data sources (GIS, Cascade/Maximo, Aspen, 3-lines, 1-lines, P&P, general layouts, any and all official engineering records) back through the Planning Section is required. At the point during a major event, where the determination is made by the Person in Charge (POC) at the Area Storm Center (AIC) or at System level as to whether the operations will revert to paper during restoration must be documented within IMT Report / IAP and storm restoration records.

Post-event 'as-built' data collection and accurate depiction of engineering records of field / restoration effort/changes is necessary to assure the post-event system meets minimum standards. Each engineering and construction unit should utilize 'as-built' procedures to assure integrity and standards are met. (Underdevelopment – identify and incorporate links to applicable As-Built Standards/Procedures.)

11.0 Energy Control Center

The Energy Control Center (ECC) is fundamentally responsible for maintaining reliability on the Bulk Electric System (BES), monitoring the status of the transmission system, managing and reporting outages, and issuing switching orders for system level transmission lines, equipment and facility clearances during both blue-sky and storm situations.

The ECC conducts storm status calls with FSO (Fuels and System Optimization) & FHO (Fossil Hydro Operations) to assess forecast, plant shutdown requirements, generation status and short-term and immediate fuel availability. The ECC coordinates on a regional level with all the Florida Reliability Coordinating Council (FRCC) entities to share and coordinate storm preparedness.

The ECC will enter all Transmission operations / outages into the Transmission Outage Management System (TOMS & iTOA), update the Master Outage Tracking tool, provide to RIC and contact AICs / the appropriate storm center(s), and notify the FRCC RC (Florida Reliability Coordinating Council – Reliability Coordinator). ECC will continue to update the FRCC RC on outages and system conditions periodically.

Prior to receiving field damage assessments, ECC will determine restoration priorities based upon reliability and restoration needs and provide them to the Planning Section Chief. The RIC, ECC, and Planning Section Chief will establish *with* Customer Delivery RIC & Planning Section an 'Initial EVENT ETR' (Estimated Time to Restore). That ETR will provide the number of days, in general, that Duke Energy believes it will take to restore customers' power. It is vital that this estimate is developed with Transmission and Customer Delivery 'at the table' so that accuracy and efficiencies can be applied to the restoration work plans; communicating the best available information to the public/customers and regulators. See DEE-RSTR-Set Est ETR Policy_Proc00009

When Damage Assessments begin coming in, and ETRs are obtained from the field, the Planning Section Chief will coordinate with ECC to reevaluate and update the IAP. Changes to the IAP will be shared with the TSSC and with Operations. As work orders get assigned to the restoration efforts of each outage, the Area Storm Centers / Operations will continue to update TOMS with ETRs.

To summarize, the primary function of the ECC during a major storm event is to stabilize the system, continue to service customer load to the extent possible, and restore facilities and customer load that were affected and interrupted by the passage of the storm. The ECC is also responsible for coordination with the FRCC Reliability Coordinator (RC) and neighboring interconnected Transmission Operators (TOPs) to support safe and effective system restoration. ECC restoration priorities ensure that the reliability of the Bulk Electric System (BES) is maintained during restoration and priority is placed on restoring connection to the Eastern Interconnection.

11.1 Energy Control Center / Grid Restoration-System Operations General Manager – Role & Responsibility

Job Function:

The ECC-System Operations General Manager is responsible for leading and coordinating all ECC organization activities during a major storm event, including ultimate decision-making authority for actions taken, ECC staffing and resource deployment, and activation of the Backup Control Center in Wildwood.

The ECC General Manager will initiate and host storm conference calls with the Fossil Hydro Organization (FHO), Fuels & System Optimization (FSO) and key Florida stakeholders (State Regulatory Affairs, Corporate Communication, etc.), and will participate in storm calls hosted by TSSC (Transmission System Storm Center), the FRCC Reliability Coordinator and the DEF Storm Organization. TSSC calls will focus on the operational status of the bulk power system, logistics and staging of repair crews, assessment and prioritization of storm damage, and coordination of restoration activities. ECC calls with FHO and FSO will focus on storm related generation issues, fuel inventory levels, generation profiles and plant shutdowns and startups.

Job Description:

The ECC/Grid Restoration – System Operations General Manager is responsible for ensuring:

- That the organizational structure and processes are current. Specifically, assuring and directing those processes that pertain to identifying, prioritizing, and activating storm roles to manage the ECC critical role and functionality.
- Annual readiness activities for the ECC/Grid Restoration Branch are completed by branch/team.
- ECC/Grid Restoration Branch personnel are trained annually; that role descriptions are up to date and checklists for each role are accurate and available for use.
- All ECC/Grid Restoration personnel are prepared to respond to direction to activate during a major event.

- Provides input to the Incident Management Team Report and the DEF Incident Action Plan for the event, specifically the data and information required to provide initial prioritization to the TSSC. Additionally, provide ongoing updates to the IAP/Restoration Priorities that assure grid stability.
- Assures data management / documentation of outages and event impact to the transmission system occurs as expected / required by DEF, and all other appropriate regulators.
- Initiates all necessary Storm Event calls with external interface points
- Participates on all TSSC Calls and DEF-T Planning Calls as required/scheduled.

Key Interface Points:

- DEF-T Regional Incident Commander
- Area Incident Commanders (AIC) – Clearance Holder
- Planning Section Chief
  - Situation Awareness / TOMS Data Entry
  - Wholesale Customer Center
- DEF-T System Storm Liaison to DEF-CD RIC
- DEF-CD Regional Incident Commander
- Distribution Control Center

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: ECC/Grid Restoration-System Operations General Manager tab

11.2 Clearance Holder – Coordinator / Switching & Tagging Authority – Role & Responsibility

Job Function:

The Area Incident Commander is the Clearance Holder for all clearances / switching & tagging in that maintenance area for the event. The ECC will communicate directly to the AIC and provide summary to the TSSC / RIC based on system priorities and restoration needs.

SEE GDLP-EMG-TRM-00027-Operations – sections 4.0 – AIC Role & Responsibilities & 5.0 - Crew Mgmt – Area Clearance Holder/Switching & Tagging process referenced.

12.0 Planning Section Resources – Storm Roles and Responsibilities

As defined in previous portions of this document, the Planning Section team is responsible for planning the approach / actions for the storm event; for putting together the IAP and IMT reports throughout the event and to assure the planning documents are accurate and true to the event and restoration story – these are the documents of record for every event that impacts the Florida system. The following role descriptions provide clarity around each role, responsibilities, and expectations during pre-event, the event, post event functions and activities for the Planning Section.

12.1 Reporting & Performance Mgmt Branch Lead - Role & Responsibilities

Job Function:

This Lead role is the RIC / TSSC Point of Contact (PoC); the role is to pull data together across the DEF-Transmission System Storm Organization (Operations, Logistics. Planning, Finance & Communications) to provide a consistent means of reporting to:

1. Regional Incident Command / Transmission Executives / Incident Support Team
2. Incident Management Team & DEF-Transmission System Storm Organization (Regional / Internal)
3. Public Utilities / Corporate Communications / External Stakeholders

The Reporting Analyst / PoC portion of this role / team is a critical position, especially in the pre-storm planning; event / incident planning, and storm deployment/re-deployment of restoration teams. It is the DEF Transmission storm organizations' Point of Contact for anyone calling into Transmission System Storm Command. This role reports to the NP Storm Center for Transmission Storm Direction.

It is responsible for:

- Utilizing and updating reporting templates;
- Guarding the accuracy & consistency of the data to be shared;
- Modeling potential storm /event impacts;
- Assessing and confirming with ECC/Planning initial priorities for restoration of system and maintaining grid stability

This role is the creator of the Incident Management Team (IMT) Report: they gather and compile data necessary for clear and effective reporting of the condition and estimated time to restore (ETR); the IMT Report summary information is submitted to IC/Planning-IAP development team to assure inclusion of critical Transmission system reports used in the creation of the DEF IAP (Incident Action Plan). This role reviews the Outage Mgmt Tracking data and TOMS data for inclusion in reports and decision making for TSSC; reports outages on lines, substations, provides validation of ETRs. The PoC role is an interfacing role within Transmission System Storm Center Leadership (Operations, Planning, Logistics, Finance & Communications) to gain alignment and plan for the event restoration priorities.

Job Description:

The Planning Section Reporting & Performance Branch / PoC is responsible for:

- Reporting Analyst / Data Mgmt / Event Modeling team member
- Gathering and compiling potential and actual event impact to T-FL system, using modeling and actual data
- Compiles and documents IMT Report for inclusion in the DEF - IAP assuring a synced restoration daily & next day plan
- Supports the 'reviews' of all documentation in meeting reports, IMT reports, IAP reports,
- Participates on Transmission Operations System Storm calls.
- Provides/Confirms Transmission system impact and restoration activity data to Storm Leadership by reporting:
  - Lines out / down
  - Substation impacts
  - Status / Production / ETR of all Transmission restoration activities
- Must be familiar with and skilled in utilizing, reading, reporting from the:
  - T-FL System Map board
  - WebFG
  - System 1-line
  - Modeling tools (current DEF-T / System)
  - TOMs data management tool so that reports are regularly run and provided to Storm Leadership
  - Outage Management Tracking Tool (aka Outage Tracking spreadsheet)
  - Finance Reports
  - Logistics Reports
    - Resource on Demand or other Resource Mgmt data
    - Lodging reports
    - Site Mgmt reports
    - Fueling, Materials, other critical crew logistics reports
- Answers the telephone within the DEF-T System Storm Center (TSSC); direct/prioritizes call request, need
- Based on modeling data and impact data, provides reports, insight, pro-active view of possible emergent / emergency issues and situations

Key Interface Points:

- DEF-T Regional Incident Commander (RIC)
- DEF-T System Storm Liaison to DEF-CD RIC
- Area Incident Commanders (AIC)
- Area Assessment, Field Engineering & Work Planning Director
- Planning Section Chief
  - Wholesale Customer Emergency Center
  - Logistics & Resource Assessment Planning
  - Operations & Damage Assessment/Work Planning
- Finance Section Chief
  - Reporting Branch Lead
- Logistics Chief
  - Logistics Reporting Analyst
- Communications – External / Public Information Liaison
- Transmission Emergency Prep Rep / TSSOP Program Mgr.

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Planning-Reporting Analyst/POC tab (under development)

12.1.1 Reporting Analysts – Role & Responsibilities

This Job / Role Description is under development – Also see Finance Section – GDLP-EMG-TRM-00031 Reporting Branch – these analysts may cross over sections to support continuity/consistency in reporting.

12.1.2 Finance Cost Analyst – Role & Responsibilities

This Job / Role Description is under development – See Finance Section – GDLP-EMG-TRM-00031

12.2 Situation Awareness (Initial TOMS Data Entry) Leader – Role & Responsibilities

Job Function:

This Situation Awareness Leader is to assure the impact to the transmission system gets captured accurately and documented within TOMS system for use by the Area Incident Command centers and the Operations Damage Assessment, Area Assessment / Field Engineering / Work Planning Branches. The initial capturing of Outages and reporting the Situation is crucial, if not pivotal to safe, efficient, and effective restoration. The following roles report to the Situation Awareness leader during an event: Data Support & Oversight and System Planning & Evaluation; therefore, it is crucial that this role have blue-sky experience as well as Major Storm Event (Red-sky) experience and skill with viewing and assessing the transmission system, dispatching of the system, system configuration in order to best direct the planning team. See Training Requirements.

Job Description:

Under development

Key Interfaces:

- Planning Section Chief
- ECC / Grid Restoration / Systems Operations General Manager
- Meteorology
- Operations – Area Assessment / Field Eng. / Work Planning Branch Director
- Data Support & Oversight
- System Planner & Evaluation Team
- Reporting & Performance Branch Lead / TSSC POC

Training Requirements:

- System Planning Job (Blue-Sky) Requirements
- ECC Dispatch (Blue-sky) Processes / Requirements
- TOMS Training / Refresher
  - COT102-Plantview Course
- iTOA Training / Refreshers
- Storm-Outage Management Tracker Training on tool and process

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Situation Awareness Leader tab (Under development)

12.2.1 Data Support and Oversight – Role & Responsibilities

Job Function:

This is a lead and oversight / directive storm role; is responsible for maintaining up to date data integrity and Ownership of the Outage Management Tracker during Annual Readiness; it provides additional analytical and tool support during restoration to Damage Assessment Recorders and iTOA/TOMs Data entry. This information is crucial to developing the ECC restoration priorities that are later used in development and execution of swift effective restoration and the development/implementation of the IMT / IAP.

Job Description:

The Data Support & Oversight role is responsible for supporting the Outage Management Tracker:

- Prior to storm season, works with Engineering, Asset Management, and ECC to ensure Outage Tracker data is up to date.
- Prior to storm season, wo
- Creates and delivers Outage Management Tracker process and tool training
- Assures current training modules on current tools available to the team
- Participates in all storm calls / Briefings as invited
- Participates in all Storm Drill activities that allows testing Outage Management Tracker system and promotes familiarity with the tool
- Provides input to the Incident Action Plan for the event, specifically the data and information required to provide initial prioritization to the TSSC

Key Interface Points:

- Outage / DA Assessment Recorders
- Area Incident Command (AIC)
- Situation Awareness Leader
  - System Planners & Evaluators
- Wholesale Customer Emergency Center
- Area Assessment / Field Engineering / Work Planning Director
  - TOA/Work Planners

Training Requirements:
- System Planning Job (Blue-Sky) Requirements
- Awareness / Asset Management processes and procedures
- TOMS Training / Refresher
  - COT102-Plantview Course
- iTOA Training / Refreshers
- Storm-Outage Management Tracker Training on tool and process

12.2.2 System Planner & Evaluation (TOA & TOMS) - Role & Responsibilities

Job Function:
Engineering support staff in Operations Engineering and Transmission System Planning will support the ECC control room in identifying storm related outages, assessing system conditions and entering outage data into the Transmission Outage Management System (TOMS). This information is crucial to developing the ECC restoration priorities that are later used in development and execution of the DEF IAP.

Job Description:
The System Planners & Evaluation role is responsible for ensuring:
- All outage data is efficiently and accurately entered into TOMS
- Prior to storm season, that all annual readiness activities for the System Planners role are completed
- Participates and completes Outage Management Tracker process and tool training
- Participates and completes TOMS training and refresher information are available in the TOMS computer-based training Plantview course COT102
- Participates in all Storm Drill activities that allows testing of TOMS system and promotes familiarity with the tool
- Assures knowledge and ability to respond to storm role each year during resource assessment.
- Provides input to the Incident Action Plan for the event, specifically the data and information required to provide initial prioritization to the TSSC

Key Interface Points:
- Situation Awareness Leader
- Wholesale Customer Emergency Center
- Area Incident Command (AIC)
- Area Assessment / Field Engineering / Work Planning Director
  - TOA/Work Planners

Training Requirements:
- System Planning Job (Blue-Sky) Requirements
- TOMS Training / Refresher
  - COT102-Plantview Course
- iTOA Training / Refreshers
- Storm-Outage Management Tracker Training on tool and process

Checklist of Actions:
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: System Planner & Evaluation tab (Under development)

12.3 Wholesale Customer Emergency Center - Roles & Responsibilities

Job Function:

The Wholesale Customer Emergency Center (WCEC) is a liaison between Duke Energy and Florida's Wholesale Customers during a storm/emergency event. This role reports to the RIC / Transmission System Storm Center (TSSC) for direction. The role is responsible for maintaining clear and direct communication to and from DEF's Wholesale Customers regarding DEF's strategy and approach to restoration, as it impacts wholesale / transmission interconnections. Additionally, this role discusses and maintains awareness of the wholesale customers restoration efforts and provided support as necessary.

Job Description:

The T-FL Wholesale Customer Emergency Center is responsible for:

- Hosting and following the DEF Wholesale Customer Notification and Communication Process
- Manning and responding to the Transmission System Storm Center-Wholesale Customer Emergency Center's dedicated telephone line and email in-box.
- Maintaining communication with the wholesale customers as storm / event dictates.
- Notifies the wholesale customers when the Duke Energy Transmission; System Storm Center and Area Storm Centers are activated.
- Participating in DEF-T System Operations Storm calls; and reporting appropriate impacts and findings from Wholesale Customers
- Documents necessary actions and/or provides input to the IMT Report, as deemed appropriate.
- Participates on Transmission Operations System Storm calls.
- Updates and maintains the Wholesale Utility Partner contact list; assures accuracy and provides hard copies to post within T-FL System Storm Center.
- It is anticipated that this role typically does not need Logistical support (rooms/lodging, fuel, transportation, etc.), therefore, if TSSC location changes or other redirection occurs, Wholesale Customer Emergency Center should confirm inclusion on TSSC roster count for relocation, logistical support.

Key Interface Points:

- DEF-T Regional Incident Commander (RIC)
- ECC / Grid Restoration – System Operations General Manager
- DEF-T System Storm Liaison to DEF-CD RIC
- Area Incident Commanders (AIC)
- Area Assessment, Field Engineering & Work Planning Director
- Planning Section Chief
  - Logistics & Resource Assessment Planning
  - Operations & Damage Assessment/Work Planning
- Logistics Chief
  - Logistics Reporting Analyst
- Communications – External / Public Information Liaison
- Transmission Emergency Prep Rep / TSSOP Program Mgr.

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: T-FL Wholesale Customer Emergency Ctr tab (Under development)

12.4 Logistics & Resource Assessment Planning – Roles and Responsibilities

Job Function:

The expectation of this role is to provide logistics intelligence and data around the available resource pool at the time of an event. This SME / leader should have knowledge and accessibility to data regarding volume of restoration resources on the system and off-system (Native & Non-Native resources); availability of logistical support (housing/lodging, meals, base camp locations, fuel, materials, equipment, etc.). This role must understand the processes for acquiring resources within FL, through Mutual Assistance protocols, and across DE Jurisdictions. This role is to confirm initial 'stick counts' from Operations, and to provide insight around capabilities to support timing of arrival of those resources.

Job Description:

The Logistics & Resource Assessment Planning role is responsible for:

- Meeting with Planning Section Chief and other Branch Directors to develop the initial resource plan and mobilization plan for the event
- Providing the logistical intelligence and data to confirm capabilities of providing resources logistical support
- Provide a questioning attitude when discussing timing and volume of assets requested for event
- Provide both encouragement / problems solving and 'Push-back'; communicate clearly regarding unavailable logistical support; provide planning leadership with accurate situation assessment (i.e. cannot have alt. housing availability / set up pre-landfall – contractually vendors not able to safely set up and secure prior to landfall)
- Provide initial cost data for RIC / IMT / Planning for better decision making (i.e. base camp for 250 w/o beds = $750,000 per day or base camp for 250 w/beds = $2.5M per day)
- Review / approve all logistical documentation prior to IMT / IAP submittal
- Participate in on-going planning discussions as needed
- Provide close out / release planning and documentation at end of event

Key Interface Points:

- Planning Section Chief
  - Situation Awareness Branch Director
  - Reporting & Performance Mgmt Branch Director
  - Operations & Damage Assessment/Work Planning
  - Wholesale Customer Emergency Center/Branch Director
- Logistics Chief
- Regional Incident Commander
- Area Incident Command (AIC)
- Operations-Area System Assessment /Engineering / Work Assignment Branch Director
- Communications – External / Public Information Liaison
- Transmission Emergency Prep Rep / TSSOP Program Mgr.

Checklist of Actions:

This timeline is designed for a major hurricane entering our area. A near miss could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Logistics & Resource Planning tab (Under development)

Reference: TSSOP Logistics Section – GDLP-EMG-TRM-00029 – Lodging, Site Management, Resource Management – resource support.

12.5 Operations & Damage Assessment Planning - Role & Responsibilities

Job Function:

This position is responsible for providing overall planning picture of expected damage based on predictive models of pending event; including an assessment of *volume of crew resources anticipated* & equipment needed based on modeling and projections agreed upon with Planning Section. This role must understand and be able to predict number of resources needed to safe, efficiently & effectively restore the system. This role also identifies perceived gaps in resource availability / mobilization so that the Planning Section can project length of restoration. The expectation of this role is to provide CMV / Native & Non-Native / Mutual Assistance intelligence and data around *Potential Volume* of Resource pool *needed* due to the predictive data surrounding the event. In other words, the objective of this role in the Planning role is to answer these initial questions:

- How many resources does CMV expect will be needed for this event IF it is CAT 3 vs CAT 4 impact?
- How many resources will be needed to assure 3 days vs 5 days ETR?
- What is the approximate ETA / needed for off-system resources to arrive in Florida / on-DEF-system to accomplish needed 'start' work?
- What specialty equipment is anticipated and ETA?

Providing these initial estimated numbers, sets the stage for Resource Mgmt, Logistics, Site Mgmt, to begin 'planning and acquisition' and to therefore identify and then validate the availability and cost of resources at the time of an event. This SME / leader should have knowledge and accessibility to data regarding volume of restoration resources on the system and off-system (Native & Non-Native resources); expected needs for specialty equipment, hard to access skill sets, general volume of resources available vs. not available. This role must understand the processes for acquiring resources within FL, through Mutual Assistance protocols, and across DE Jurisdictions. This role is to provide initial 'stick counts' to Planning & Logistics, and to provide insight around capabilities to support timing of arrival of those resources.

Job Description:

The Operations & Damage Assessment Planning role is responsible for:

- Meeting with Planning Section Chief and other Branch Directors to develop the initial resource plan and mobilization plan for the event
- Providing the operations intelligence and data to confirm volume and timing of resources needed for event
- Encourage open discussion regarding availability and welcome 'Push-back'; have a questioning attitude regarding acquisition and timing of resources.
- Communicate clearly regarding needed logistical support; provide planning leadership with accurate situation assessment (i.e. need helicopters in Region prior to event for swift damage assessment; must have specialty equipment in Region prior to event or will not receive due to congested / slow travel time)
- Provide initial cost data for RIC / IMT / Planning for better decision making (i.e. on-system Crews storm contracts vs. mutual assistance storm contracts)
- Review / approve all operations/CMV documentation prior to IMT / IAP submittal
- Participate in on-going planning discussions as needed
- Provide close out / release planning and documentation at end of event

Key Interface Points:

- Planning Section Chief
  - Situation Awareness Branch Director
  - Reporting & Performance Mgmt Branch Director
  - Logistics & Resource Assessment Branch Director
  - Wholesale Customer Emergency Center/Branch Director
- Logistics Chief
- Regional Incident Commander
- Area Incident Command (AIC)
- Operations-Area System Assessment /Engineering / Work Assignment Branch Director
- Communications – External / Public Information Liaison
- Transmission System Storm Coordinator/Consultant

Checklist of Actions:

This timeline is designed for a major hurricane entering our area. A near miss could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Operations & Damage Assessment Planning tab (Under development)

Reference: TSSOP-Operations Section - GDLP-EMG-TRM-00027 – 5.0 Crew Management – Restoration/DA Mobilization - Crew Mgmt & Restoration/DA Mobilization Director Role

13.0 Training and Activation of Planning Resources

The Planning Section is responsible for the Daily Plan that establishes ETRs and assures the transmission system is returned to service safely, effectively, and efficiently. Training for this Section is around gathering the data and clearly and accurately reporting the data in a way that the DEF-Transmission organization and community at large are confident in the status of restoration provided.

13.1 Training Expectations / Objectives

There are three clear areas of training expected:

13.1.1 Data Gathering & Reporting

The IMT Report and the IAP team members are to be trained in the tools and cadence at least annually.

13.1.2 TOMS System Data Entry

Each year the System Operations and Transmission Planning staff supporting outage data entry into the Transmission Outage Management System (TOMS) will train in the process of entering outages, generally in support of the annual storm drill. Due to learnings, the Planning Section and Operations Sections have developed the Outage Management Tracking process and tools to support TOMS / TOA data reporting and to better provide ETRs, status on work plans/work completed and general understanding of the area system restoration. Training on this process and tool are part of the Planning Section and Operations Section Training Plan.

As part of the development of the drill scenario, a list of facility outages will be developed. TOMS outage support staff will be selected prior to the drill and assigned a portion of the facility outage list for entry during the drill. At the appropriate point during the storm drill timeline, the TOMS data entry support staff will enter outage data into the TOMS development system (not production). The objective of the TOMS data entry training is to ensure that all TOMS data entry support staff are able to access the TOMS system, are familiar with the data entry process, and are able to successfully and accurately enter their assigned outage data. TOMS training and refresher information are available in the TOMS computer-based training Plantview course COT102.

13.1.3 ETR Policy / Reporting

Additionally, Training on the ETR policy for use during storms is expected for the Planning & Operations Sections. See DEE-RSTR-Set Est ETR Policy_Proc00009

13.2 Training matrix / schedule

Training schedule will be created and published annually as Planning Section prepares for according to emergency management best practices. Typically, computer-based trainings are available year-round and the expectation is that each employee assigned to Planning Section storm role will be responsible to keep annual training current. In addition, any emergency management / storm-event exercises and drills will be planned and scheduled as directed from DEF Transmission RIC and CD RIC.

Document title:	Document number:
TSSOP - Transmission System Storm Operational Plan: Logistics Section – Resource Management, Support & Services (incl. Sites, Lodging, Meals)	GDLP-EMG-TRM-00029
	Revision No.: 004
Keywords: Transmission System Storm Center Operational Plan (TSSOP), Transmission Storm Plan, emergency, Major Storm, Logistics, Base Camps, Resource Management, Site Management, Lodging, Alternative Housing, Mutual Assistance	Applies to: Transmission - DEF

This document is the Logistics Section of the Transmission System Storm Operational Plan referenced in the Table of Contents in TSSOP – GLDP-EMG-TRM-00025-Introduction and Overview.

Table of Contents

1.0 Mission & Purpose

The mission of the Transmission Logistics Storm Organization is to provide logistical services and support to the company, employees, contractors, and vendors during emergency and major storm restoration events to support the achievement of the restoration objectives. The Logistics Section executes the plan in support of restoration crews and support staff.

> "You will not find it difficult to prove that battles, campaigns, and even wars have been won or lost primarily because of logistics." – General Dwight D. Eisenhower

The Logistics Section Mission and Purpose is to support all restoration efforts during a major event. Whether in the System Storm Center / Regional Incident Command by providing administrative support or by providing bed assignments to crews at a work site, Logistics objective is to execute the plan safely, efficiently, and effectively so the crews can restore the system safely, swiftly, and without incident.

> "Leaders win through logistics. Vision, sure. Strategy, yes. But when you go to war, you need to have both toilet paper and bullets at the right place at the right time. In other words, you must win through superior logistics." - Tom Peters

Logistics includes the following functional areas:

- **Logistics Leadership & Reporting** is the functional area that provides leadership and direction, based off RIC, Operations, Planning, Communications, and Finance Sections' needs; logistical planning, strategy, and action are purposed from the initial predictions of the event and then the Incident Action Plan. Leadership and reporting provide input and data to the RIC and other Sections' leaders to support safe, efficient, & effective decision making

- **Logistics Request & Fulfillment Team** managing the mechanics of receiving, tracking, and fulfilling all logistical requests; utilizing the Logistics Request Ap and other tools to ensure all requests are properly vetted and delivered on time, to the correct location and requestor

- **Site Management / Resource Support** manages Site Acquisition & Maintenance; Site Logistics and Operations, establishing and staffing Base Camps, Mustering, Laydown, Materials, Parking sites; site logistics oversees/supports and conducts asset/vendor procurement, meal vendors & meal mgmt., materials mgmt. on site, fuel mgmt. on site, alternative housing - if on site, all safety and crew care needs (nursing, wash/shower stations, parking/flaggers/MOT, etc.)

- **Logistics Support Services** serves to organize and fulfill all the administrative, processes of the logistics organization. It is comprised of:
    - **Shared Resources & Logistical Services** supports and coordinates with shared restoration related services like Transportation (Fleet, Fuel, Heavy Hauling), Materials, Sourcing-Vendor Relations. These DE shared resources/services support Site Mgmt and Storm Center / Op Center needs. This Logistical Team is to ensure clear communication and support to these services via liaison roles that interact between DEF-T, DE-Shared Service, and DEF-CD.
    - **Corporate Services** manages the detailed, crucial administrate support for System Storm Center and Logistics Center, HR, Corp. Security, IT/Telecom, & Facilities

- **Lodging Management** acquires and facilitates the housing/lodging for all event resources: crews, logistics, leadership, all T-Support resources. Housing / lodging includes hotels and alternative housing; campgrounds, sleeper trailers, motorhomes, cots/fixed building, cots/tents.

- **Resource Management** acquires, receives, activates, mobilizes, tracks, re-deploys, and releases all event resources, including storm center & logistics staff, crew acquisition & mobilization, and all supporting resources like Fleet/fuel, Air Ops, Materials, Heavy Hauling & Sourcing. Resource Mgmt manages all resources through the RM tool of record; the resource mgmt. team and the tool of record is the 'start/stop' lever on resource activation/time on the system. Crew Management and Resource Management work very closely to ensure correct number of resources, the tracking of those resources and the correct skill of resources are assigned and show up at the right place, at the right time

Each of these functional areas is referred to as 'branches' within the Logistics Section of the storm organization. Together, with the Operations-Area Logistics centers, they make up the logistics function and roles of Logistics Section of DEF-Transmission Storm Organization.

The TSSOP-Logistics Section-GDLP-EMG-TRM-00029 documents the general layout and functioning of the Logistics Section; The T-FL System Storm Center Share Point Site – specifically, the Transmission Storms – Florida Logistics Center page houses the Logistics Center process, tools, templates, checklists, rosters, for the Logistics team to activate and respond (links in this document are updated annually).

1.1 Logistics Guiding Principles

To achieve this mission, DEF-T Logistics operates under T&CD Logistics Guiding Principles. In addition, Transmission Logistics will regularly review, improve, and execute Annual Readiness for Storm Planning and Preparedness; the review cycle and process will follow the DEF-System Storm Center where possible and applicable. (See DEF Storm Guiding Principles for Directing One Florida Incident Response)

DEF-T Logistics Section is aligned with DEF-Customer Delivery (CD) Logistics organization so that Duke Energy Florida can most effectively activate, deploy, and utilize resources to affect One Florida Event Response. All roles and processes within the TSSOP Logistics Section have been developed, aligned, and reviewed by T&CD Logistics organizations. In the spirit of One Florida Response, structure, processes, roles are aligned where economies of scale can benefit both organizations; structure, processes, roles are then kept separate but cooperative where the organization's specific work standards, safety, efficiencies suggest and/or require.

1.2 Logistics Center Duties

The Logistics Center is the Logistics Organization's command center; it is both structure (organization, processes) and location (building, share point site) from where logistics duties flow. The duties of the Logistics Center are to:

- Provide logistical support for event/incident resources, such as: leadership (Regional Incident Command-RIC, Area Incident Command-AIC, DEF Incident Command, cross-jurisdictional leaders, and Section Chiefs); native (FL) and non-native (out-of-state) crews (employees and contract); support staff (logistical support, field support, leadership); engineering (regional & system); materials, sourcing, accounting, administrative, and scheduling / work planning.

- Support restoration activities as requested by Transmission Area Storm Centers and prioritized by the RIC/AIC/ECC.

- Logistical support includes, but is not limited to: site acquisition / maintenance, site mobilization/de-mob (mustering, parking, base camps, lay down yards, etc.), site management, lodging acquisition and assignment, meals for all personnel, fueling for restoration efforts, fleet (rental of light duty, equipment, specialty equipment), materials (restoration related), heavy hauling (materials, equipment, delivery, internal fuel, operators/drivers), sourcing and vendor relations, crew tracking & support, data mgmt. and analysis.

- Stand up / activate the Logistics Center (Logistics Command Center) at Lake Mary, FL (Northpoint) as primary storm center or the back-up storm center in Wildwood, FL (Transmission Bldg.). Ensure all other Storm Centers (RIC-Wildwood; North AIC-Wildwood & Monticello; Central AIC-Buena Vista; Coastal AIC-Tarpon Springs, etc.) activated are properly set up.

- Serve as liaison to System Storm Center / Incident Command when Transmission System Storm Center is not activated.

- Track all resources and location/work sites/event assignments of Transmission employees and contractors. Ensure staffing and scheduling of resources.

- Follow Annual Readiness processes and ensure all storm organizations (System Storm Center (RIC), Operations, Planning, Communications, & Finance sections) and roles are doing the same.

- Provide & execute the Logistics Plan including:
  - Annual Readiness Plan
  - Guidance around establishing the Event Logistical Plan
  - Direction / request to support the event (i.e., declaration of major storm event, RIC / AIC / leadership request, IST/DE leadership request)
  - Guiding Principles for applying Logistics to Florida event response activation/deployment
  - Roles/Responsibilities descriptions, including org chart and role assignment
  - Training Plan that includes:
    - Training in the form of 'reading for understanding' at the minimum to computer-based training, tabletop workshops, classroom training, formal drills
    - Appropriate Tools for assigned Logistics roles (software tools, PPE, equipment, etc.)

2.0 Logistics Organization, Roles & Responsibilities

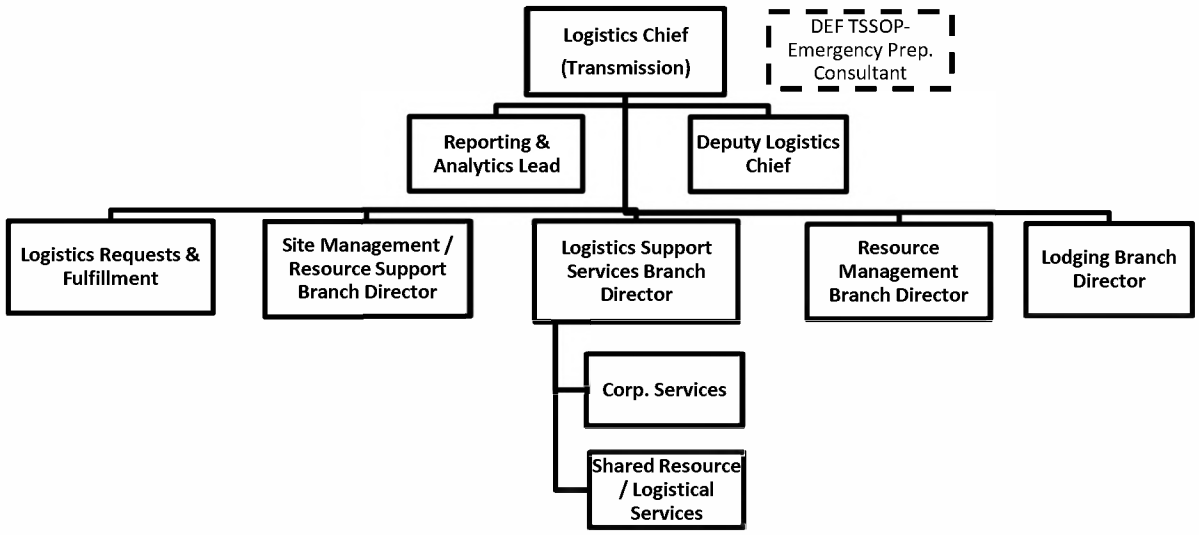
The Logistics Organization is structured to safely, effectively, and efficiently meet the needs of the System Storm Center / RIC direction at the time of activation. It is staffed to be able to expand as the event needs increase and contract as event restoration becomes complete. The Logistics Section supports the entire Transmission Storm organization at the time of an event and is to consider the needs of every section during the planning and annual readiness time of the year. To fully understand the depth and breadth of the Logistics organization's role and responsibilities, review the TSSOP in its entirety; TSSOP-GDLP-EMG-TRM-00025- provides an Introduction and Overview, however, the details in each section should be understood by the Logistics Section leadership:

- RIC / System Storm Center - TSSOP-GDLP-EMG-TRM-00025-Introduction and Overview
- RIC / System Storm Center - TSSOP-GDLP-EMG-TRM-00026-Annual Planning, Strategy
- Operations Section - TSSOP-GDLP-EMG-TRM-00027-Crew Mgmt, Area Assessment/DA, Area Logistics
- Planning Section - TSSOP-GDLP-EMG-TRM-00028-System Priorities & Assessment, Restoration Approach
- Logistics Section - TSSOP-GDLP-EMG-TRM-00029-Administration, Resources, Staging & Mustering, Crew Support
- Communications Section - TSSOP-GDLP-EMG-TRM-00030-Internal and External
- Finance Section - TSSOP-GDLP-EMG-TRM-00031-Finance – Pre, During, Post Event

As mentioned in 1.1 Logistics Guiding Principles, the DEF-Transmission Logistics Section is aligned with DEF-Customer Delivery (CD) Logistics organization so that Duke Energy Florida can most effectively activate, deploy, and utilize resources to affect One Florida Event Response. All roles and processes within the TSSOP Logistics Section have been developed, aligned, and reviewed by T&CD Logistics organizations.

The Logistics Chiefs and Branch Directors are aligned and cooperate as appropriate to each organization's needs during an event. Each branch has joint calls during an event as well as during Annual Readiness time, allowing for the logistics organizations to work together throughout the year remaining aligned, staffed, and prepared to execute synchronously. Within Logistics Section, the Site Management Branch, Resource Management Branch, and Lodging Management Branch are to work together with and thru the Logistics Support and Logistics Request Fulfillment Branches to support all logistical needs for the restoration resources ('beds, beans, bullets') are met. Duke Energy is to provide work management support (materials, work packaged, etc.), housing/lodging, meals, transportation, equipment, connectivity, communications as per industry and regulators standards. Expectations of DEF working as One Florida Response team comes clear in the process of acquiring and activating base camps for supporting all restoration resources during a major event.

Below is the DEF Transmission Logistics organizational structure; the link provided supplies the most current version and is used as a structural and staffing diagram.



Details and current assignments to the storm roles listed and illustrated above can be found in the DEF T-FL System Storm Organization Chart folder.

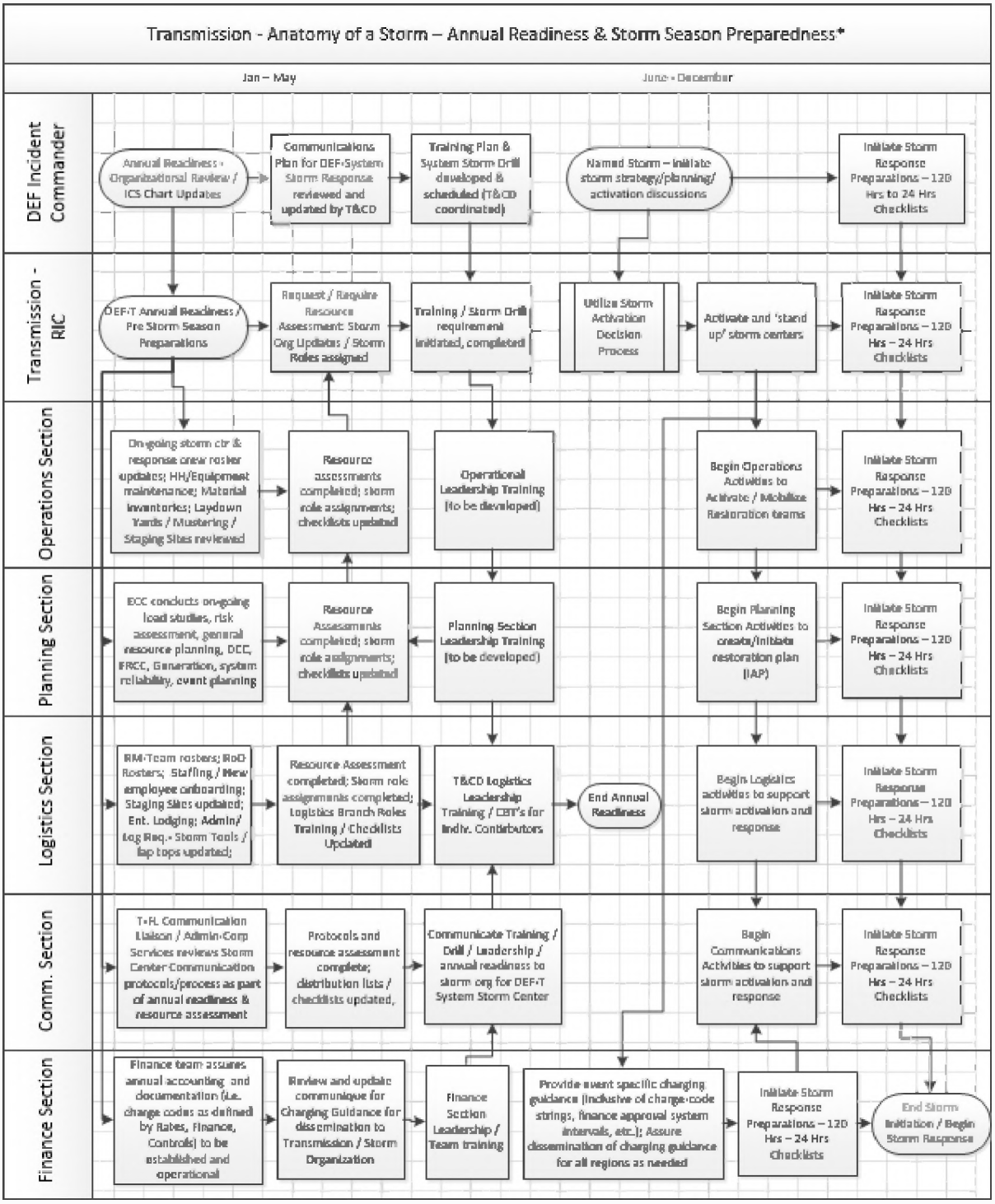
2.1 Logistics Processes – Overview

The Logistics Section and its processes is part of the overall Emergency Management Organization and Regional Incident Command structure for implementing storm response. DEF Transmission's Anatomy of a Storm process, illustrated below, represents a HIGH-LEVEL process flow of Transmission's annual readiness (preparations made throughout the year prior to each storm season) and event / storm preparedness (eventuality of activating, mobilizing, and restoring the Transmission System).

The process includes the concepts of Annual Readiness, Resource Assessment, Acquisition, & Mobilization, Incident Command System and storm event plan, storm roles, responsibilities & action / checklists. It includes and points to lower-level process flows for each Section and Branches of the storm organization (Operations, Planning, Logistics, Communications, & Finance).

The Logistics 'swim lane' in the Anatomy of a Storm illustrates that the plan gets developed and then is 'given' to Logistics to execute. The Annual Readiness portion of the flow shows that annual readiness preparations end with Logistics; logistics of conducting training and drills and the lessons learned as part of the Logistics Section responsibilities

The following diagram illustrates the Anatomy of a Storm-T-FL (link)



The Logistics Section has processes (flows, checklists, steps) for every branch / function within the section. And the Logistics Section is included in the Operations and Planning Sections processes; see TSSOP-GDLP-EMG-TRM-00025-Intro; GDLP-EMG-TRM-00027-Operations; GDLP-EMG-TRM-00028-Planning for more details. Logistics Process links are provided below by branch/function are for quick reference and convenience; all the processes, tools, diagrams within this document are housed on the T-FL System Storm Center / Logistics Center share point site. All sections of the TSSOP incorporate the logistics function during annual readiness and event / storm response.

Logistics Leadership Processes:

- DEF-Transmission Storms – Logistics Center Page – Share Point Page
- Logistics Section Org Chart – logistics tab
- Annual Readiness Process and Timeline – library
- Logistics Chief Share Point - library
- T&CD Logistics Guiding Principles

Logistics Requests & Fulfillment Processes:

- Logistics Request Org Chart Log. Req. Team tab
- Logistics Request Share Point – team library
- Logistics Request Ap/Tool
- T-Logistics Request Tool Process
- T-Logistics Request Tool Job Aid

Site Management /Resource Support Branch Processes:

- Site Management Org Chart - Site Mgmt. Team tab
- Site Management Share Point – team library
- Site Mobilization & Demobilization Process
- Daily Site Management Process
- Annual Site Acquisition & Maintenance (SAM) Process
- Alternative Housing Planning – Under Development – See Lodging & Crew Care processes
- Site Communication Plan
- Crew On-Boarding Materials – Under Development – See Site Mgmt & Crew Care processes
- Crew On-Boarding Safety Video

Logistics Support Branch Services:

System Engineering Support

- System Engineering Org Chart – Engineering Team tab
- System Engineering Share Point – folder for team libraries

Shared Resource / Logistical Services

- Shared Services Share Point – folder for team libraries
- Transportation - Fleet Process
  - Rental Vehicle Process
  - Fuel Process – Guidance doc.
    - Fuel Process – Daily Site Management
- Heavy Hauling / Equipment Page & Process –
  - Heavy Hauling Dept. Guiding Principles – for T&D Storm Orgs.
- Sourcing/Vendor Mgmt Process
- Materials Process / Engineering Support Process - Supply Chain / Stores Draft
  - Materials Management-System Storm Site

Corp. Services Processes

- Corp. Services Org Chart – Admin-Corp Services Team tab
- Corp Services Share Point – team library
- IT & Telecom
- Facilities Management
- Human Resources
- Corp. Security Storm Processes
  - Providing Security Resources
  - Termination of Security Resources
  - Storm Site Demobilization

Lodging Management Branch Processes

- Lodging Org Chart – Lodging Team tab
- Lodging Branch Share Point – team library
- Major Storm Lodging Process

Resource Management Branch Processes

- RIC Reporting and Analytics
- Finance Reporting
- Resource Management Org Chart – Resource Mgmt. Team tab
- Resource Management Share Point – team library
- Staffing Process – Under Development (ARCOS-SOS Process/Tool Development)

3.0 Logistics Chief – Role and Responsibilities

Job Function

The Logistics Chief creates, staffs, directs, and oversees the Transmission Florida (DEF) Logistics Organization which is comprised of the following branches & support roles:

- Deputy Chief
- Logistics Request, Tracking, & Fulfillment
- Reporting & Analytics
- Site Management / Resource Support Branch
- Logistics Support Services Branch
- Lodging Management Branch
- Resource Management Branch

This Chief role is ultimately responsible for ensuring the Annual Readiness of each branch of the Logistics Storm Organization. During storm events, the Logistics Chief is responsible for managing the entire T-Logistics Organization and representing Logistics on T-System Briefings as well as on T&CD Logistics Briefings. The Logistics Chief is to ensure accurate and clear reporting on the management of logistics needs to all restoration resources. This reporting will allow successful daily goal and task direction to the Logistics Branch Leads. The Logistics Chief will participate in all Planning Section briefings as well as assist in development of the Incident Management Team Report and the DEF Incident Action Plan (IAP).

Job Description

- Oversee and ensure execution of Annual Logistics Readiness Plan by Logistics Branch Leads; annual readiness includes at a minimum:
  - Resource Assessment and staffing
  - Logistics Process review and updating
  - Logistics Tool development and updating
  - Logistics Training development and updating
  - Supporting Annual Drill development and participation
- Participate in all Operations Storm Briefings, Planning Section Briefings, and System Storm Briefings
- Facilitate or Participate in T&CD Logistics Storm Briefings / Serve as back up to DEF-CD Logistics Chief for all Logistics Storm Briefings
- Negotiate number and selection of Sites (Storm Centers AND Base Camps) to be opened with DEF-CD RIC, Transmission System RIC, and Area Storm Center Chiefs (AIC) on Operations Storm Briefings
- Notify Logistics Branch Leads of which sites are requested for activation and expected activation date/time based on storm path, including the AIC-Logistics Leads
- Ensures Logistics Request Team is ready to report / operational IF any Storm Center is opened (RIC or AIC).

- Direct Logistics Branch Leads to complete site requests tasks for identified Sites to be opened after all-clear
- Manage Logistics checklist of actions included in all job descriptions of the Logistics Section within the Transmission System Storm Operational Plan (TSSOP)
- Monitor weather and company storm notices to keep Logistics organization up to date on storm planning activities
- Collaborate with jurisdictional peers; Transmission and Customer Delivery jurisdictions
- Participate in Wholesale Customer Support discussions / Storm / Event Briefings.
- Oversee all DEF Transmission storm events, other emergency events that logistical support is required, any cross jurisdictional event support required (i.e., Strike Team development/logistical support) and annual storm drill logistics participation.
- Oversee and ensure lessons learned assessments (After Action Review-AAR), documentation, action-item development, and best practice implementations occur (Corrective Action Plan); ensure Lessons Learned workshops are conducted and branch leads update approved actions into branch documentation

Key Interface Points

- DEF-Transmission System Storm Regional Incident Commander (RIC)
  - ECC / Grid Restoration – System Operations General Manager
- DEF-Transmission System Storm Liaison to DEF-CD RIC
- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Crew Management Branch Director
  - Area Assessment / Field Engineering / Work Planning Branch Director
  - Area Logistics Coordinator
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling
- Logistics Section: Logistics Deputy Chief / Logistics Requests
- Reporting and Analytics Lead
  - Logistics Requests, Tracking, Fulfillment Branch Director
  - Site Management Branch Director
  - Lodging Management Branch Director
  - Resource Management Branch Director
  - Logistics Shared Services Branch Director
  - Corp Services Team Lead
- Finance Section Chief
- PIO/Communications Liaison
- Transmission EP/TSSOP Coordinator/Consultant

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist **DEF-T Logistics Chief** checklist tab

3.1 Deputy Chief – Role & Responsibility

Job Function

This is the Logistics Chief's back up. Transmission-FL will have a Section Chief and/or a Deputy activated for each shift designated. The Deputy / Alternate role is to serve in the same capacity as the Chief, yielding decisions to the Chief when available, yet providing SME input during activation, deployment, prioritization decisions. The Deputy is to fill gaps in communicating, documenting, reporting as requested by the Chief. This role provides appropriate redundancy within the decision making, directing aspects of this key and critical event management. This role is the Logistics organization's directing leader for annual readiness, season and event preparedness, and storm plan/event implementation. The Deputy Chief role should have a clear understanding of all logistical requests being manage through the Section / Branches; all reporting should funnel through the Deputy and to the Chief / and vice versa during alternating shifts.

Job Description: See above Logistics Chief job description

Key Interface Points: See above Logistics Chief interface points

Checklist of Actions: See above Logistics Chief checklist

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Deputy Chief - Log. Req - Checklist tab – Under Development

3.2 Reporting and Analytics Lead – Role & Responsibility

Job Function

Based on One Florida Response efforts, Incident Command System, and DEF system storm center planning expectations, concise, consistent, and accurate reporting is required for effective plan execution. The logistics organization typically manage the acquisition and deployment / release of restoration resources and support. Collecting data on the logistical support efforts is an important, if not critical, need; Transmission is to monitor, track, and document the effective utilization of resources. This reporting analyst / data management role is a recent addition to the storm organization / logistics organization.

Job Description –

- Work with each of Branch Directors to form metrics and gather data to include in daily reporting
- Work with RIC & Finance Reporting teams
- All data needs to be accumulated and formatted for reporting to RIC and potentially Regulators
- All data and reports are to be provided to Finance Section for cost data support
- All data and reports are to be stored in secure folders for use in potential cost recovery and regulatory filings

Key Interface Points –

- RIC Reporting and Analytics
- Finance Reporting
- Logistics Chief
- Deputy Logistics Chief
- Finance Section Chief
- Logistics Requests, Tracking & Fulfillment Team Lead
- Logistics Branch Directors
    - Site Management/Resource Support Branch Directors
    - Resource Management Branch Director

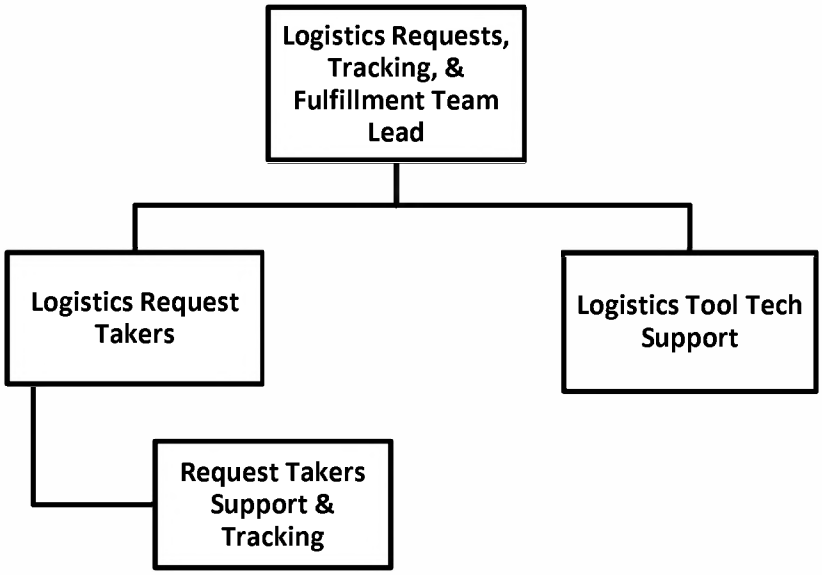
- Lodging Branch Director
- Logistics Support Branch Director
  - Corp Services Team Lead
  - Shared Services Team Lead
  - System Engineering Services Team Lead

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Reporting and Analytics Lead checklist tab – Under Development

3.3 Logistics Requests, Tracking & Fulfillment – Organization, Roles & Responsibility

The Logistics Request Team is structured as a call center and 'fulfillment center'. This organization, process, and team is where all the logistical requests flow; where tracking of each request is initiated; and where the follow-through and fulfillment of the request is completed and then closed. A request process system and structure are a key method to support and ensure logistical support is provided completely. The Logistics Request, Tracking & Fulfillment (LRTF) Team are to receive, triage, assign, and ensure complete processing of all logistical requests from Operations- Area Storm Centers, Planning, Communications, within Logistics, and from System Storm Center.



(Diagram: T-FL System Storm Organization Chart – Log. Req., Tracking, Fulfillment Team tab)

3.4 Logistics Requests, Tracking, & Fulfillment Team Lead – Role & Responsibilities

Job Function

Logistics Chief directs the activation of the Logistics Request section of Logistics. This begins the request process for restoration and storm response. Lead ensures all Request Takers have telephone and internet access to the Logistics Request Application/Tool. Operations-Area Logistics Requestors, Storm Center-Admin Support, Planning Section-Logistics & Resource Assessment Planning role, ALL Logistics Staff, and Site Logistics Leads (SSLL) submit 'tickets' / requests into the Logistics Request Ap or by phone call; the Request Takers receive the request, triage the request, accept / assign the request, then track it through to fulfillment. The Lead of the LRTF Team is to activate and ensure team is trained, prepared, and effective in processing storm requests for storm restoration. Maintenance of the Logistics Request Process, the Logistics Request Application/Tool, training on the process and tool, are the responsibility of the LRFT Team Lead. The Logistics Chief AND the Logistics Support Services Branch Director will support the resource requirements to maintain this critical organization and its tools.

Job Description

The team is responsible for the functioning and processing of logistical requests through:

- Transmission Logistics Request tool set up and use including training at least annually.
- Annual readiness to process logistical needs by reviewing the tool and making updates necessary to stay current with storm organization and logistical support.
  - Area Storm Centers – Area Logistics Coordinators & Teams
  - System Storm Center – Logistics Storm Center, Log. Request Takers
  - Storm Site Management – Site Admin Support
  - All logistical support branches like: Resource Management, Engineering, Admin / Corp Services, Lodging, and DEF-CD Logistics (if CD decides to become a tool user).
- Utilization of the Logistics Request process, tracking of all requests and assuring fulfillment and completion of each request.
- Provide a means to close out the event based on completed logistics requests.

Key Interface Points

- DEF-Transmission System Storm Regional Incident Commander (RIC)
- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Area Assessment / Field Engineering / Work Planning Branch Director
  - Area Logistics Coordinator
- Logistics Section: Logistics Deputy Chief / Logistics Requests
- Reporting and Analytics Lead
  - Site Management Branch Director
  - Lodging Management Branch Director
  - Resource Management Branch Director
  - Logistics Shared Services Branch Director
  - System Engineering Team Lead
  - Corp Services Team Lead
- Finance Section Chief
- Transmission EP/TSSOP Coordinator/Consultant

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Logistics Request Team tab – Under Development

3.4.1 Logistics Request Taker – Role & Responsibilities

Job Function

All Request Takers have telephone and internet access to the Logistics Request Application/Tool. Operations-Area Logistics Requestors, Storm Center-Admin Support, Planning Section-Logistics & Resource Assessment Planning role, ALL Logistics Staff, and Site Logistics Leads (SSLL) submit 'tickets' / requests into the Logistics Request Ap or by phone call; the Request Takers receive the request, triage the request, accept / assign the request, then track it through to fulfillment.

Job Description – Request Takers monitor the logistics request application for new requests, ensure they are processed appropriately, and track existing requests through confirmation.

- Receive request.
- Triage request to send to appropriate fulfillment group.
- Track through completion and confirmation.
- Works with IT support for any tool issues.
- Works with all stakeholders for accurate information and expectations.
- Follow up with requestors to ensure all requests are closed after the storm.

Key Interface Points –

- Logistics Request, Tracking, & Fulfillment Team Lead
- Logistics Request Taker Support
- 'Customer' – Logistics Request Ticket

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Logistics Support Services Team tab – Under Development

3.4.2 Logistics Request Taker Support – Role & Responsibilities

Job Function

This role is to support the logistics request takers in communicating and tracking down the request or delivering the request to the organization to fulfill the request or fulfilling any needed task not defined within other Logistics Teams.

Job Description –

These resources are added as needed to respond with flexibility for any support that may be needed to fulfill and support the storm response needs.

Key Interface Points –

- Logistics Request, Tracking, & Fulfillment Team Lead
- Logistics Request Taker
- 'Customer' – Logistics Request Ticket

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Logistics Support Services Team tab – Under Development

3.4.3 Logistics Req. Tool Tech Support – Role & Responsibilities

Job Function

This role is IT support for the Logistics Request Tool. If the database or tool needs updating/technical support, this is the team that provides the support to the functionality of the tool. The new Logistics Request Ap IT-Support role must be able to support on the new / current platform.

Job Description –
IT personnel assigned to support during storm response as well as development support during Annual Readiness.

Key Interface Points –
- Logistics Request, Tracking, & Fulfillment Team Lead

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Logistics Support Services Team tab – Under Development

4.0 Site Management / Resource Support – Organization, Role & Responsibility

The Site Management Branch, Resource Management Branch and Lodging Management Branch are to work together to support Restoration Crews logistical needs ('beds, beans, bullets'). Duke Energy is to provide work management support (materials, work packaged, etc.), housing/lodging, meals, as per industry and regulators standards. Expectations of DEF working as One Florida Response team comes clear in the process of acquiring and activating base camps for supporting all restoration resources during a major event.

The concept of site management is part of the FEMA-Incident Command system that DE follows as a critical infrastructure emergency responder. Site Management includes establishing all the sites that the restoration effort requires to safely, efficiently, and effectively restore the DEF Transmission system. Sites include: Base Camps, Mustering sites, Satellite sites, Parking Sites, Materials only / Laydown Yard Sites, Meal Distribution Sites, Alternative Housing sites. (Processes, terms & definitions, tools supporting the Site Management and Resource Support organization are jointly created and maintained on the DEF T&CD Storm Share Point sites. Links to these processes and tools are provided throughout this document.)

The Site Mgmt/Resource Support Branch directs and oversees the Site Acquisition & Maintenance (SAM), Site Admin Support & Reporting, and the Site Logistics & Operations:

- The SAM Team is primarily responsible for the annual readiness actions of planning, acquiring, and maintaining sites for T&CD use, and where applicable for T-Only sites. This includes having up-to-date Site Agreements, Site Maps, and Site Score/Rank score completed by Transmission Area supervisors. Every site should be reviewed and scored at least annually, at minimum before start of Tropical Storm Season.
- The Admin Support & Reporting team is primarily responsible for assisting the Branch Director in ensuring all the administrative items for securing the Sites (Site Master list & Request Form), the Vendors for the sites (Sourcing and Contract Mgmt are engaged), staffing for the sights (rosters completed and sent to RM) and the reporting forms / reports are provided to the SSLL's, SSOL's, and vendors.
- The Site Logistics & Operations team is primarily responsible for ensuring the sites (staff and assets/vendor or internally supplied) are ready to be stood up / mobilized upon declaration of an event/storm. This team is a team of leaders (SSLL's) that ensures each base camp has the DEF-T leadership & staffing on site to support the vendor and the SSOL's / Inspectors in getting crews logistical needs met, on-boarded to the event/system, through basecamp for meals/lodging, work assignment, and off the base camp and to the work site. The leaders of this team are also

responsible for assuring all base camp staff are trained, have PPE and are 'ready to work' at the time of event activation.

The Org chart diagram below provides a snapshot of the DEF-Transmission Site Management / Resource Support structure. Following the Org chart are detailed roles and responsibilities for each team within the branch.

Storm Site Management - Storm Organization

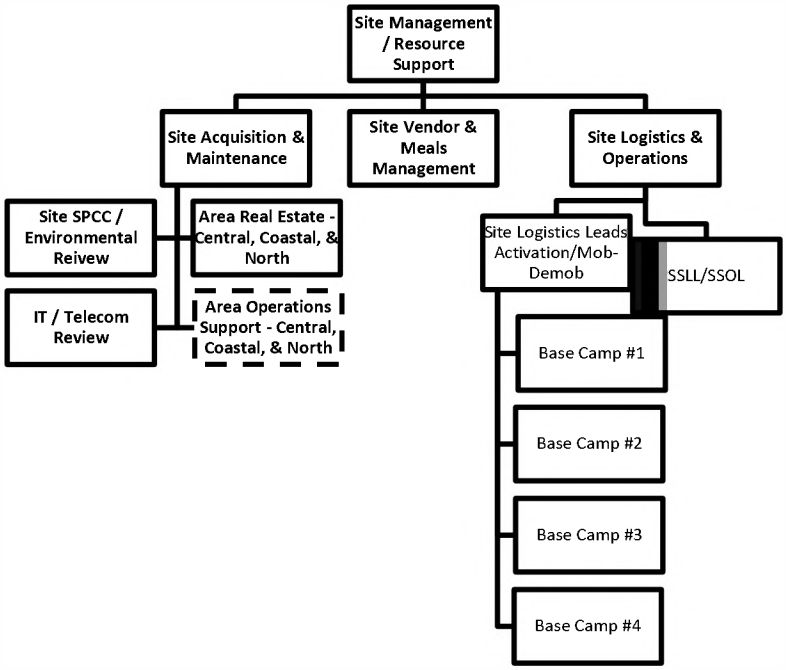


Diagram: Transmission Storm Org Chart – Site Mgmt./Resource Support Team tab

4.1 Site Management / Resource Support Branch Director – Role & Responsibilities

Job Function

The Site Mgmt/Resource Support Branch Director will act as Transmission Logistics –Site Management Branch Lead and as liaison to Customer Delivery Site Mgmt and Resource Support leads. The Site Mgmt/Resource Support Branch Director, under the direction of Transmission Logistics Chief, first, then collaboratively with CD Resource Support and CD Storm Site Management. The leadership role manages all transmission site-related storm roles in support of crew care / logistical needs through site management, ensuring all site logistical needs are met during major storm restoration events. The branch director role serves as a liaison to Customer Delivery Resource Support and Site Management lead roles, especially in the initial phases of determining Joint use sites vs. single use sites and in the opening and decommissioning of all sites. According to the Logistics Guiding Principles, T&CD will work together to support the safe, efficient, effective use of sites for T&CD restoration support.

The Site Mgmt/Resource Support Branch Director directs and oversees the Site Acquisition & Maintenance (SAM) Team, the Site Vendor Mgmt Team, and the Site Logistics & Operations Team:

- The SAM Team is primarily responsible for the annual readiness actions of planning, acquiring, and maintaining sites for T&CD use, and where applicable for T-Only sites.
- The Site Vendor Management Team is primarily responsible for ensuring any logistics vendors (especially Site / Base Camp vendors and sub-contractors) are working within DE Sourcing / Supply Chain processes & contracts. Additionally, the Site vendor team is to be the SPOC for all base camp vendor / contract implementation & execution.

- The Site Logistics & Operations Team is primarily responsible for ensuring the sites (staff and assets/vendor or internally supplied) are ready to be stood up / mobilized upon declaration of an event/storm. This position ensures base camp/muster sites are activated, staffed, and supported throughout the storm.

The Site Mgmt./Resource Support Branch Director oversees all Storm site logistics, ensuring all Site needs are met while implementing best practices at all activated sites during event restoration activities. The Site Mgmt/Resource Support Branch Director is the primary contact for the T-Logistics Chief, Area Logistics Coordinators, and CD Logistics-Resource Support Lead (Crew Support/Site Mgmt Leads). If Transmission work is complete, this role is to determine whether to release Transmission Site Staff; no site staff resources should be released until T-SSLL, T-SSOL and T-Site Logistics & Operations authorizes and communicates to Site Mgmt/Resource Support Director.

Job Description

The Site Management / Resource Support Branch Director will report to North Point T-Logistics Organization and interface with DEF-CD Site Mgmt via telephone, Logistics Tool, and email. Site Mgmt./Resource Support Branch Director will lead, and Site Logistics & Operations Lead will Co-Lead all Transmission sites and joint-use sites during an event. T-Site leadership will follow DEF Storm Site Guiding Principles for T&CD Storm organizations and will ensure their team members are trained and prepared for storm planning and restoration activities.

- Participate in all Transmission System Briefings and T&CD Logistics Briefings
- Receive Site activation request from DEF-CD Logistics Chief & DEF-T Logistics Chief and notify Transmission Site team leads which sites will be activated.
- Request the team leads to complete site activation request tasks by a defined timeframe (based off impact / all clear predicted).
- Be knowledgeable of checklist of actions included in all job descriptions of the applicable Logistics – Crew Support DSSOP section & adapted Transmission Roles within TSSOP; manage the DEF-T-Site Management team checklists.
- Monitor weather and company storm notices to keep Site Mgmt/Resource Support section up to date on storm planning activities
- Collaborate with transmission site management jurisdictional peers (DEP, DEC, DEM)
- Oversee execution of Site Management processes; identify and address any gaps
- Collaborate with DEF-CD Logistics to determine Joint site use opportunities
- Collaborate with DEF-T Operations, Planning, Finance sections and with Site Acquisition and Maintenance team, to update Master Storm Site List with C&M validated site capacities for maximum personnel and equipment at activated sites
- Oversee Site Management Team readiness task completion annually
- Track lessons learned to identify process improvement opportunities
- Participate in annual Joint Storm Drill, training, and exercises
- Direct Site Management team during storm events
- Activate, deploy, release, Site Management resources/staff
- Ensure training of SM Staff/organization

Key Interface Points

- Logistics Chief
  - Logistics Deputy Chief / Logistics Requests
  - Reporting and Analytics Lead
- Site Management Branch
  - Site Admin Support & Reporting
  - Site Vendor & Meals Management Lead
  - Site Logistics & Operations Lead
    - SSOL's
    - SSLL's

  - Site Acquisition & Maintenance Lead
- Lodging Management Branch Director
  - Lodging Support-Base Camps
- Resource Management Branch Director
  - Crew Trackers-Base Camps
- Logistics Shared Services Branch Director
  - Shared Services Liaisons – Materials, Transportation, Heavy Hauling, Sourcing/Vendor Relations
- Corp Services Team Lead
- DEF-CD Logistics Chief
  - DEF-CD Resource Support Branch Director
  - DEF-CD Site Management Lead
- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Crew Management: Crew Oversight / SSOL Lead
  - Area Assessment / Field Engineering / Work Planning Branch Director
  - Area Logistics Coordinator
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling
- Finance Section Chief
- PIO/Communications Liaison
- Transmission EP/TSSOP Coordinator/Project Manager

Training

The Site Mgmt./Resource Support Branch Director ensures all site operations runs safely, efficiently, and effectively during an event. This Director role is to make sure staffing and training for all base camp/mustering site/alternative housing site teams occurs and is ready prior to start of storm season.

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Site Management/Resource Support Branch Director tab

4.2 Site Acquisition & Maintenance Lead (SAM Lead) – Role & Responsibilities

Job Function

This is an annual readiness role as well as an Event Mobilization role. The purpose is to ensure throughout the year that all Storm Sites have been 'acquired' and the relationships with landowner, as well as the physical sites, are maintained and ready-for-use during any storm season or event. The documentation is to be maintained within the Storm Site Master List on the storm share point. At the beginning of a Major Storm Event, this role is to participate in the initial activation of the Storm Sites to be selected/activated.

Job Description

- Interface with DEF-CD Site Acquisition & Maintenance team; attend regularly occurring meetings and complete assigned tasks
- Interface with Real Estate and Large Account Management to ensure Acquisition processes are within corporate guidance
- Acquire & update all Storm Site Agreements
- Share and communicate to C&M and ensure that C&M has participated within the site rating and site map development so that C&M needs are met.
- Ensure the site maps are GIS mapped and included within MyWorld / company mapping tools.

- Confirm that Storm Sites are designated within Transmission Maintenance Areas.
- Ensure all / any sites are ready for use by T&CD C&M and storm roles (joint use or single use)
- Assist with identification of new Storm Sites
- Provide assessment / gap analysis for existing Storm Sites across DEF-Transmission system

Key Interface Points

- Site Management Branch Director
  - SAM Team:
    - SAM – Area RE/C&M Reps – North, Central, Coastal
    - SAM – Area Ops Support – North, Central, Coastal (Substation / Line Supervisors)
  - Site Admin Support & Reporting
  - Site Logistics & Operations Lead
    - SSOL's
    - SSLL's
- Lodging Management Branch Director
- Resource Management Branch Director
- Logistics Shared Services Branch Director
  - Shared Services Liaisons – Materials, Transportation, Heavy Hauling, Sourcing/Vendor Relations
- Corp Services Team Lead
  - IT / Telecom Lead
- CD Emergency Preparedness Rep – for T&CD SAM Team
- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Substation and Line Supervisors
  - Crew Management: Crew Oversight / SSOL Lead
  - Area Logistics Coordinator
- Finance Section Chief
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions –

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See SAM Process and Logistics-Site-Mgmt-Checklist tab

4.2.1 SAM Area Real Estate Rep

Job Function

The Site Acquisition & Maintenance Team Lead is responsible for assuring Real Estate SME and acquisition skills are assigned to this Storm Role. The primary function of this role is to acquire and maintain the sites to be used during and emergency event / storm restoration. This role must have a working knowledge of the geography and transmission system assets within the Area assigned. The Area RE Rep is to assist in locating and assessing, as well as take lead in acquiring the rights to utilize the sites during a storm event. This role must have a working knowledge of Daily Site Operating Picture and how the sites will be utilized during restoration.

Job Description

- Interfaces with Transmission AIC for assigned region/area for understanding of Base Camp location needs
- Participates on all SAM team annual readiness calls
- Supports the Regions RE acquisition needs for Base Camps, mustering sites, specifically supporting TMA assigned.

    - May be required to meet with landowners to develop, negotiate, acquire Site Agreement
    - May be required to meet with Operations C&M SAM team members to map and confirm site specifications as per Site Agreement and DE TAM needs
- Supports the activation of a site during an event.
    - Contacts landowner / site contact to notify possible use
    - Contacts landowner / site contact to notify of start date / end date
    - Contacts landowner / site contact to confirm closure of site
    - Contacts landowner / site contact to confirm site 'restoration' is complete / conducts walk down with C&M and Landowner.
- Ensures all invoicing, documentation, agreements are current and supported within DE Sourcing / Supply Chain and legal requirements as per Storm Cost Recovery/Rates & Regulatory allows.

Key Interface Points

- Site Management Branch Director
- SAM Team Lead and other SAM Team members:
    - SAM – Area RE/C&M Reps – North, Central, Coastal
    - SAM – Area Ops Support – North, Central, Coastal (Line/Substation Supervisors)
- Site Logistics & Operations Lead
    - SSOL's
    - SSLL's
- Lodging Management Branch Director
- Resource Management Branch Director
- Logistics Shared Services Branch Director
    - Shared Services Liaisons – Materials, Transportation, Heavy Hauling, Sourcing/Vendor Relations
- Admin Corp Services Team Lead
    - IT / Telecom Lead
- CD Emergency Preparedness Rep – for T&CD SAM Team
- Operations Section Chiefs: Area Storm Center Chief/AIC
    - Crew Management: Crew Oversight / SSOL Lead
    - Substation & Line Supervisors
    - Area Logistics Coordinator
- Finance Section Chief
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions –

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See SAM Process and Logistics-Site-Mgmt-Checklist tab

4.2.2 SAM Area Operations Support – Role & Responsibilities

Job Function

The Site Acquisition & Maintenance (SAM) Area Operations Support team member is responsible for ensuring Area Operations skills (understanding of C&M, construction guidelines, equipment used during restoration, general Transmission C&M understanding) are assigned to this Storm Role. The primary function of this role is to assist in the selection of the site during the acquisition process and to maintain the sites to be used during an emergency event / storm restoration. This role must have a working knowledge of the geography and transmission system assets within the Area assigned. The Area Ops Rep is to assist in locating and assessing, as well as take lead in

designing / defining how the site should be laid out and utilized during a storm event. This role must have a working knowledge of Daily Site Operating Picture and how the sites will be utilized during restoration.

Job Description

- Interfaces with Transmission AIC for assigned region/area for understanding of Base Camp location needs
- Participates on all SAM team annual readiness calls
- Supports the Regions RE acquisition needs for Base Camps, mustering sites, specifically supporting TMA assigned.
    - May be required to meet with RE Rep and landowners to identify and map out site boundaries and specifications for site use
    - May be required to meet with Site Management / SSOLs/SSLLs and CD Operations to confirm site specifications meet Joint use minimum requirements
- Complete Site Rating / Score Card on all existing DE Base Camps in Region / Area
- Annually review and update site map so that GIS mapping continually improves / providing recommended site layout, drive paths, parking layout, etc.

Key Interface Points

- Site Management Branch Director
- SAM Team Lead and other SAM Team members:
    - SAM – Area RE/C&M Reps – North, Central, Coastal
    - SAM – Area Ops Support – North, Central, Coastal
- Site Logistics & Operations Lead
    - SSOL's
    - SSLL's
- Lodging Management Branch Director
- Logistics Shared Services Branch Director
    - Shared Services Liaisons – Materials, Transportation, Heavy Hauling, Sourcing/Vendor Relations
- Corp Services Team Lead
    - IT / Telecom Lead
- CD Emergency Preparedness Rep – for T&CD SAM Team
- Operations Section Chiefs: Area Storm Center Chief/AIC
    - Crew Management: Crew Oversight / SSOL Lead
    - Area Logistics Coordinator
- Finance Section Chief
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). **See SAM Process and Logistics-Site-Mgmt-Checklist tab**

4.2.3 SAM-SPCC / Environmental Review Lead – Role & Responsibilities

Job Function

The Site Acquisition & Maintenance (SAM) SPCC / Environmental team member is responsible for ensuring the SAM Team has the expertise to acquire and maintain sites for the long haul; each site is to be within compliance of DE SPCC and Environmental expectations. This role must have a working knowledge of these expectations for any property DEF Transmission utilizes. The primary function of this role is to assist in the selection of the site during the acquisition process and to maintain the sites to be used during and emergency event / storm restoration. This role must have a working knowledge of the geography and transmission system assets and the environmental impacts / risks of using the site to be selected/acquired. The SAM-SPCC / Environmental Review Lead is to assist in locating and assessing, as well as viewing the potential site for the ability to comply with Environmental / SPCC requirements while using the site. The site 'review' should be done prior to acquisition and then updated annually for any possible changes. This role must have a working knowledge of Daily Site Operating Picture and how the sites will be utilized during restoration.

Job Description

- Interfaces with Transmission AIC for assigned region/area for understanding of Base Camp location needs
- Participates on all SAM team annual readiness calls
- Supports the Regions RE acquisition needs for Base Camps, mustering sites, specifically supporting TMA assigned to support / align with environmental and SPCC requirements of a DE site/ for use during a major storm event:
    - May be required to meet with RE Rep, C&M SAM Ops Support, and landowners to identify and map out any environmental 'awareness', site boundaries and specifications for site use
    - May be required to meet with Site Management / SSOLs/SSLLs and CD Operations to confirm site specifications meet Joint use (T&CD) and parking / vehicle / equipment SPCC minimum requirements
- Complete Site Rating / Score Card on all existing 'DE Base Camps' in Region / Area
- Annually review and update site map so that GIS mapping continually improves / providing recommended site layout, drive paths, parking layout, etc.
- Provide reporting during an event as needed according to Environmental / SPCC requirements

Key Interface Points

- Site Management Branch Director
- SAM Team Lead and other SAM Team members:
    - SAM – Area RE/C&M Reps – North, Central, Coastal
    - SAM – Area Ops Support – North, Central, Coastal (Line/Substation Supervisors)
    - Site Logistics & Operations Lead
        - SSOL's
        - SSLL's
- Lodging Management Branch Director
- Logistics Shared Services Branch Director
    - Shared Services Liaisons – Materials, Transportation, Heavy Hauling, Sourcing/Vendor Relations
- Corp Services Team Lead
    - IT / Telecom Lead
- CD Emergency Preparedness Rep – for T&CD SAM Team
- Operations Section Chiefs: Area Storm Center Chief/AIC
    - Crew Management: Crew Oversight / SSOL Lead
    - Substation & Line Supervisors
    - Area Logistics Coordinator

- Finance Section Chief
- RIC – Transmission Regional Incident Commander – as needed / reporting
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See SAM Process and Logistics-Site-Mgmt-Checklist tab

4.2.4 SAM-IT / Telecom Review Lead – Role & Responsibilities

Job Function

The Site Acquisition & Maintenance (SAM) IT/Telecom Review team member is responsible for ensuring the SAM Team has the expertise to acquire and maintain sites for the long haul; each site is to be able to provide 'connectivity' to the site team and resources working from the site. This role must have an IT / Telecom skill set and an ability to assess a potential site for 'connectivity'. IT / Telecom capable sites are an expectation for any property DEF Transmission or Customer Delivery utilizes. The primary function of this role is to assist in the selection of the site during the acquisition process and to maintain the sites to be used during and emergency event / storm restoration. This role must have a working knowledge of the geography and transmission system assets and the IT / Telecom options for the site being considered. The SAM-IT / Telecom Review Lead is to assist in locating and assessing, as well as reviewing the potential site for the ability to comply with IT / Telecom connectivity requirements while using the site. The site 'review' should be done prior to acquisition and then updated annually for any possible changes. This role must have a working knowledge of Daily Site Operating Picture and how the sites will be utilized during restoration.

Job Description

- Interfaces with Transmission AIC for assigned region/area for understanding of Base Camp location needs
- Participates on all SAM team annual readiness calls
- Supports the Regions RE acquisition needs for Base Camps, mustering sites, specifically supporting TMA assigned to support / align with IT/Telecom connectivity requirements of a DE site/ for use during a major storm event:
    - May be required to meet with RE Rep, C&M SAM Ops Support, and landowners to identify and map out any IT/Telecom connectivity needs / site boundaries and specifications for site use
    - May be required to meet with Site Management / SSOLs/SSLLs and CD Operations to confirm site specifications meet Joint use (T&CD) and site communication / command center needs and minimum requirements
- Complete Site Rating / Score Card on all existing 'DE Base Camps' in Region / Area
- Annually review and update site map so that GIS mapping continually improves / providing recommended site layout, to include connectivity / IT / Cell tower locations, etc.
- Provide reporting during an event as needed according to telecom / IT / cyber security expectations / requirements

Key Interface Points

- Site Management Branch Director
- SAM Team Lead and other SAM Team members:
    - SAM – Area RE/C&M Reps – North, Central, Coastal
    - SAM – Area Ops Support – North, Central, Coastal (Line/Substation Supervisors)

  - Site Logistics & Operations Lead
    - SSOL's
    - SSLL's
- Lodging Management Branch Director
- Logistics Shared Services Branch Director
  - Shared Services Liaisons – Materials, Transportation, Heavy Hauling, Sourcing/Vendor Relations
- Admin Corp Services Team Lead
  - IT / Telecom Lead
- CD Emergency Preparedness Rep – for T&CD SAM Team
- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Crew Management: Crew Oversight / SSOL Lead
  - Substation & Line Supervisors
  - Area Logistics Coordinator
- Finance Section Chief
- RIC – Transmission Regional Incident Commander – as needed / reporting
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). **See SAM Process and Logistics-Site-Mgmt-Checklist tab**

4.3 Vendor & Meals Management (Sourcing)

Job Function

The Site Logistics & Operations Lead is responsible for staffing and deployment of sites and their teams. The Site Logistics Leads (SSLL) and the Site Operational Leads (SSOL) are to ensure all site teams are trained, prepared, and able to work with vendor to mobilize and set up site; SSLL's & SSOL's are to work with DEF-CD Site team counterparts. The Vendor & Meals Management Lead role will fulfill the acquisition, activation, mobilization, and demobilization of the vendor for the storm sites/base camps activated at the request of the CD and/or T Site Management Branch Directors. The Vendor & Meals Mgmt role is responsible to report at System Logistics Center (NP) and to coordinate with Site Logistics & Operation Lead regarding staffing and needs to ensure vendor provides all assets requested for the site, all assets are received, in working order, are set up, and trackable; the Meal / Food vendor is set up, operating by OSHA & Food Handlers and DE-nutritional guidelines established as per Meals Management process and contracts. If the site is an 'alternative housing site' that the assets are all received, in working order, set up, operating by OSHA / Safety guidelines. A key tool is the Turn-Key Vendor contract and Scope & Method of Payment.

Job Description

- Keep a complete log of all Sourcing/Vendor Relations requests and actions provided; utilize the Logistics Request Tool when appropriate - Logistics Requests App
- Assist with Vendor Activation, Assignment, Mobilization/Demobilization, Deactivation (Logistics Storm Ctr/NP)
- Work with CD-Vendor Mgmt and utilize the Turn-key Vendor Contract/Scope & Method of Payment (SMP)
- Ensure Contractor Oversight – Vendor oversight
- Acquire additional vendors as requested
- Invoice review support (for Site/Base Camp use)
- Processing/reconciliation (ensure Site/Base Camp & System/Logistics Storm Ctr/NP cross checks)
- Be familiar and follow the Sourcing/Vendor Relations processes; Vendor Management

- Participate in Event / Storm Briefings as invited and expected/directed
- Provide reports according to Event Schedule Adherence, according to event schedule and goals. Reports should provide summary of inventory/availability, requests, requests outstanding, requests delivered, other pertinent data (delivery timetable, etc.)
- Assist with Company/Contractor expense documentation and the implementation of all special accounting practices.
- SAM and Vendor Management coordination regarding Vendor information and activities if same vendor is used. (NP)

Key Interface Points

- Logistics Section Chief
- Finance Section Chief
- CD-Vendor Mgmt Branch Director (to collaborate / coordinate use of Logistics vendors in FL)
- Sourcing/Vendor Relations Management Lead/Director
- Site Management/Resource Support Branch Director
  - Site Logistics & Operations Lead
  - Site Activation – Mob/Demob Team Lead
  - SSLL
  - SSOL
- Resource Management Branch Director
- Lodging Management Branch Director
- Area Logistics Coordinators

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Logistics-Site-Mgmt-Checklist tab

4.4 Site Logistics & Operations Lead – Role & Responsibilities

Job Function

The Site Logistics & Operations Lead is primarily responsible for assuring activation of sites (with Site Activation/mob/de-mob leads) and staffing, deployment and closing of sites and their teams. This role leads the Site Logistics Leads and the Site Operational Leads in assuring all site teams are staffed, trained, prepared, and able to work with vendor to mobilize and set up site; manage crews through the sites; and to work with DEF-CD Site team counterparts. This role must have a working knowledge of Daily Site Operating Picture and ensure their site leads manage the site accordingly and within the daily schedule adherence and reporting. This role MUST have experience and working knowledge of Base Camp / Site operations and vendor management. This role must have a working knowledge of Daily Site Operating Picture and ensure clear communication & direction to the Base Camp / Site Teams / Site Logistics Leads to manage the vendor contract at the site.

Job Description

Site Logistics & Operations Lead will:

- Support Annual Readiness tasks for Site Management
  - Participates in planning with SAM team.
  - Provide training of all BASE CAMP Teams; this role must have a high level of field experience and ability to operate 'under-fire' in an emergency / high paced environment
- Provide staffing / team development of each Base Camp team as a stand-alone T site or a coordinated CD/T site.
- Activate the base camp teams as directed by Site Management / Resource Support Branch Director

  - Have all base camp teams in accurate rosters; rosters submitted to RM prior to start of storm season and refreshed / updated prior to any event
  - Ensure / provide rental vehicles and travel directions to all base camp teams (logistics request process / tool)
  - Ensure lodging / bed assignment through lodging team processes/actions (logistics request process / tool)
  - Ensure all base camp teams have safety training and PPE for activation to event / base camp duty
  - Ensure and communicate shifts and contact information
  - Ensure SSLL & SSOL have all tools / connectivity / ability to report daily status of base camp logistics and operations
- Support Base Camp teams / SSLL/SSOL by:
  - Assuring prepared checklist of goods & services consistent with the contract for daily validation (for Site/Base Camp use)
  - Assisting in monitor and verify Vendor's deliverables, quantities, quality, timeliness (for Site/Base Camp use)
  - Tracking / following up on Vendor responsiveness (for Site/Base Camp use)
  - Meal management (At Site/Base camp & Logistics Storm Ctr/NP)
  - Provide input to Logistics Chief & Site Management/Resource Support Branch Director on the tracking and reporting (Heat chart) (Logistics Storm Ctr/NP)
  - Obtain invoicing backup (Logistics Storm Ctr/NP)
  - Store documentation for audit and testimony requirements (Logistics Storm Ctr/NP)
  - Manage Change requests (with Site/Base Camps & Logistics Storm Ctr/NP)
  - Fulfillment of Logistics Requests from the base camp/mustering sites.

Key Interface Points

- Site Management/Resource Support Branch Director
- Site Activation – Mob/Demob Team Lead
  - System Site Logistics Leads
  - SSLLs
  - SSOLs (including Inspectors, Supervisors with Crew Oversight responsibilities)
- SAM Team Lead
  - SAM RE Rep
- Resource Management Branch Director
  - Crew Trackers
- Lodging Management Branch Director
  - Site Lodging Lead
- Area Logistics Coordinator

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Logistics-Site-Mgmt-Checklist tab – Under Development

4.4.1 Site Activation

Job Function:

The Site Activation Lead job function is to coordinate the activation and set up of all base camps utilized during an event. This role is responsible for staffing site teams, assuring acquisition of vendor support, assuring tracking of assets and resources, mobilizing each team to each site ensuring all site team leads and members are adequately trained, have appropriate equipment, tools, PPE to conduct their roles at the base camp. This role is also responsible for assuring timely

and safe demobilization, closing of each base camp; assuring communications, staff, equipment, tools available and issued to each team lead to close the base camp.

Job Description:

- Site Activation Leads will receive requests to activate Base Camps; this role is to identify possible site locations for base camps. The type of base camp will be determined/recommended as well (housing, meals, parking etc. (Initial requests will come from Transmission Logistics Section Chief / Deputy Chief.)
- Site Activation Lead will assess and provide feedback on regarding availability, accessibility to predetermined storm sites.
- Site Activation Lead will coordinate with site acquisition and maintenance to assess new sites if needed.
- Site Activation Lead will coordinate with Customer Delivery Resource Support/Site Mgmt during all site assessment activities to avoid conflicts and determine level of T staffing needed.
- Base Camp/Mustering Site teams are comprised of:
    - SSLL
    - SSOL
    - Site Support
- When directed by the Logistics Section Chief, this role will:
    - Direct sites to be setup by the Vendor & Meals Management team as appropriate.
    - Direct the Admin/Staffing/EHS team to make site team assignments and communicate directions/information to the site teams
        - Direct Admin/Staffing/EHS team to facilitate the equipping of the site team.
    - Coordinate with Admin/Corp. Services – It/Telecom to provide technical resources (IT Kits, including Printers, mi-fi's, Sat Phones).
- Review and ensure distribution of minutes on the Site Mgmt. daily call and maintain an action item log regarding the calls.
    - Utilize Admin/Staffing/EHS in support of documenting daily calls/reporting data
- Report out the Daily Site Reports (gathered from SSLL/SSOLs) to Logistics Section Chief / Logistics Branch management during the Logistics Section Briefings.

Key Interface Points:

- Site Mgmt/Resource Support: Branch Director
- Site Logistics & Operations Lead
    - System Site Support
    - Storm Site Logistics Leads (SSLL)
    - Storm Site Operations Leads (SSOL)
- Resource Mgmt: Crew Trackers
- Lodging Mgmt: Site Lodging Leads
- SAM Team: IT/Telecom Rep
- SAM Team: Environmental / SPCC Rep
- SAM Team: Operations Area Reps

Checklist of Actions: include Timeline Checklist (120 hr., 96 hr., 72 hr., 48 hr., 24 hr., day of., post event) and Annual Readiness Checklist for 'blue-skies' time. This timeline is designed for a major hurricane entering DEF area. A near miss could require timing adjustments on some activities and cancellation of others. The following link provides the Timeline Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). **See Checklist: Logistics-Site-Mgmt-Checklist tab**

4.5 System Site Support – Role & Responsibilities

Job Function

The Site Administration Support & Reporting storm role is Logistics' point of contact between Site Mgmt., Logistics Support Services, Resource Management, and Logistics Reporting & Analytics. This role is key to site data collection and management. The role ensures staff (base camp teams) and crew assignments (resource & crew mgmt.) to Storm Sites-Base Camps for required crew care & logistical support (lodging, meals, work assignments, etc.). This role assists Site Management Leadership: Site Mgmt / Resource Support Branch Director, Site Logistics & Operations Mgmt., SAM Team Lead, and SSLL/SSOL's in set up and smooth operation of site. This role is located at the System Storm Center but may send support resource to the field if additional administration support at the site is needed.to be trained and available to manage crew (site team) assignments at the Storm Site/Storm Center (wherever deployed). This role may utilize IT Storm Kit (mobile office) when activated to a site / field (if individual does not have a company issued laptop, etc.)

Job Description

This position will:

- Assist Site Mgmt leadership (Site Mgmt/Resource Sprt Branch Director and Site Logistics / Operations Team Lead) in confirming and 'acquiring' Transmission sites (within the Site Activation processes and tools – Site Master List)
- Interface with Resource Management (Resource Mobilization primarily) to confirm crew composition (#, Equipment, IDs, etc.) being assigned to each base camp
- Ensure the timely flow of crew movement information – make sure Logistics Chief, Area Logistics Coordinators, Base Camp SSLLs have same information at the same time (especially for 'next day' planning)
- Ensure Site Reporting is gathered and completed daily.

4.5.1 Site Activation/Mob-Demob

Job Function:

The Site Activation / Mob-Demob function is to coordinate the activation and set up of all base camps utilized during an event. This role is responsible for mobilizing site teams, assuring acquisition of vendor support, assuring tracking of assets and resources, mobilizing each team to each site ensuring all site team leads and members are adequately trained, have appropriate equipment, tools, PPE to conduct their roles at the base camp. This role is also responsible for assuring timely and safe demobilization, closing of each base camp; assuring communications, staff, equipment, tools available and issued to each team lead to close the base camp; and that site teams arrive home safely.

Job Description:

- Assists Site Logistics & Operations with transitioning activated resources to their field locations.
  - Ensuring base camp/mustering site teams are fully prepared to mobilize.
  - Ensuring base camp/mustering site teams performed their site closeout functions, returned all team equipment/supplies/rentals, and returned safely.
- Ensure communication and coordination between Storm Site SSLL/SSOL, Area Logistics Center, and System Logistics (Lodging & Resource Management)
  - Knows and utilizes resource management tool for roster validation/updating/reading
  - Can access and read Lodging Tool / field tools-spreadsheets
  - Supports Site Mgmt/Resource Support Branch Director in note taking and documentation of decisions for any / all Site Mgmt meetings/calls/briefing sessions during an event.
  - Facilitate (Set up and run) am & pm daily calls with Site Logistics Leads (SSLL), Site Operational Leads (SSOL), and appropriate site personnel, including Site Vendor Mgmt, Site Admin/Staffing/EHS to gather daily reports:

    - SSLL – Site Staffing resource counts; Vendor staffing resource counts; safety incidents (site); Asset check/validation / counts; site maintenance status; meal counts; bed counts
    - SSOL – Crew counts; work schedule adherence; safety incidents (crew)
  - Facilitate & coordinate any additional Site Logistics Leads (SSLL) / Site Operational Leads (SSOL), obtain crew counts, any expected changes/requirements, site vendor issues and site issues.

Key Interface Points

- Site Management Branch Director
- Site Acquisition & Maintenance Team Lead
    - SAM – Area RE/C&M Reps – North, Central, Coastal
    - SAM – Area Ops Support – North, Central, Coastal
  - Site Logistics & Operations Lead
    - SSOL's
    - SSLL's
- Lodging Management Branch Director
    - Lodging Support-Base Camps
- Resource Management Branch Director
    - RM-Acq. & Mob Team
    - Staffing Lead
    - Crew Trackers-Base Camps
- Logistics Shared Services Branch Director
    - Shared Services Liaisons – Materials, Transportation, Heavy Hauling, Sourcing/Vendor Relations
- Corp Services Team Lead
    - IT / Telecom Lead
- Operations Section:
    - Crew Management: Crew Oversight / SSOL Lead
    - Substation & Line Supervisors
    - Area Logistics Coordinator
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Storm Site Management checklist tab

4.5.2 Site Support

Job Function:

This role is responsible for assuring acquisition of vendor support, assuring tracking of assets and resources, mobilizing each team to each site ensuring all site team leads and members are adequately trained, have appropriate equipment, tools, PPE to conduct their roles at the base camp. This role is also responsible for assuring timely and safe demobilization, closing of each base camp; assuring communications, staff, equipment, tools available and issued to each team lead to close the base camp. This role provides system level support to and gathers required reporting from the sites.

Job Description:

- Provide, for validation with RM/Crew Mgmt/Area Logistics, current crew information on Logistics storm calls

- Provide overview / validation to Lodging with actual and forecasted crew counts by locations at times designated in the Resource Management Tool Process and Timeline
- Provide assistance with Logistics Requests via requests and/or fulfillment of site requests.
- Ensure communication and coordination between Storm Site SSLL, Area Logistics Center, and System Logistics (Lodging & Resource Management)
  - Knows and utilizes resource management tool for roster validation/updating/reading
  - Can access and read Lodging Tool / field tools-spreadsheets
  - Supports Site Mgmt/Resource Support Branch Director in note taking and documentation of decisions for any / all Site Mgmt meetings/calls/briefing sessions during an event.
  - Gather & Provide data in Site Mgmt daily reports for pertinent statistics per base camp: # of Crew on each site; Contractors / Crew / Company name at each site; # meals served at each site; confirm Safety incident reports from each site; etc.
  - Support Cost Tracking and ensure Site teams have tools to report 2x daily
  - Validate the reports from site to NP

Key Interface Points

- Site Management Branch Director
- Site Acquisition & Maintenance Team Lead
  - SAM – Area RE/C&M Reps – North, Central, Coastal
  - SAM – Area Ops Support – North, Central, Coastal
- Site Logistics & Operations Lead
  - SSOL's
  - SSLL's
- Lodging Management Branch Director
  - Lodging Support-Base Camps
- Resource Management Branch Director
  - RM-Acq. & Mob Team
  - Staffing Lead
  - Crew Trackers-Base Camps
- Logistics Shared Services Branch Director
  - Shared Services Liaisons – Materials, Transportation, Heavy Hauling, Sourcing/Vendor Relations
- Corp Services Team Lead
  - IT / Telecom Lead
- Operations Section:
  - Crew Management: Crew Oversight / SSOL Lead
  - Substation & Line Supervisors
  - Area Logistics Coordinator
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Storm Site Management checklist tab

4.6 Site Logistics Lead (SSLL) - Role & Responsibility

Job Function

Site Management Logistics & Operations Lead assigns this role to a specific Site (Mustering Site, Base Camp, Lay Down Yard, etc.). The Site Logistics Lead (SSLL) role is Logistics' point of contact between Site Mgmt., Area Incident Command & Area Logistics, Crew Mgmt. & Resource Mgmt., and

Lodging. The role ensures staff and crew assigned to Sites for logistical support (lodging, meals, fueling, etc.) get the support requested.

> For example: SSLL ensures all crew members are assigned to lodging; have meals plan and schedule; have crew lodging support to get them to and from hotel; have Crew Tracker support for worksite/work plan as needed.

The SSLL oversees (for T-Only Sites) OR assists DEF-CD SSLL in set up (of joint use sites). The SSLL is responsible for managing and directing the DE staff and the vendor leadership.
The SSLL is responsible for smooth logistical running of the site, as well as serves as backup to Site Support team for updates and management of crew rosters and assignments at the assigned Storm Site.

If the Site is a T-Only site, the SSLL gains additional Transmission Site (Base Camp Teams) support staffing to oversee the vendor and assist in set up and maintenance of the Storm Site / base camp. A BASE CAMP team will consist of (at a minimum) the following roles:

- SSLL – lead / POC for all logistical set up, and operation of the Base Camp / site
- SSOL – lead / POC for all Crew related work / safety / movement on/off site
- Site Lodging Lead & Lodging Support – Site Lodging Lead & Support role description In Lodging Mgmt and assigned to team by Lodging (2-4 people)
- Crew Trackers – Resource tracking / Roster Mgmt. for all crews on site (reports to SSOL and provides count updates to SSLL & Lodging lead; conducts onboarding – See RM – Crew Tracker Role description and assigned to team by Resource Management (2-4 people)
- Vendor / Meals Mgmt. support – tracks and conducts daily counts of assets on site from vendor (staff & equipment); trouble shoots with vendor regarding meal counts, meal schedules, etc. (2-4 people) see 4.4.2.1-Hospitality & Lodging Support & 4.4.2.3 – Meal Management (2-4 people)
- EHS / MOT / Parking / Flagging / Safety Proctors – see 4.4.2.2 – Health & Safety Site Support - other DE site support personnel (2-4 per site)

If Transmission Restoration work is complete, the SSLL is responsible to reporting to Site Mgmt and SSOL which SITE personnel / resources can be released or redeployed. No Logistics or base camp / site field roles are released until SSLL, SSOL and Site Management authorizes with Logistics Chief & Resource Mgmt. (The SSLL does NOT release restoration crews; release of crews is a function / responsibility of SSOL, AIC, Crew Mgmt, & Resource Mgmt.)

Job Description
Site Logistics & Operations Lead assigns SSLL & team to a specific Site. The SSLL position reports to assigned Site and reports to DEF-CD SSLL and DEF-CD SSOL, IF working at a JOINT-USE site; this role is the Transmission POC / contact for site management and leadership. This role is the LEAD role 'owner' of the site if the site is a Transmission-Only site. It is the SSLL's responsibility to ensure the site is set up safely, efficiently, and runs effectively in support of all crew work activities. The SSLL is the owner of the site and the POC for DEF-Transmission and any internal / external resources using the site. The SSLL is to:

- Interface and coordinate with SAM team to confirm permission to use site; landowner contact complete; all safety, environmental, C&M, telecom/connectivity guidelines are met in setting up and use of site
- Interface and coordinate all activities with SSOL to confirm safe, efficient, effective use of site by Crews
- Interface with SSM and Area Logistics for Crew logistical needs
- Interface with Resource Management (Resource Mobilization primarily) confirming Crew assignment to site

- Ensure the timely flow of crew movement information from SSOL / to SSOL and back to SSM for managing Lodging counts, Meal Counts, Parking availability, fuel volume/availability, materials location & movement, etc.
- Monitor crew counts and locations
- Provide current crew information on Logistics / Site Mgmt storm calls; ensure counts get to Admin Support & Reporting staff for accurate documentation
- Will issue 'blanket' lodging, meal, fuel Exceptions to Crews if / when need arises; will be responsible for ensuring every vendor company / Contractor Company has the 'Exception' to be included with contractor timesheet / exception documentation for invoicing approvals.
- Provide Lodging Lead with actual and forecasted crew counts by locations at times designated in the Resource Management Tool Process and Timeline

Key Interface Points

- Site Management Branch Director
  - Site Acquisition & Maintenance Team Lead
    - SAM – Area RE/C&M Reps – North, Central, Coastal
    - SAM – Area Ops Support – North, Central, Coastal
    - SAM – IT/Telecom Rep
    - SAM – Environmental / SPCC Rep
  - Site Logistics & Operations Lead
    - SSOL's
    - SSLL's
  - DEF-CD SSLL / SSOL (if Joint Use Site)
- Lodging Management Branch Director
  - Site Lodging Lead & Support-Base Camps
- Resource Management Branch Director
  - Crew Trackers-Base Camps
- Logistics Shared Services Branch Director
  - Shared Services Liaisons – Materials, Transportation, Heavy Hauling, Sourcing/Vendor Relations
- Operations Section:
  - Crew Management: Crew Oversight / SSOL Lead
  - Area Logistics Coordinator
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Logistics-Site-Mgmt-Checklist tab

4.6.1 Site Lodging Lead – Roles & Responsibilities

See Lodging Management Branch – Site Roles

4.6.2 Hospitality & Lodging Support - Base Camp – Role & Responsibilities

The Hospitality & Lodging Support Team Role is critical to the running of and logistical support to the crews and at the site. This role is assigned from Lodging Org chart and trained through Site Management & Lodging Management branches; the SSLL oversees / leads the Lodging Support / Hospitality role at the Base Camp. The Lodging Support role works directly with the SSLL; and provides daily crew Lodging reports to Site Admin & Reporting. This role is responsible for getting all crew assigned to beds and to the location of the crew's lodging. This role is also responsible for assuring the crews get from lodging to

base camp for meals as defined in the Daily Site Mgmt and Schedule Adherence within the Site Daily Operating Picture / process. For more specifics on this role and responsibilities see Lodging Management Branch roles and responsibilities section of this document.

4.6.3 Health & Safety – Site Support – Role & Responsibilities

The Health & Safety Site Support role will fulfill the Site staffing needs for set up, materials coordination, safety proctoring, meal support, detailed site tasks. This role must have a working knowledge of Daily Site Operating Picture, C&M Safety and Emergency Response Safety guidelines. This role ensures they receive clear communication direction from their site leads to manage the site according to daily schedule adherence and reporting.

4.6.4 Meals Management – Site Support – Role & Responsibilities

The Site Logistics & Operations Lead is responsible for staffing and deployment of sites and their teams. The Site Logistics Leads (SSLL) and the Site Operational Leads (SSOL) are to ensure all site teams are trained, prepared, and able to work with vendor to mobilize and set up site; work with DEF-CD Site team counterparts. The Meals Management Site Support role will fulfill the Site staffing needs to ensure Meal / Food vendor is set up, operating by OSHA & Food Handlers and DE-nutritional guidelines established as per Meals Management process and contracts. This role must have a working knowledge of Daily Site Operating Picture and ensure they receive clear communication direction from their site leads to manage the site according to daily schedule adherence and reporting.

4.7 Storm Site Operations Lead (SSOL) – Role & Responsibility

(See also Operations C&M /Veg Mgmt Inspector/Supervisor with Crew Oversight role)

Job Function

The Storm Site Operations Lead (SSOL) role is Logistics' AND Crew Mgmt. point of contact between Site Mgmt., AIC & Area Logistics, Crew Mgmt, and Work Mgmt/Work Planning. The SSOL (Site Operation Lead) position is recommended to be a person who can work well with Crew Oversite and Inspectors. The SSOL will help drive operational efficiency at the Base Camp / Storm Site through crew movement off the site and to work sites. The SSOL drives schedule adherence to the work plan as directed by AIC and RIC / System Storm Center

Operations C&M will have DEF Oversite for all contract crews.

Storm Work Packages are created by the Area Assessment, Field Engineering, Work Planning team at each Area Storm Center. The storm work packages are prepared and printed and delivered to the SSOLs by Area Storm Centers-Work Mgmt/Work Planning teams. The SSOL receives the work assignment for each crew assigned to the base camp. The crew foreman / supervisor / inspector with the SSOL ensures the right crew has the correct package, work location, materials location and can move from the Base Camp to the Work Site, safely, efficiently, & effectively.

The SSOL operates in a role of POC for Oversight of all crews deployed from a work site/Storm Site/Base Camp. The SSOL conducts / ensures that on-boarding / safety briefings AND pre-job/post-job briefings occur for all deployed crews. The SSOL is expected to act as safety proctor at the Storm Site, especially if no other Safety Proctor is assigned (via DEF T or CD).

The SSOL is expected to meet with all Inspectors / Supervisors / Foremen of the Crews assigned to the Base Camp; the SSOL and the Crew Trackers are to work with Crew Oversite - Foremen / Inspectors / Supervisors, to brief and direct schedule adherence – work hours, time for meals, time for rest/lodging (including travel time). For example: SSOL ensures, through Crew Trackers, that all foremen, inspectors of crews, and crew members have Crew Tracker support for on-boarding, work assignment, and daily work plan as needed.

If DEF Transmission Event Restoration work is complete, the SSOL is responsible for tracking with Crew Mgmt and Resource Mgmt on timing for possible release of crews; the SSOL is then to communicate to Site Mgmt and SSLL which resources may be released over the next time frame/shift. The SSOL is to communicate to Site Mgmt / SSLL if/when the Crew Trackers assigned may be able to be released based on 'crews assigned/released from the base camp. No Logistics or base camp / site field roles are released until SSLL, SSOL and Site Management authorizes with Logistics Chief & Resource Mgmt. (The SSLL does NOT release restoration crews; release of crews is a function / responsibility of SSOL, AIC, Crew Mgmt, & Resource Mgmt.)

Job Description

Site Operation Lead (SSOL) Accountabilities:

- Site Operations
  - Oversee all Site operations to ensure Site logistical and operational efficiency
  - Ensure all internal crew support and alignment to the restoration work plan, Daily Site operating Picture, and Schedule Adherence plan
  - Ensure on-system contract crew support & Off-system crew support and alignment to the restoration work plan, Site Daily Operating Picture, and Schedule Adherence plan
- Safety
  - On-boarding safety orientation
  - Ensure safe operations at Site / Base Camp
  - Ensure daily safety briefings are communicated to resources assigned to Storm Site/SSLL for reporting purposes
- Workflow Management
  - Schedule Adherence - Start/Stop times (verify)
  - Communication lead for off-system crew direction - Daily briefings
  - Support workflow process from the Area Storm Centers / Ops Centers to the Storm Sites restoration resources
  - Liaison with Area Storm Centers / Ops Centers and System Storm Center
- Crew Tracking Support
  - Will / may be asked to 'approve time sheets' for Inspector / Supervisor
  - Will / may issue 'blanket' lodging, meal, fuel Exceptions to Crews if / when need arises; will be responsible for ensuring every vendor company / Contractor Company has the 'Exception' to be included with contractor timesheet / exception documentation for invoicing approvals (is to coordinate with SSLL).

Key Interface Points

- Resource Management Branch Director
  - Crew Trackers-Base Camps
- Crew Management: Crew Oversight / SSOL Lead
- Area Logistics Coordinator
- Area Assessment / Field Eng. / Work Planning team
- Site Management Branch Director
  - Site Acquisition & Maintenance Team Lead
- SAM – Environmental / SPCC Rep
- SAM – Area Ops Support – North, Central, Coastal
  - Site Logistics & Operations Lead
- SSOL's
- SSLL's
  - DEF-CD SSOL (if Joint Use Site)
- Lodging Management Branch Director
  - Lodging Support-Base Camps
- Logistics Shared Services Branch Director
  - Shared Services Liaisons – Materials, Transportation, Heavy Hauling, Sourcing/Vendor Relations

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Logistics-SSM-SSOL tab – SSOL Tab/List TBD

4.7.1 Crew Tracker

The Crew Tracking Team / Crew Tracker Role is critical to the smooth operations of the site/base camp assigned. This role is assigned from the Resource Management and trained through Site Management and Resource Management branches; the SSOL oversees / leads the Crew Tracker assigned to the Base Camp. The Crew Tracker works directly with the SSOL providing daily crew reports to SSLL and Site Admin & Reporting. This role is responsible for assuring every crew member on a base camp is recorded and accounted for within a roster; and is checked in / out every am / pm as defined in the Daily Site Mgmt and Schedule Adherence and the Site Daily Operating Picture / process. Crew Tracker may be asked to support Time Sheet completion and submittal / approval / routing / storing. Crew Tracker will be responsible for ensuring timesheets and exceptions are gathered, stored, and shared to Logistics, Finance and Crew Mgmt during, and after the event. For more specifics on this role and responsibilities see Resource Management Branch roles and responsibilities section of this document.

5.0 Lodging Management Branch – Organization, Roles & Responsibility

The Lodging Management Branch is structured and staffed to support Transmission for lodging / temporary housing during an emergency event. The Site Management Branch, Resource Management Branch and Lodging Management Branch are to work together to support Restoration Crews logistical needs ('beds, beans, bullets'). Duke Energy is to provide housing/lodging, meals, as per industry and regulators standards. Expectations of DEF working as One Florida Response team comes clear in the process of acquiring lodging for all restoration resources during a major event.

This organization utilizes the corporate third-party vendor for acquisition of hotel rooms/beds; collaborates with DEF-CD Lodging Team and supports the need as it arises to fulfill alternative housing plan. It is comprised of:

- Lodging Management Branch Director
- System Lodging Team – report to Logistics Center and support the acquisition and booking of beds
- Area Lodging Team – report to Area Logistics – however, coordinate with System Lodging & Base Camp lodging support
- Crew / Base Camp Lodging Support

Coordination with Customer Delivery and the Third-party vendor occurs year-round during annual readiness, drills, training, and joint T&CD Emergency Preparedness Governance logistics monthly meetings. Utilization of the lodging tool, updating internal tracking tools, dispensing lodging assignments, and troubleshooting as required to fill emergency event bed need, occurs as a benefit to year-round collaboration.

The team also has field members that report to sites (base camps, hotel locations, campgrounds, fixed buildings serving as alternative housing), to ensure all bed assignments are completed. Operations - Area Storm Centers support this process by assigning the Area Logistics – Crew Lodging Support staff to support the Lodging Team in delivery of lodging assignments to Site/Base Camp –Crew Lodging Support. The Area Logistics-Crew Lodging Support role is to coordinate all the sites in their lodging needs; this role is the interface between System Lodging & Area Lodging needs.

Transmission Lodging Team - Storm Organization

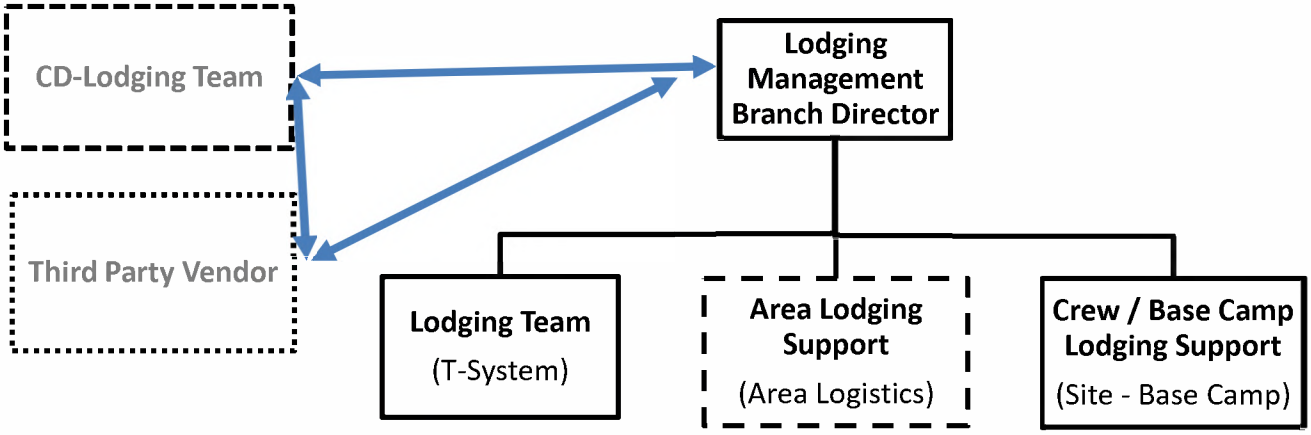


Diagram - Transmission Storm Org Chart – Lodging Management Branch tab

5.1 Lodging Management Branch Director – Role & Responsibilities

Job Function

The Transmission Lodging Management Branch Director manages and oversees all activity for the System Lodging Team, Area Logistics Lodging Support, Site/Base Camp – Crew Lodging Support with the 3rd Party Lodging Acquisition Vendor (Helms Briscoe). The primary responsibility of the Lodging Mgmt. Branch Director is to meet bed needs for the Transmission Restoration event. The Lodging Branch leader is to inform/report to the Logistics Chief, Resource Mgmt Branch Director, Area Logistics Coordinators & Lodging Support, Site/Base Camp -Crew-Lodging Support and DEF-CD Logistics – Lodging Lead of capacity identified by vendor, lodging needs identified by Resource Management, availability/ability to meet the needs, and any bedding issues during an event. In addition, the Lodging Management Branch Director is to monitor the incident situation toward anticipating / identifying before at capacity of lodging inventory so decisions can be made around alternative housing solutions. The Lodging Branch Director is responsible for identifying lodging at alternative sites like campgrounds, other fixed lodging locations. Lodging works with Site Management to develop and implement a base camp alternative housing plan with utilizes sleeper trailers, motor coaches, tents with cots., etc. to put beds on the base camp under the direction of the SSLL & SSOL.

Job Description

- Direct all activity for the T-Lodging Team, Crew Lodging Support, Area Logistics Lodging Support, and 3rd Party Acquisition Vendor
- Direct and monitor hotel procurement and cancellation numbers daily; provide reporting on procurement, open inventory, beds assigned, and cancellations.
- Work closely with Resource Management to establish daily bed needs for crews; provide status reporting
- Maintain daily buffer of needed beds; translate for team from bed count to room count (single vs. double, gender requirement, supervisor/foreman/lead requirement)
- Participate in Logistics and Lodging storm briefings
- Coordinate room/bed needs between -T and CD as requested by RIC and Logistics Chiefs
- Collaborate and maintain communication with T Logistics Chief, Site Management and Resource Management to ensure daily needs are met
- Represent Transmission and collaborate with Distribution regarding T-FL Area hotel concerns at a system level

- Provide Area account management by geographic / Area by assigning Lodging Team members to focus / service each T-Area.
- Ensure reporting of bed counts (availability, filled, outstanding, remaining) daily in support of cost estimating and expected invoicing. Work with Finance Section and Logistics Reporting to provide timely data reports.

Key Interface Points

- Logistics Chief
- Logistics Deputy Chief
- Reporting and Analytics Lead
- Logistics Request Team
- Site Management Branch
  - Site Admin Support & Reporting
  - Site Logistics & Operations Lead
    - SSOL's
    - SSLL's
  - Site Acquisition & Maintenance Lead
- Lodging Team
  - Lodging Support-Base Camps
  - 3rd Party Acquisition Vendor (Helms Briscoe)
- Resource Management Branch Director
  - Crew Trackers-Base Camps
- DEF-CD Logistics Chief
  - DEF-CD Resource Support Branch Director
  - DEF-CD Lodging Lead
- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Area Logistics Coordinator
  - Area Lodging Coordinator
- Finance Section Chief
- Transmission EP/TSSOP Coordinator/Program Manager

Training

The Lodging Management Branch Director ensures all housing acquisition, assignments, and closing activities run safely, efficiently, and effectively during an event. This Director role is to make sure staffing and training for all lodging management teams occurs and is ready prior to start of storm season. The Branch Director is responsible for assuring training plan is created and implemented.

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Lodging Team tab

5.2 Lodging Team Member (System) – Role & Responsibilities

Job Function

The Lodging Team member will work with Lodging Management Branch Director and field personnel (AREA Lodging Coordinator AND Base Camp/Site Crew Lodging Support) to accurately acquire and assign lodging/hotel/alternative housing needs for restoration personnel. Team members will receive direction and data from the Lodging Mgmt. Branch Director which may include bed count, location, and other housing requests needed to accommodate crews, contractors, Logistics teams, and support personnel. Team members will utilize 3rd Party Acquisition Hotel Tool to assign beds to crews, etc. within lodging tracking spreadsheet (Hotel Key Mgmt Template). Lodging Team member will be assigned to at least one Transmission Maintenance Area (TMA) to gain knowledge and awareness of lodging available (hotels, campgrounds, fixed buildings for alt. housing) and to provide focused service to the Area Storm Center.

Job Description

- Liaison role between: Lodging Lead, 3rd Party Acquisition Vendor, Area Logistics-Lodging Coordinator, and Base Camp/Site Crew Lodging Support
- Represents Transmission Area needs and collaborates with Distribution Zones regarding Area hotel concerns at a System level; focuses on specific geographic assignment from Lodging Lead
- Communicates with sites within geographical area for issues and resolution
- Communicate and oversee the booking of rooms/beds with 3rd Party Acquisition Vendor
- Track, confirm, and submit bed counts thru the 3rd Party Acquisition Hotel Tool
- Identify requests by Site/Area Storm Centers/System Storm Centers
- May coordinate the transfer of rooms/beds to 1DF-DEF lodging or process cancellation of beds within the 3rd party acquisition tool/process
- Manage any issues that develop with acquired rooms/beds
- Provide daily report out to Lodging Lead including # beds reserved and used by Area and Site
- Ensure lodging tracking spreadsheets with room assignments, location of lodging, name of supervisor / foreman of crews are available.

Key Interface Points

- Lodging Management Branch Director
- 3rd Party Acquisition Vendor
- Area Logistics Lead
  - Area Logistics – Crew Lodging Coordinators
- Site Logistics Lead (SSLL)
  - Site/Base Camp Crew Lodging Support
- CD Lodging team

Tools & Information Needed

- HB / Vendor Hotel Tool
- Laptop/Desktop
- Printer

Training Requirements

- Complete Annual Lodging Training provided by Lodging leadership (T&CD)
- Participate in any tabletops, drills, workshops provided by storm organization

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Lodging Team tab

5.2.1 Area Lodging Coordinators

The Area Logistics - Lodging Coordinators is critical to the running of and logistical support to the crews and at the site. This role is assigned and managed through Area Logistics Center & Lodging Team (System). The Area Crew Lodging Coordinators role works directly with the assigned Lodging Team Member, the Area Logistics Coordinator, the Base Camp SSLLs AND the Base Camp/Site Crew Lodging Support roles. The Area – Crew Lodging Coordinator provides daily crew lodging reports to Area Logistics and Lodging. Base Camp/Site-Crew Lodging Support ensures same reports are provided to Site Admin & Reporting. For more information in this role and responsibilities see Operations - Area Logistics Center roles – section 7.0-TSSOP-GDLP-EMG-TRM-00027.

5.2.2 Crew Lodging Support (Base Camp) – Role & Responsibilities

Job Function

This position shows up / reports to the Storm Site Logistics Lead (SSLL) and to the assigned Site (Base Camp, Mustering, On-boarding, Operations Center, Area Storm Site, etc.) This role is to interface with the Crew Tracker at the Base Camp. This position is responsible for validating arrival date and times for all crew resources. This position ensures that all on-system contractors, internal crew resources AND off system resources receive assignment and delivery to lodging / housing for crews. This position will also verify and update the lodging tracking spreadsheet and verify with Crew Tracker all on-boarded crew. This position ensures that crew and supervisors have lodging / housing verified, keys delivered, and communicating and assuring the crews meet their bed-down schedules/check out timeline. Lodging Support should be part of the Crew briefing for schedule adherence instructions. Lodging Support should be equipped with / made accessible 15 passenger vans or multi-passenger vehicle so resource may support movement of crews to and from lodging /storm site. If the Site is a T-Only site, Lodging Support will serve as additional T-Site support staffing to set up and maintain the Storm Site.

Job Description

This position will report to the Storm Site Logistics Lead and assist the efforts by:

- Assuring Site Lodging Tracking tool is up- to-date and lodging is assigned.
- Checking in and providing keys to Crew Forman/Crew members.
  - Role may be responsible for gathering keys from lodging site/hotel
- Verify with Crew Trackers, crew rosters and mobilization changes (movement for one site to next).
- Tracking and accurately verifying assigned resources and equipment at the Storm Site
- Alternative Housing Coordinator / Support if Hotel/lodging not utilized and storm site is an Alt. Housing Site
- Interface with SSOL, SSLL and Crew Trackers
- Coordinates with Area Lodging Coordinator and System Lodging Team to ensure all crew assigned to Base Camp lodging needs are met
- May be required to go to the hotel location to support check in process with hotel staff.

Training Requirements Before Major Storm/Event

- Participate in Field Role Training
- Complete understanding of TSSOP-Logistics Site Mgmt Operational Plan, Daily Site Operations Picture, roles and responsibilities
- Review requirements for crew makeup and equipment standards (especially if Equipment will be parked – even momentarily at Lodging Site).
- Successful participation in Annual Storm Drill and any related tabletops / exercises, training/CBTs

Key Interface Points

- Lodging Management Branch Director
- Area Logistics Lead
    - Area Lodging Coordinators
- Site Logistics Lead (SSLL)
- Site Operations Lead (SSOL)

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). **See Checklist:** Lodging Team tab

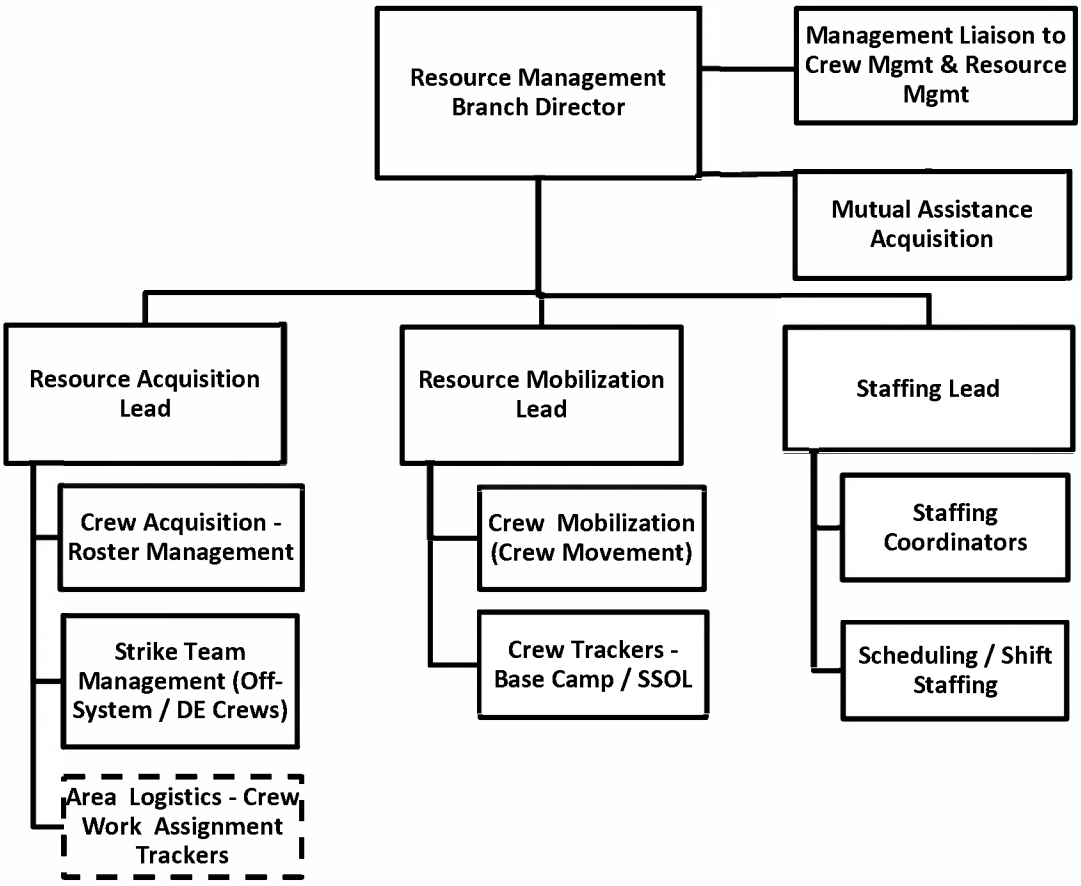
6.0 Resource Management Team - Organization, Role & Responsibility

The Resource Management organization is structured and staffed to acquire, mobilize, track, and release all event resources. All human resources that are utilized in some aspect of restoration or support are considered event resources. The Resource Management team works with enterprise tools and processes to identify all available resources that are in Florida, DE Regions, and across the nation (through Mutual Assistance), if needed. Employees or contingent workers (CW) in the jurisdiction working to restore the system are designated as 'on-system' workers. Crews or workers are skilled in electrical, civil, and mechanical construction including line, substation, relay and major equipment specialties / SMEs; vegetation trimming, removal, and maintenance around transmission equipment; Transmission area maintenance crews specializing in system assessment / damage assessment and maintenance/repair, on-system contract resources/crews (native and non-native), and support/ logistical / leadership / supply chain resources are ALL part of the restoration effort and under the Resource Management organization's acquisition, mobilization, and demobilization responsibility.

The Resource Management organization consists of:

- Resource management Branch Director
- Mutual Assistance Acquisition / Contract Manager
- Resource Acquisition Team
- Resource Mobilization Team
- Resource Staffing and Scheduling Team

Resource Management - Storm Organization



(Diagram: Transmission Storm Org Chart – Resource Mgmt. Team tab)

6.1 Resource Management Branch Director - Role & Responsibilities

Job Function

The Resource Management Branch Director oversees the Transmission Resource Management Storm Organization (as a branch of Logistics) which is comprised of the following teams:

- Resource Acquisition
  - Strike Team Management – Crews from other DE Regions
- Mutual Assistance – Crew Acquisition
- Resource Mobilization – movement of crews once on system
- Staffing – supporting resources staffing and scheduling

The Resource Mgmt Branch Director is a leadership role, ultimately responsible for ensuring the annual readiness of each team of the Resource Management Branch. During an event, the Resource Management Branch Director is responsible for activating the organization, staffing, assuring the tools and processes are accurate and ready to use.

Due to the extreme pace of decisions, acquisition, and interactions during an event, the Resource Mgmt Branch Director has a Leadership / Management Liaison to support the communications and direction during an event; the Management Liaison to Crew Management (See GDLP-EMG-TRM-00027-Operations – Crew Management – Liaison role to Logistics / Resource Mgmt.) THIS ROLE description is under development. This is a Logistics managed role; however, this Liaison role is to be activated by Operations Crew Management during the Situational Awareness pre-landfall phase of an event to work directly with Crew Management and Mutual Assistance to ensure accurate reporting of available on system resources

and provide the direct link to Logistics Resource Management Teams for timely and accurate roster creation, activation, and mobilization. The Logistics Section Chief/Deputy will also be activated by the RIC and will be aware of the Liaison responsibilities. This role will activate any compliment of Team members required for supporting any pre-landfall needs to place crews on system either as activated or stand-by whether Logistics Storm Center has been activated.

Once initial rosters are uploaded, this role maintains the communications with Crew Management and Mutual Assistance for any acquisition of new resources to ensure they are uploaded by Logistics in a timely fashion. Once crews are in the Logistics tracking system and assigned to their initial reporting locations, crew movement is managed/directed by the Area Incident Command. AIC, with the support of their (system) Crew Management Branch, with RIC & Planning guidance, will release crews back to the system, or request movement from one area to another via direction from the requesting Area.

The primary responsibility of this branch is to acquire, mobilize, track, and release all human resources activated in an event. This position is responsible for ensuring that identified resource needs for support of the restoration effort are met. RM participates on all System and Logistics Briefings. RM is to provide updates to the daily goals directed by Logistics; Resource Mgmt reports on crew acquisition, mobilization, deployment, and movement are expected at least twice daily; the resource data is crucial piece in the Planning actions completed within the IMT Reporting and IAP Process. The Logistics Chief or the Resource Management Branch Director is a member of the Planning Section – IMT Reporting/IAP team.

Job Description

The Resource Management Branch Director manages the RM Team and reports to duty during major restoration efforts. This position will ensure that all C&M and Veg Mgmt on-system & off-system, transmission restoration resources are acquired, mobilized, tracked, assigned, and demobilized, released before and during major storm events. This position will ensure that any / all additional support resources are acquired, mobilized, assigned, and tracked utilizing the Staffing process and resource management tools.

- Direct and manage storm preparedness and restoration activities of the Resource Management Branch
- Coordinate storm preparedness and restoration activities with CD Resource Management Branch Director, and Transmission's Mutual Assistance Team Lead
- Provide & post daily updates of Site/Base Camp & Crew rosters to the current storm website, utilize Mobilization Lead and Area Logistics Coordinators for validation and posting of rosters.
- Coordinate storm preparedness activities with C&M Contractors & Mutual Assistance to establish resource availability.
- Support Transmission Operations-Crew Management by acquiring and mobilizing pre-storm landfall resources needs; Support Crew Management by acquiring and mobilizing post-storm landfall resources needs
- Ensure the tracking of all resources, especially contract (native and non-native) C&M & Veg Mgmt resources utilized for event restoration activities
    - Ensure Acquisition and Mobilization Team members are training and utilizing the Time Sheet and policy Exceptions process, tools/aps, forms, and communications
    - Work with Operations – Crew Management Branch to ensure all Inspectors, Supervisors, SSOL's have 'Crew Trackers' assigned to support the documentation and uploading of tracking reports (timesheets, exception forms, approvals, etc.)
    - Work with Finance Section Chief and the Estimating and invoice processing branches to ensure all documentation / tracking data in uploaded / shared to Finance Contractor/Vendor folders
- Support documentation of the event through activation, mobilization, and continuous maintenance of Storm Resource Mgmt Tool to track resource use, activation, mobilization, and release.
    - Ensure FOLDERS for storing documentation from Crews are set up and accessible by RM Team, Finance Team, Logistics Chief, AND Transmission EP/TSSOP Coordinator/Program Manager
- Create with Crew Mgmt, the resource deployment, re-allocation, and release plans; communicate these plans to the Planning Section and Reporting.

- Develop release plan that identifies value-added contract line and/or tree resources for retention during draw down of resources (release the least cost/production-effective first; keep the most cost/production effective longest)

- Ensure Staffing is working with WorkDay and CD to centralize recruiting for Logistics storm roles / branch team members from current DEF personnel, i.e., Plants, as well as company retirees
- Acquire/track/assess need for all Logistics resources prior to and during storm restoration
  - Partner with Logistics Chief and Site Management to determine resources needed to manage Sites / Base Camps / Storm Centers
  - Identify any available transmission resources to assist in opening requested Sites as requested by the Transmission Site Mgmt, and DEF-CD Crew Support Director (for T-Only, Joint Use Sites)

- Ensure the maintenance and monitoring, staffing, and recruiting of Logistics Organization. Utilize the Staffing team to:
  - Administer process to recruit and deploy resources by matching skill sets to Logistics roles and responsibilities
  - Review the Logistics-Branches within the organization chart annually to identify resource gaps and make assignment recommendations to each branch lead
  - Maintain Logistics Org chart
  - Utilize DE Tools (ARCOS-SOS, Assurance System); engage Admin/Corp Service to manage.
  - Support the updating / monitoring of internal resource management by:
    - Update resource tracking tool (WorkDay, ARCOS-SOS) based on annual Logistics organization chart process output
    - Monitor resource tracking tool (WorkDay, ARCOS-SOS) for additional resource availability; Ensure Staffing Lead teams trained/staffed
- Provide current personnel list for specific job training to the Transmission EP/TSSOP Coordinator/Program Manager

Key Interface Points

- Regional Incident Commander (RIC)
  - Operations Section Chiefs: Area Storm Center Chief/AIC
    - Area Assessment / Field Engineering / Work Planning Branch Director
    - Area Logistics Coordinator
    - Crew Management
  - Planning Section Chief
    - Reporting Analyst / Data Mgmt / Event modeling
    - Wholesale Customer Emergency Center Team
  - Logistics Section Chief / Deputy
    - Logistics Requests, Tracking & Fulfillment
      - Reporting and Analytics Lead
    - Site Management Branch Director
    - Lodging Management Branch Director
    - Resource Management Branch
      - RM Acquisition & Mobilization Team
      - Mutual Assistance Team Lead
      - Staffing Team
    - Logistics Shared Services Branch Director
    - System Engineering Team Lead
    - Admin Corp Services Team Lead
      - Admin Support Team
  - DEF-CD Resource Management Branch Director
  - Finance Section Chief
  - Transmission EP/TSSOP Coordinator/Program Manager

Training
The Resource Management Branch Director ensures all resource acquisition, mobilization, demobilization, and release activities run safely, efficiently, and effectively during an event. This Director role is to make sure staffing and training for all resource management teams occurs and is ready prior to start of storm season. The Branch Director is responsible for assuring training plan is created and implemented.

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Resource Mgmt tab

6.2 Mutual Assistance / Contract Management – Roles & Responsibilities

Job Function
Mutual Assistance / Contractor Management role is to work as POC for DE Mutual Assistance for acquisition of Transmission off-system, non-DE system contractors (line, sub, relay, specialty equipment, vegetation, logistics resources) from the regional utility organizations such as Southeastern Electrical Exchange (S.E.E.). This role ensures contacts, rosters, and contracts are in place and provided to Logistics-Resource Management and Operations-Crew Management.

Job Description –

- Provide all Contracts for Native and Non-Native Storm Contractors to Finance Section Chief AND Resource Management Branch Director at the beginning of each Tropical Storm Season
- Ensure Contact List of Contract / Vendors is current; provide to Resource Mgmt, Crew Mgmt and Finance Section Chief
- During an Event, Notify Resource Mgmt, Crew Mgmt and Finance Section Chief when notifying Mutual Assistance associations for potential 'acquisition'; provide updates / status of acquisition
- Provide list & contacts for all / any acquired resources (Mutual Assistance resources)
- Coordinate with RM-Acquisition Lead and Crew Mgmt Director on formalizing all communications with contractors / vendors, especially, acquisition notifications, release notifications, travel and tracking notifications, and billing/invoicing notifications.
- Provide all communications (emails, telephone logs, etc.) with vendors /contractors for storage / back up documentation during every event.

Key Interactions

- RIC / AIC / Planning Section – Event Leadership
- Logistics Section Chief
  - Resource Management Branch Director
  - RM-Acquisition Team Lead
  - RM-Mobilization Team Lead
- Operations-Crew Management Branch Director
- Finance Section Chief
  - Time Branch Director
  - Compensation Branch Director

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm

events (before landfall, during restoration, and after the storm event).
See Checklist: Resource Mgmt tab

6.3 Resource Acquisition and/or Mobilization Lead - Role & Responsibilities

Job Function

The Resource Acquisition Lead is responsible for assuring contract crew resources are identified, acquired, and brought on-to the Transmission system as storm restoration resources. In addition, the Resource Acquisition & Mobilization Lead is to contact all on-system contractors and internal crews to establish on-system resources available for restoration activities prior to acquiring off-system resources. RA&M Lead is to follow the corporate contracting protocols for utilizing / acquiring Duke resources then external/foreign resources.

This role is responsible for mobilizing all required / acquired resources, which mean assigning crews to Areas and then Storm Sites. For collaborating with the Area Incident Commander/Operations Section Chiefs, especially the Crew Management Branch Directors, and Logistics to ensure crews have information necessary to report to work.

This role is key in assuring all transmission contract, internal and external, storm resource teams are accounted for within the resource management tool so that equipment, work, lodging, meals, logistical support, effective monitoring, and management can occur safely and effectively throughout the duration of the storm/event. This role works closely with the Crew Acquisition Liaison or directly with the Crew Management Branch director if serving as same role.

Job Description - This position will oversee and manage Acquisition and Mobilization Activities:
Acquisition

- Primary contract manager – Confirm with Customer Delivery, that DEF-CD RM has created and activated storm in resource tracking tool. Confirm Transmission naming convention and Crew ID numbers for loading rosters.
- Collaborate with Resource Management Branch Director and Sourcing/Contract Mgmt or designee, to determine
  - Resource requirements
  - Timing for mobilization
  - Financial constraints
  - Pricing limitations
  - Location to stage resources (in state, out of state)
  - Radius to acquire resources
- Coordinate with Mutual Assistance AND Crew Management on the formal communications / notifications for Acquiring, Mobilizing / Travel, Show-up, and Release of Contract resources (Native and non-Native)
- Communicate the result of above to the Acquisition & Mobilization team to begin Resource Acquisition process
- Work with Mutual Assistance as per company policies and utility industry standards; ensure all tracking, timesheet, exception policy, invoicing, travel, work, safety, and on-boarding data / documentation is updated and provided to contractors when acquired
- Ensure resources are acquired and appropriate terms and conditions are negotiated. Acquire and secure resources from utilities, private companies, Munipals and Coops that meets the criteria established by the Acquisition team lead. Negotiate terms and conditions as prescribed by team lead.
  - How many needed?
  - What is the timing?
  - When to make financial commitment.
  - Pricing limitations
  - Location to stage resources (in state, out of state)
- Responsible for reporting on goal achievement as defined by the system. Sample goals:

  - Number of incremental line resources acquired
  - Number of incremental tree resources acquired
  - Number of line resources demobilized
  - Number of tree resources demobilized
- Acquire / capture all contract and internal crew / storm resources within rosters and upload into resource management tool of record (ARCOS-Crew Manager). Ensure for Transmission Crews that Vehicle/Equipment Compliment is captured within the Roster. See Resource Mgmt Process
- Ensure training and regular use of resource management tools (ARCOS-Crew Manager, Reports for storm centers, etc.) for Self and Acquisition Team. Ensure annual readiness for Resource Acquisition & Mobilization Team on use of resource management tools.
  - Radius to acquire resources
  - Participate and collaborate with national and Jurisdiction/Region/Area mutual assistance associations
- Resource outlook and forecast
  - Provide high level information on resources to be made available (example: Southern Company to release 200 people in 2 days to Duke Energy). Provide to Resource Management Director.
- Major issue resolution
  - Handle unique issues as requested by the resource management team or the Resource Management Leads
- Develops crew demobilization Plan with Crew Management
  - Determine means to populate information regarding crew price and designate team member to update file
  - Solicit feedback from the Areas on crew performance via the line and tree crew lead
  - Provide timeline to make crew decisions on who to release which will be discussed on the daily resource call
  - Acquisition team notifies home office first of release and the Area will notify the local crews
- Implement Crew Demobilization Plan
  - Notify home office first of release as directed by Crew Mgmt – and mobilization team leads

Mobilization:

- Participate in daily Transmission System Call and T&CD Logistics Calls
- Manage crew assignment to Areas/Area
- Be decision maker with RM Leads and Area Logistics Coordinators for which crews are assigned to which Area and then to Storm Site
- The lead will factor in, crew equipment and capability.
  - To make these decisions, the lead will refer to the comments section in the tool where that crew acquisition will use to identify specifics on crews, and they will also list equipment being brought.
  - The lead will also receive verbal feedback on the system call with the Area resource managers on their needs.
  - The lead will oversee the tool input personnel to ensure this information is updated in the Tool and the Area is notified (will ensure the input personnel include such pertinent information as climbing vs non-climbing tree personnel, special equipment, etc.)
- Break down crews into 10-15 person teams and assign in that manner to the Areas
  - Mobilization notifies crew leader of team ID number
- Communicate special needs related to outside resources. (Example: if a crew insists on using a mobile kitchen, the lead will provide that info on the system call to the Area Coordinator and to Storm Site Management and LOGISTICS Coordinators who will also be on the call.)
- Elevated issue resolution with the AIC/C&M Areas / Area Storm Centers Crew Coordinator
- Serve as the single point of contact when unique conflicts and situations arise
- Responsible for manual GPS on crews
  - Ensure the calls are being made to incoming crews, and that the tool is being updated with the latest ETA's
  - Once on system, initiate a daily call to ensure there are no issues

- Responsible to ensure updated rosters and Time Sheets/Exceptions are received from Inspectors & Crew Foreman of each contract crew
  - Ensure rosters are acquired from incoming crews and populate a shared drive with that information
  - Ensure vehicle/equipment information is correctly reported and the Lodging, Area Logistic Coordinator, & Storm Site crew trackers are aware of acreage/space requirements for each crew
- Ensure smooth transition from system to Area for incoming crews
  - If mustering site is used, after arriving there, turn them over to the Area for future communication
  - If mustering site not used, turn the crew over to the receiving Area within 2-3 hours of arrival
- To facilitate the transition, the system will call the crew and notify them that the Area will now take over communication. Give the crew the Area phone number and contact name but have the Area initiate the call.
- Track internal line resources moved to another area
- Resource forecast – ensure a resource forecast is available to the Areas to provide a picture of resources to come through the upcoming week
- Developing a contingency plan if tool is inoperable or phone lines are down
- Ensuring the crew mobilization storm kit and pre storm checklists are prepared/completed as outlined
- Ensuring direction books are available to provide appropriate information to incoming crews
- Provide the needed system reports at designated times

Key Interface Points

- DEF-Transmission System Storm Regional Incident Commander (RIC)
- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Area Logistics Coordinators
  - Area Crew Trackers
  - Crew Management Branch
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling
  - Wholesale Customer Emergency Center Team
- Logistics Chief
- Logistics Deputy Chief / Logistics Requests
  - Reporting and Analytics Lead
  - Site Management Branch Director
  - Sourcing / Vendor Relations-Liaison
  - Contract Management
  - Lodging Management Branch Director
  - Resource Management Branch
    - RM Acquisition & Mobilization Team
    - Crew Trackers - Base Camp
    - Staffing Team
- DEF-CD Resource Management Branch Director
- Finance Section Chief
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: RM-Acquisition Lead tab & RM-Mobilization Lead tab

6.3.1 Crew Acquisition & Mobilization Team – Role & Responsibilities

Job Function

This role supports and implements the Acquisition & Mobilization lead plan and activities for fulfilling the Resource Management process. Each person on the RM team is to be trained to support either

Acquisition activities and/or mobilization activities. The team must be able to support both paths of the process and have a working knowledge of each path at any time during an event.

Job Description –

- Must be trained and proficient in ARCOS – Crew Manager
- Uploads and updates Rosters of contractor crews
- Uploads and updates Rosters of internal crews
- Uploads and updates rosters of leadership
- Uploads and updates rosters of logistical support teams
- Uploads and updates any other necessary rosters
- Must follow communications / acquisition notifications guidelines and templates as trained and defined by Team Lead & RM Branch Director

Key Interface Points –

- Logistics-Resource Mgmt Branch Director
- RM-Acquisition & Mobilization Lead

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: RM-Acquisition & Mobilization Team tab

6.3.2. Crew Tracking Team / Crew Tracker - Role & Responsibilities

Job Function

This position is part of Resource Management yet during an event, reports to the Storm Site Operations Lead (SSOL) at the assigned Storm Site / Base Camp. This role is responsible for documenting and updating Area Storm Center and System Storm Center of arrival date and times for all (native & non-native) storm resources. This position will update the Crew Tracker Spreadsheet with actual resource counts, roster names and type of equipment AND provide updated Spreadsheet/Roster to Area Logistics-Crew Tracker / Arcos-Crew Mgr Support and/or SSM Admin Support. This position ensures that all native contractors, internal crew resources, AND non-native resources receive their operational schedules, understand expectations, and participate in the designated safety orientation. The Crew Tracker will work closely with DE Field Lead (Inspector, Supervisor, SSOL) to ensure the Contract Crew Foreman and DE Field Lead are documenting, collecting, routing for approval all Timesheets and any Exceptions (manually / paper process OR TeamCard Ap/Web process). The Crew Trackers may also be assigned as Crew Support to 'run' logistical needs (meals, materials, etc.) from storm site to work site. Crew Trackers should be equipped with pick- up truck or SUV type of vehicle so resource may access work site. If the Site is a T-Only site, Crew Trackers will serve as additional DEF-T Site support staffing to set up and maintain the Storm Site. (Releasing the Crew Trackers: If DEF-T Event Restoration work is complete, the SSLL is responsible to reporting to Site Mgmt and SSOL which resources can be released or redeployed. No Logistics or storm field roles are released until SSLL, SSOL and Site Management, and Logistics Chief authorizes)

Job Description

This position will report to the Storm Site Logistics Lead and assist the efforts by:

- Primary Role: Track and account for Crews and Work assignment, ensure all crew on roster are accurate, assigned to DE Field Lead (SSOL, Inspector, Supervisor)
  - Ensure Contractors (GF and/or Foreman) have Timesheets, Exception forms/ and/ or are utilizing TeamCard Ap for daily timesheet collection and approval and exception requests and approvals.

- Secondary role AFTER crews is on-boarded and accounted for Crew Trackers are to Support the crew / foreman by:
  - Traveling to and from the site to the work site, providing access to or delivering crew needs (lunches, materials, etc.)
  - Tracking and supporting Schedule adherence with the SSOL & foreman/inspector (assuring crews get to breakfast and dinner and back to lodging so all have 8 hours rest.)
  - Assisting in routing / uploading approved timesheets and exceptions forms to RM & Finance folders
- Utilizing crew tracking tool/spreadsheet (a report from ARCOS-Crew Manger tools) – viewing spreadsheet / updating spreadsheet and sending to RM-Mob Team (Area Logistics Field Support role)
  - Verify with Site/Base Camp Lodging Support the crew rosters and mobilization changes (movement from one site to next).
- Tracking and accurately verifying assigned resources and equipment at the Storm Site
- Interface with SSOL (Site Operational Lead), and SSLL (Site Logistics Lead)
- Required to have:
  - Complete PPE (See Field Role Packing List)
  - Cell Phone / Smart Device (company issued or personal number must be on Workday.
  - Company Credit Card
  - May be required to drive SUV or 15 Passenger Van available to utilize on site
  - Utilize housing / lodging as arranged for the site assigned to (i.e., if alternative housing is lodging for site assigned, then Crew Tracker will bed down via alternative housing. See Alternative Housing definition/plan).

Training Requirements Before Major Storm

- Participate in Field Role Training
- Complete understanding of TSSOP-Logistics Site Mgmt Operational Plan, Daily Site Operational Picture; Daily Site Mgmt Plan, roles and responsibilities
- Review requirements for crew makeup and equipment standards
- Successful participation in Annual Storm Drill and any related tabletops / exercises, training/CBTs

Key Interface Points

- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Area Logistics Coordinator
    - Area – Crew Trackers
    - Area – Lodging Coordinators
- Logistics Chief
- Logistics Deputy Chief / Logistics Requests
  - Reporting and Analytics Lead
  - Site Management:
    - SSOL
    - SSLL
  - Lodging Management Branch Director
  - Resource Management Branch
    - RM Acquisition & Mobilization Team
    - Crew Trackers - Base Camp
    - Staffing Team
- DEF-CD Site Mgmt-SSLL/SSOL (Joint Use sites)
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Logistics-RM-Crew Tracker tab

6.3.3 Area Logistics - Crew Tracker Support

The Area Logistics – Crew Tracker is critical to the running of and logistical support to the crews and at the site. This role is assigned and managed through Area Logistics Center & Resource Management Team (System). The Area Logistics - Crew Tracker role works directly with the assigned RM Acquisition & Mobilization Team Member, the Area Logistics Coordinator, the Base Camp SSOLs AND the Base Camp/Site Crew Trackers roles. The Area – Crew Tracker provides daily crew timesheet and lodging reports to Area Logistics and RM. Base Camp/Site-Crew Tracker ensures same reports are provided to Site Admin & Reporting. For more information in this role and responsibilities see Operations - Area Logistics Center roles – section 7.0-TSSOP-GDLP-EMG-TRM-00027.

6.4 Staffing Management Lead – Role & Responsibilities

Job Function
This position is responsible for keeping the assigned portion of the employee/resource management tool (RSVP / ARCOS-SOS, excel spreadsheet) current. In addition, this position will support the storm response by updating the tool to accurately reflect the resource activation / mobilization plan.

Job Description - This position will:

- Participate in daily system call with Transmission System Briefings and T&CD Logistics calls as needed.
- Manage the process of receiving requests, and staffing, non-craft and technical storm resources requests on behalf of DEF Transmission System restoration plan
- When internal resources are not available, contact DE Retiree resource availability. In addition, contact RM-Acquisition and inquire about contractor availability
- Interface with CD Region ARCOS SOS Coordinator & DE human resource activation tool/system coordinators to share resources between transmission organizations
- Be the Transmission region Point of Contact for ARCOS SOS
- Provide training to sub-region ARCOS SOS Coordinators
- Receive and distribute periodic employee storm role reports extracted from WorkDay to sub-region ARCOS SOS Coordinators to validate ARCOS SOS tool
- Validate sub-region ARCOS SOS Coordinators maintain their employees in the ARCOS SOS module
- Serve as Lead to Staffing Coordinators within DEF Transmission; ensure the Staffing coordinators are:
    - Keeping the Current tool updated as employees transfer in and out of the storm organization
    - Being the first point of contact for the organization's employees regarding Staffing questions or concerns
    - Able to perform their duties as outlined in the process document.
    - Assisting employees when signing up for their storm role
- Participating in pre-storm season planning
- Work with RM/Acquisition & Mobilization to ensure Logistics and Storm Center support staff are in rosters and scheduled for shifts.
    - Gathers rosters for Command Staff from RIC administration specialist or EPM for inclusion in logistical support.
    - Ensure Scheduling & Staff Shift Coordinators create rosters for resources needing logistical support (lodging, meals, etc.).
        - Operations non-crew support, i.e., DA Area Assessment/Engineering, AIC Logistics, Crew Management.

Key Interface Points:

- Logistics Chief
- Logistics Deputy Chief / Logistics Requests
  - Reporting and Analytics Lead
  - Site Management Branch Director
  - Lodging Management Branch Director
  - Resource Management Branch
    - RM Acquisition & Mobilization Team
    - Crew Trackers - Base Camp
    - Staffing Team
  - Logistics Admin/Corp Service Team Lead
- Transmission EP/TSSOP Coordinator/Program Manager
- Area Logistics
- Operations Area Assessment/Field Eng.

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: RM-Staffing Lead tab

6.4.1 Staffing Coordinators – Role and Responsibilities During Annual Readiness

Job Function
The Staffing Coordinator will be responsible for a particular AREA/Work Group/Business Unit employee's verification and updates of Storm Roles within the DE HR and Staffing tools (ARCOS-SOS/Call-Out / excel spreadsheets). The Staffing Coordinator is to have a working knowledge of the HR System / Work-Day – ARCOS-SOS – other tools and of the organization to support. This role and process is under development.

Job Description –
- Employee/Manager point of contact – Serve as a central point of contact for those resources recruited or secured to fill gaps
- Keeping the ARCOS SOS tool updated as employees transfer in and out of the storm organization
- Being the first point of contact for the organization's employees regarding ARCOS SOS questions or concerns
- Able to perform their duties as outlined in the process document.
- Assisting employees when signing up for their storm role
- Participating in pre-storm season planning

- **Key Interface Points –** Logistics – RM Staffing Mgmt Lead. Other Staffing Coordinator (by Business Unit and Storm / Branch Director needs)

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: RM-Staffing Lead tab

6.4.2 Scheduling / Staff Shifts – Role and Responsibilities During Restoration

Job Function
The Scheduling / Staff Shifts role is expected to ensure each Storm Org has staffing appropriate for the event; this role is to support RIC / System Storm Center, AIC / Area Storm Centers, Logistics,

Planning, Communications, Finance, and Operations (non-crew/craft roles) Sections of the storm organization. The role is to work with the Section / Branch / Team leads of each Storm organization to create / publish schedule of operation and shifts (employees' assignments). The leads of each organization are to provide initial plan from org charts and RIC activation instructions; Scheduling is to ensure template is completed and provided back to storm leadership

Job Description –

- As directed, work with RM/Acquisition & Mobilization to ensure Logistics and Storm Center support staff are in rosters and scheduled for shifts.
- Create rosters for resources needing logistical support (lodging, meals, etc.).
- Utilize Staffing / WorkDay / ARCOS-SOS tool for Logistics, Storm Center activating and scheduling of support personnel

Key Interface Points –

- Logistics – RM Staffing Mgmt Lead
- Other Staffing Coordinator (by Business Unit and Storm / Branch Director needs)
- Area Logistics Coordinators
- Logistics Branch Directors
  - System Engineering
  - Site Management
  - Lodging
  - Resource Management
  - Corp. Services
  - Logistical Support Services

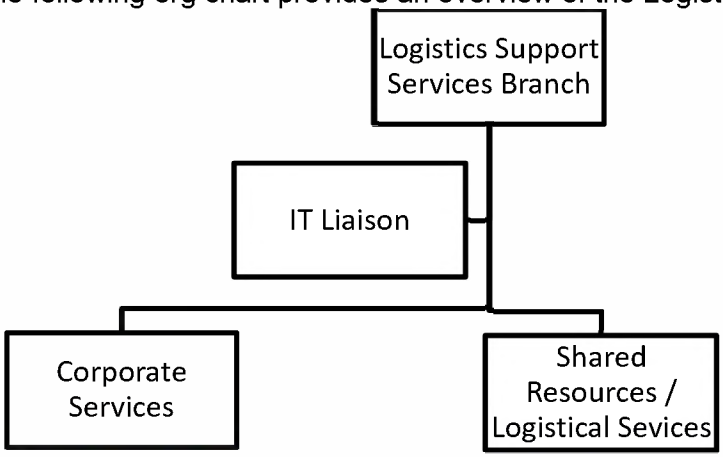
Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: RM-Staffing Lead tab

7.0 Logistics Support Services Branch – Organization, Role & Responsibility

The Logistics Support Services Branch is the engine of the logistics machine; it provides structure and process for the internal administrative functions, This Branch provides the support and resources to ensure smooth running, tracking, fulfillment, and closing of logistics aspects of an event.

The following org chart provides an overview of the Logistics Support Branch:



(Diagram: Transmission Storm Organization Chart - Logistics Support Services Branch – tab)

7.1 Logistics Services Support Branch Director – Role & Responsibilities

Job Function

The Logistics Services Support Branch Director is to manage all the internal workings of the logistics organization; this branch leadership role must have working knowledge of the tools, processes, functions within the logistics organization. The Branch Director must be able to staff and resource administrative, engineering, and logistical roles; while providing the needed decision making or escalation to get decisions made in support of the administrative functioning of the storm organization. This leadership role description is under development.

Job Description – Under Development

Key Interface Points – Under Development

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Logistics Support Services Team tab – Under Development

7.1.1 Logistics Services – IT Liaison(s) – Role & Responsibilities

This job description is anticipated to be filled by several people with skills to some or all the tasks/work management described below:

Job Function

The Logistics IT Liaisons are responsible for providing administrative IT support for the System Storm Plan. Below are some specific tasks that this role supports:

- Creation, compliance and maintenance of Storm Org/Sections/Branches/Teams email distribution lists and mailboxes that are built from the TSSOP Organization chart and Outlook organizational structure.
- Creation, compliance, and maintenance of the System Storm Center / TSSOP 'Hub' / Share point site that houses all the processes, organizational charts, roles/responsibility documents, as well as connectivity to shared processes with 1DF and System / Enterprise Shared processes and roles.
- Creation, compliance, and maintenance of tools / software / training CBTs / training plans for all storm role training needs

Provide technical and process centric support for Transmission – FL System Storm Plan and planning; collaborate and work with Storm PM / consultant, Logistics Admin/Corp Support Lead, 1DF-DEF Logistics as well as enterprise logistics organizations across jurisdictions when requested. Involved in all phases of the project lifecycle (from concept and requirements through launch and support). Assist PM in maintaining project schedules, work breakdown structures (WBS), issue/decision logs, meeting summaries and status reports to ensure effective, ongoing communications across all team members.

Support the Branches of the Storm Organization that utilize the above-mentioned support items: Email /Distribution lists, Shae point site, training modules. Specifically provide support to Logistics Support Services Branch, which is responsible for the ongoing maintenance of the storm plan, organization chart, and all means of managing process flow updates, documentation, share point workspaces, etc.

Primary work responsibilities:

- Support Project Manager in Logistics Portal/SharePoint Site design/development, including InfoPath design w/logic workflows, and Nintex workflow creation/automation.
- Create and update means to automate org chart updates with distribution lists & mailboxes; ensure new employees get assigned to storm role; that when an employee moves from one organization to another that storm role gets re-assigned according to Storm Org and Unit Managers assignment. Maintain distribution lists, mailbox ownership and access rights.

Work / Collaborate with 1DF-DEF IT Liaison individual on the following:

- **eLearning**: Update existing Logistics eLearning/CBT (Computer Based Training) Modules. Create new Logistics eLearning/CBT Modules. Interface with the Project Manager, Process Owner's, and SMEs to ensure the eLearning/CBT modules are updated appropriately and in a timely manner. Schedule face to face review sessions with Process Owners for approval of eLearning/CBT module updates prior to submission to Project Manager and Sponsors for approval. Interface with company training resources to post modules on Plant View and MyTraining for end-user. Support Project Manager in face-to-face training development.

Job Description

- Support Storm PM/Consultant in Share Point site maintenance; ensure accuracy of links, workspace / site permissions.
    - Update and maintain the overall layout and functionality of the Transmission FL System Storm Center Share point site, including Operations, Planning, Logistics, Communications pages
- Support Logistics Services Branch and all of Logistics in development of and maintenance of distribution lists, mailboxes, all modes of communication within Transmission pre, during, post event.
    - Annual Readiness support of communication planning and Assurance NM / SOS / WorkDay / all tools / software that supports storm roles identification and communication
    - Pre/During/Post Event support of these tools and lists so that activation, communication, notifications, scheduling can occur seamlessly

Proficiencies, Tools and Information Needed

- Cell Phones
- PC/Laptop/Tablet
- Fax
- Printer
- Copier
- Satellite Phones
- System / Network
    - MyTraining
    - Share Point

Key Interface Points

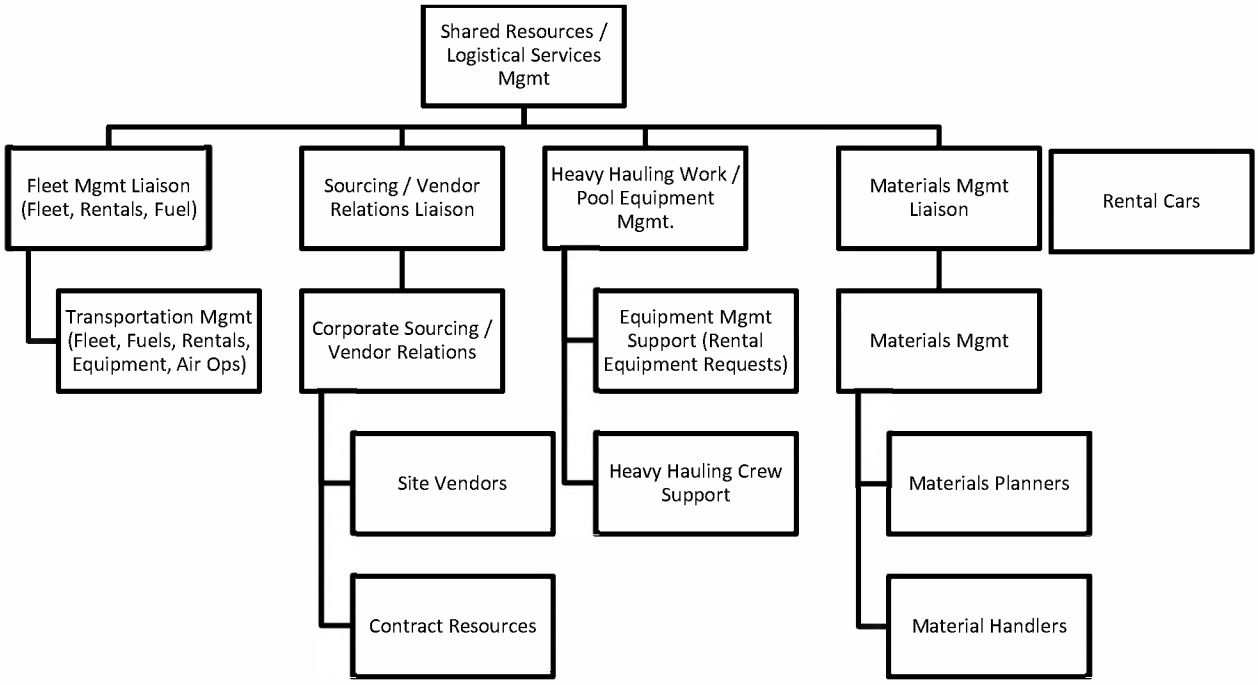
- Transmission System Storm Coordinator/Consultant
- RIC / AIC / Planning Section Chief – Event Leadership
- Logistics Chief
    - Logistics Support Services Branch Director
        - Admin / Corp Services Lead
    - Site Management / Resource Support Branch Director
        - Site Acquisition & Maintenance Lead
        - Site Logistics & Operations Lead

  - Resource Management Branch Director
    - RM-Staffing Team Lead
    - RM-Mobilization Lead
  - Lodging Management Branch Director
- Area Logistics Coordinator

Checklist of Actions
The following link provides the Support Services Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Link: Logistics - Checklist of Actions - Support Services

7.2 Shared Resources & Logistics Services - Organization, Role & Responsibility

The Logistics Organizations within Florida are supported significantly through use of shared resources that provide logistical services to Transmission, Distribution, Generation, Corporate Services – all resources needing support. Transmission's Shared Resources / Logistical Services Team is structured and staffed to create and maintain clear lines of communications and provide additional support when activated for a major event. The SR/LS Team is primarily responsible for assuring logistical requests to the Shared Resource organizations are vetted, clear, follow the correct process, tracked, and fulfilled with the support of the Logistics Request, Tracking, & Fulfillment Team. The SR/LS Team are liaisons with the charge to be the DEF-T Logistics Center SME for the Shared Resource organization.



(Diagram: Transmission Storm Org Chart – Logistics-Shared Resource/Logistics Serv Mgmt tab)

7.2.1 Shared Resources & Logistics Services Lead – Role & Responsibilities

Job Function
The primary function of this role is to select, assign, schedule SME for each of the Shared Services (Heavy Hauling, Materials, Transportation-Fleet, Fuel; and Sourcing/Vendor Relations). This role is to ensure DEF-T Logistics is connected and able to support the requests to /from each of these shared services.

Job Description – Under Development

Key Interface Points

- Logistics Section Chief/Deputy
- Logistics Branch Directors
    - Logistics Requests
    - Site Management
        - System Site Support
        - SSLLs/SSOLs
    - Lodging
    - Resource Management
    - Corp. Services
    - Logistical Support Services
- Area Logistics Coordinators
- Heaving Hauling Lead
- Fleet/Fuel/Equipment Rental Coordinator
- Materials Management

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Shared Resources-Logistical ServTeam tab – Under Development

7.2.2 Liaison to Transportation Support Services – Role & Responsibilities

Job Function

Logistical Shared Resources Team manages acquisition and mobilization of resources not Crew/personnel. Materials, transportation, heavy hauling / specialized equipment rentals needs are some of the resources required during an event. The Liaison to Transportation Support Mgmt (Fleet/Fuel/Rentals) function is to know the processes and communications requirement for acquiring and managing the logistics of the resource to the requestor (work site, storm site, storm center, etc.). The liaison is to await direction from Area Logistics Branch (AIC) to contact or place request during event/activation activities. Annual readiness activities include familiarization with any tools, emergency mgmt. sites, processes, task lists of the resource team assigned.

Job Description

The Liaison to Transportation (Fleet/Fuel/Rentals) Mgmt. role will coordinate/respond to all requests from DEF-T-Area Logistics and System Storm Center through System Logistics Center to Transportation Mgmt. (See Fleet Storm Contacts)
The liaison role will:

- Activate according to DEF-T activation / direction from System Storm Center and Logistics Center.
- Ensure able to utilize the Transportation Request Tool and be able to access and utilize the Logistics Request Tool. (Logistics Requests App)
- Ensure Training is current and familiar with the plan tool, process of Transportation – Fleet organization: Fleet Storm Plan
- Process and support requests from T-FL Logistics Centers; will respond and validate requests, providing communication loop back through Logistics for documentation and training purposes.
- Assist with Company/Contractor expense documentation and the implementation of all special accounting practices.
- Keep a complete log of all Transportation-Fleet/Fuel/Rental requests and actions provided; utilize the Logistics Request Tool when appropriate. Logistics Requests App
- Be familiar and follow the Transportation – Fleet/Fuel/Rental processes:
- Storm Rental Pre-Order process for light duty
- Storm Rental Tracking Process Overview for light duty

- Coordinate with Fleet Services for T&CD Fueling Process
- Heavy Hauling Work/Pool Equip/Rental Equip Process
- Participate in Event / Storm Briefings as invited and expected/directed
- Provide reports according to Event Schedule Adherence, according to event schedule and goals. Reports should provide summary of inventory/availability, requests, requests outstanding, requests delivered, other pertinent data (delivery timetable, etc.)

Key Interface Points

- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Area Assessment / Field Engineering / Work Planning Branch Director
  - Area Logistics Coordinator
- Logistics Section: Logistics Deputy Chief / Logistics Requests
- Reporting and Analytics Lead
- Site Management / Resource Support Director
- Site Logistics and Operations Lead
  - SSOL
  - SSLL
- Resource Management Branch Director
- Logistics Shared Services Branch Director
- Corp Services Team Lead

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Logistics-Transport-Fleet-Fuel tab

7.2.3 Liaison to Sourcing / Vendor Relations – Role & Responsibilities

Job Function

Logistical Shared Resources Team manages acquisition and mobilization of resources not Crew/personnel. Materials, transportation, heavy hauling / specialized equipment rentals needs are some of the resources required during an event. The Liaison to Sourcing / Vendor Relations Mgmt function is to know the processes and communications requirement for acquiring and managing the logistics of the resource to the requestor (work site, storm site, storm center, etc.). The liaison is to await direction from Logistics Branch Lead to contact or place request during event/activation activities. Annual readiness activities include familiarization with any tools, emergency mgmt. sites, processes, task lists of the resource team assigned.

Job Description

The Liaison to Sourcing/Vendor Relations Support role will coordinate/respond to all requests from DEF-T Area Logistics/System Storm Center through System Logistics Center to Sourcing/Vendor Relations Management. Sourcing Management
The liaison role will:

- Activate according to DEF-T activation / direction from System Storm Center and Logistics Center.
- Ensure able to utilize the sourcing/Vendor Relations Request Tool/Processes and be able to access and utilize the Logistics Request Tool. See: Logistics Requests App
- Ensure Training is current and familiar with tool, process of Sourcing/Vendor Relations organization
- Process and support requests from Logistics Centers; will respond and validate requests, providing communication loop back through Logistics for documentation and training purposes.

- Assist with Company/Contractor expense documentation and the implementation of all special accounting practices.
- Keep a complete log of all Sourcing/Vendor Relations requests and actions provided; utilize the Logistics Request Tool when appropriate - Logistics Requests App
- Be familiar and follow the Sourcing/Vendor Relations processes; Sourcing Management
- Participate in Event / Storm Briefings as invited and expected/directed
- Provide reports according to Event Schedule Adherence, according to event schedule and goals. Reports should provide summary of inventory/availability, requests, requests outstanding, requests delivered, other pertinent data (delivery timetable, etc.)

Key Interface Points

- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Area Assessment / Field Engineering / Work Planning Branch Director
  - Area Logistics Coordinator
- Logistics Section: Logistics Deputy Chief / Logistics Requests
- Reporting and Analytics Lead
- Site Management / Resource Support Director
- Site Logistics and Operations Lead
  - SSOL
  - SSLL
- Resource Management Branch Director
- Logistics Shared Services Branch Director
- System Engineering Team Lead

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Logistics-SR-LS-Sourcing tab.

7.2.4 Heavy Hauling / Equipment Lead - Role & Responsibilities

Job Function

Heavy Hauling/Poole Equip & Specialized Equipment Rentals Management function is to know the processes and communications requirement for acquiring and managing the logistics of the resource to the requestor (work site, storm site, storm center, etc.). HH/Equipment Lead is to await direction from Logistics Branch Lead to contact or place request during event/activation activities. Annual readiness activities include familiarization with any tools, emergency mgmt. sites, processes, task lists of the resource team assigned.

Job Description

Heavy Hauling / Equipment Mgmt role will coordinate/respond to all requests from DEF-T Area Logistics/System Storm Center through System Logistics Center to Heavy Hauling / Equipment Management.

The HH/Equip Mgmt role will:

- Activate according to DEF-T activation / direction from System Storm Center and Logistics Center.
- Ensure able to utilize the Heavy Hauling Request Tool (Link to HH-Pool Equip Request Tool) and be able to access and utilize the Logistics Request Tool (Logistics Requests App)
- Ensure Training is current and familiar with tool, processes of Heavy Hauling/Pool Equipment/Specialized Equipment Management organization. Heavy Hauling Work & Pool Equipment Mgmt Folder

- Process and support requests from Logistics Centers; will respond and validate requests, providing communication loop back through Logistics for documentation and training purposes.
- Assist with Company/Contractor expense documentation and the implementation of all special accounting practices.
- Keep a complete log of all Heavy Hauling / Equipment requests and actions provided; utilize the Logistics Request Tool when appropriate: Logistics Requests App
- Be familiar with and follow the Heavy Hauling Work / Equipment request processes; Heavy Hauling Work & Pool Equipment Mgmt Folder
- Participate in Event / Storm Briefings as invited and expected/directed
- Provide reports according to Event Schedule Adherence, according to event schedule and goals. Reports should provide summary of inventory/availability, requests, requests outstanding, requests delivered, other pertinent data (delivery timetable, etc.)

Key Interface Points

- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Area Assessment / Field Engineering / Work Planning Branch Director
  - Area Logistics Coordinator
- Logistics Section: Logistics Deputy Chief / Logistics Requests
- Reporting and Analytics Lead
- Site Management / Resource Support Director
- Site Logistics and Operations Lead
  - SSOL
  - SSLL
- Resource Management Branch Director
- Logistics Shared Services Branch Director
- System Engineering Team Lead

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Logistics-Heavy Hauling tab

7.2.5 Liaison to Materials Management Support– Role & Responsibilities

Job Function

Logistical Shared Resources Team manages acquisition and mobilization of resources not Crew/personnel. Materials, transportation, heavy hauling / specialized equipment rentals needs are some of the resources required during an event. The Liaison to Materials Support function is to know the processes and communications requirement for acquiring and managing the logistics of the resource to the requestor (work site, storm site, storm center, etc.). The liaison is to await direction from Logistics Branch Lead to contact or place request during event/activation activities. Annual readiness activities include familiarization with any tools, emergency mgmt. sites, processes, task lists of the resource team assigned.

Job Description

The Liaison to Materials Management Support role will coordinate/respond to all requests from DEF-T Area Logistics/System Storm Center through System Logistics Center to Materials Management. The liaison role will:

- Activate according to DEF-T activation / direction from System Storm Center and Logistics Center.
- Ensure able to utilize the Materials request process / tools (Materials Mgmt Storm Site Link) and be able to access and utilize the Logistics Request Tool. Link: Logistics Requests App

- Ensure Training is current and familiar with tool, process of Materials storm organization
- Process and support requests from T-FL Logistics Centers; will respond and validate requests, providing communication loop back through Logistics for documentation and training purposes.
- Assist with Company/Contractor expense documentation and the implementation of all special accounting practices.
- Keep a complete log of all Materials requests and actions provided; utilize the Logistics Request Tool when appropriate. Link: Logistics Requests App
- Be familiar and follow the Materials processes; Materials Management Storm Site Link
- Be familiar with Materials Laydown yards, / storeroom locations and Area Storm Center Locations in order to aid in facilitation of material pickup/ delivery locations: Materials Laydown Yards by Area Storm Center
- Participate in Event / Storm Briefings as invited and expected/directed
- Provide reports according to Event Schedule Adherence, according to event schedule and goals. Reports should provide summary of inventory/availability, requests, requests outstanding, requests delivered, other pertinent data (delivery timetable, etc.)

Key Interface Points

- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Area Assessment / Field Engineering / Work Planning Branch Director
  - Area Logistics Coordinator
- Logistics Section: Logistics Deputy Chief / Logistics Requests
- Reporting and Analytics Lead
- Site Management / Resource Support Director
- Site Logistics and Operations Lead
  - SSOL
  - SSLL
- Resource Management Branch Director
- Logistics Shared Services Branch Director
- System Engineering Team Lead

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Logistics- Materials tab

7.2.5.1 Materials Planners – Role & Responsibilities

Job Function

Materials Planners are to work with Area Field Engineers, Stores, Work Mgmt Materials and Site Mgmt to ensure the right materials go to the right place at the right time. The Materials Liaison is the communication link from Materials Planners to the Sites/ Base Camps and the Area Logistics teams. This role description is under development

Job Description – Under Development

Key Interface Points – Under Development

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual

readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Shared Resources-Logistical ServTeam tab – Under Development

7.2.5.2 Materials Handlers - Site – Role & Responsibilities

Job Function
This is a new role for DEF-T; the role is to be located at the Base Camps to assist in loading and unloading materials for the Contract & CMV crews. The role description is under development.

Job Description – Under Development

Key Interface Points – Under Development

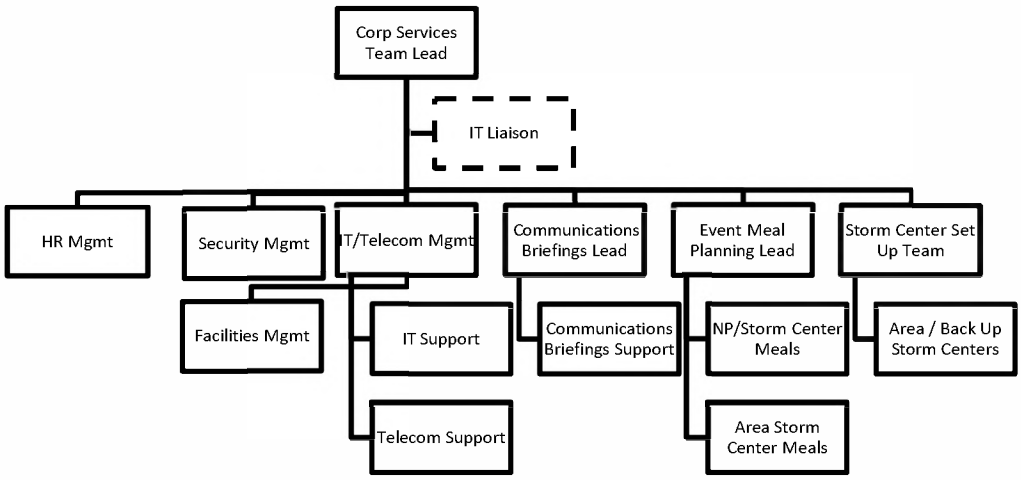
Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Shared Resources-Logistical ServTeam tab – Under Development

7.2.6 Rental Cars – Role & Responsibilities

Job Function
This function works with rental car vendors to provide vehicles to be used in storm response for non-crew personnel. Vehicles are to be logged, tracked, and ensure timely return when no longer required.

7.3 Corporate Services – Organization, Role & Responsibility

The Corp Services Team manages all the administrative and corporate support needs for DEF Transmission when a major event impacts the system. This team ensures that the facilities where the resources will be directing the execution and deployment of Transmission System Storm Operational Plan – including Operations, Planning, Logistics, Finance & Communications centers are set up, connected, secure, staffed, and cared for (tools, supplies, food/meals, team lists/email/distribution lists, etc.) are current, accurate, and ready for use.



(Diagram: Transmission Storm Org Chart – Logistics--Corp-Serv Mgmt tab)

7.3.1 Corporate Services Lead – Role & Responsibilities

Job Function

The Corp Services role is the liaison between the System Storm Center, Transmission Storm Center, Logistics Center, and IT, HR, Facilities, and Corporate Security to facilitate storm support report outs and issue resolution. This is a lead role for all the administrative workings for the DEF-T System Storm Center through Logistics Center function and responsibilities. The Admin/Corp Srvc. Lead is largely an Annual Readiness role in that the systems, processes, documentation, tools, utilized during an event are put in place and updated year-round via this Logistics storm organization branch. The Lead is to direct and manage each team within the Admin/Corp Services Branch; assuring the IT support for creating and maintaining the systems is staffed and prioritized. During an event, the Admin/Corp Services Lead is to staff and activate those Teams necessary to set up and ensure communications, notifications, storm calls / briefings, etc.

Job Description

- Facilitate Corp. Srvs. team storm conference calls for restoration support updates from IT, HR, Facilities, and Corporate Security
- Compile information from corporate support services roles, IT, HR, Facilities, and Corporate Security to create Corp Services Update for daily Logistics or T-System calls
- Represent IT, HR, Facilities, and Corporate Security on daily T-System calls
- Ensure storm season readiness with Corp. Services organization and alignment with Logistics / Transmission System Storm plan
- Participate in all Logistics storm conference calls; publish meeting notes and follow up items
- Schedule Logistics Daily Calls (am/pm) according to the Major Storm Daily Call Schedule/Briefing Cadence
- Assist Logistics Coordinator, RM - Staffing Lead, Storm Site Mgmt. Lead, & RM Team Lead as needed to support Logistics storm processes
- Receive Annual Logistics Readiness Plan start date from Logistics Coordinator and schedule Kick Off Meeting with Logistics Directors and Leads
- Schedule re-occurring bi-weekly Logistics Readiness Meetings following Annual Readiness Plan Kick Off Meeting
- Track Annual Logistics Readiness Plan task completion reported on bi-weekly Logistics Readiness Meetings

- Ensure Setup Team activated and sets up the System Storm Center, Logistics System Storm Rooms, and any other rooms designated / activated for an event.
- Ensure documentation and reporting Support – Communications Briefings is managing all storm and corporate communications notifications process and protocols
  - Ensure all DEF-T System Storm Center briefings are scheduled, distributed to leadership team, recorded via notes and actions according to DEF Briefing Cadence
  - Submit all notes immediately after the close of each briefing; if possible, include link to current IMT Report; documented on the DEF-T System Storm Center Share point
- Collect Logistics Lessons Learned throughout storm restoration efforts, compile and submit to Logistics Coordinator
  - Schedule review meeting to identify improvement opportunities, best practices, and resulting action items for implementation with Logistics Coordinator and Logistics Directors and Leads
  - Track status updates as reported on bi-weekly calls
- Ensure Event Meal Planning Team establishes catering support for Storm Centers feeding greater than 50 people or whose local caterers are unable to respond
  - Follow the DEF T&CD Meal Planning guidance for storm events; ensure OSHA/Food Handlers, safe food handling practices
  - Meal Planning - Provide standardized tracking catering form to Area Storm Centers / Op Center Contacts and consolidate feedback to update Catering List
    - Contact Information
    - Ranking of vendor/caterer preference and history of previous storm support
      - Are they equipped to provide service if power is unavailable?
      - Are they able to provide breakfast, lunch, and dinner?
      - Distance and/or travel time to Operation Centers
      - Food quality and cleanliness of equipment and staff
  - Collaborate with Sourcing to ensure contact has been established with new vendors, sample menus are acquired, negotiations are started, and contracts are secured for Storm Centers.
  - Once catering services have been established for Area Storm Centers, the Area Storm Center Contact will take over coordination with the assigned caterer

Key Interface Points

- DEF-Transmission System Storm Regional Incident Commander (RIC)
- DEF-Transmission System Storm Liaison to DEF-CD RIC
- Operations Section Chiefs: Area Storm Center Chief/AIC
  - Area Assessment / Field Engineering / Work Planning Branch Director
  - Area Logistics Coordinator
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling
- Logistics Section: Logistics Deputy Chief / Logistics Requests
- Reporting and Analytics Lead
  - Site Management Branch Director
  - Lodging Management Branch Director
  - Resource Management Branch Director
  - Logistics Shared Services Branch Director
  - System Engineering Team Lead
  - Corp Services Team:
- Finance Section Chief
- PIO/Communications Liaison
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Logistics- -Corp Srvs tab

7.3.2 Logistics Services – IT Liaison – Role & Responsibilities

This position reports directly to Logistics Shared Service Branch Director and it to be key member to the Corp Services Team. (See Job Function / Description under 7.1.1. Role)

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Logistics Support Services Team tab

7.3.3 Facilities Management - Role & Responsibilities

Job Function
Facilities Management Supports T&CD in Events; all processes and job role & responsibilities are to be utilized as per Facilities' Major Event Mgmt Plan – Facilities Plan Link.

Job Description – Under Development

Key Interface Points – Under Development

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Facilities Plan Link

7.3.4 Security Management – Role & Responsibilities

Job Function
Facilities Management Supports T&CD in Events; all processes and job role & responsibilities are to be utilized as per Security's Major Event Mgmt Plan – Security Plan Link.

Job Description – Under Development

Key Interface Points – Under Development

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: Security Plan Link

7.3.5 Human Resource Management – Role & Responsibilities

Job Function
Facilities Management Supports T&CD in Events; all processes and job role & responsibilities are to be utilized as per Human Resource's Major Event Mgmt Plan – HR Plan Link.

Job Description – Under Development

Key Interface Points – Under Development

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).
See Checklist: HR Plan Link

7.3.6 IT/Telecom Management – Role & Responsibilities

Job Function
IT/Telecom Management supports T&CD in Events; all processes and job role & responsibilities are to be utilized as per IT/Telecom Major Event Mgmt Plan – IT/Telecom Plan Link. This role is to assist in assuring 'connectivity' at the RIC, AIC / Storm Centers and at Base Camps / Field sites utilized during an event.

Job Description
Support RIC / Logistics Storm Centers through:

- Ensure (during Annual Readiness) that Storm Centers and field sites (AIC & Base Camps) have the IT/ Telecom staff and connectivity support as defined in Set-Up and Site Mobilization Plans
- Oversee, monitor, and staff the IT Lab during annual readiness and pre, during, post event as per IT Lab process / plan
- Assisting the Set-Up team during storm center activation and set up
- Ensures the availability and use of Satellite phones for all Storm Centers / Sites (RIC, AIC, Base Camps, etc.)
- Troubleshoot during an event as needed for any IT/ connectivity issues at storm centers (RIC, AIC, Base Camps, etc.)

Key Interface Points

- Regional Incident Commander / Deputy (RIC)
- Planning Section Chief
- Logistics Section Chief
    - Logistics Services – Corp Services Team Lead
    - Site Management Branch Director
    - SAM Team Lead – IT / Telecom Rep – Base Camps
- PIO/Communications Section Chief
- Transmission EP/TSSOP Coordinator/Program Manager

Tools and Information Needed

- Cell Phones
- PC/Laptop/Tablet
- Fax
- Printer
- Copier
- Satellite Phones

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). The following link provides the Support Services Checklist of Actions for annual readiness prior to storm

season and during storm events (before landfall, during restoration, and after the storm event). See Link: Logistics - Checklist of Actions - Support Services

7.3.7. Briefings & Communications Support – Role & Responsibilities

Job Function

The Corp Services – Briefings & Communications Support – (Logistics Section) role is a key role in assuring all storm roles are documented and accounted for, able to be communicated with, on-boarded & activated as needed, contacted by team members / customers, etc. This role works with the RIC-Briefings & Comm Lead role and supports DEF-T System Storm Center, DEF-T Logistics Center and Area Storm Centers in designing, maintaining, and monitoring distribution lists, mailboxes, contact lists, phone lists, email lists, for notifications, communications, activation, of all DEF-T storm organizations/teams. Administrative skill sets are critical to this role and the Admin knowledge of each of their organizations is critical in the annual readiness and ongoing maintenance of these systems. In addition, this role is responsible for drafting and sending all communications/notifications during an event as directed by the RIC/Storm leadership and/or Section Chiefs for Logistics, Planning, and Operations. This role also supports the internal communications of the event and serves as a liaison to the Communications Section Chief (Public Information Officer), providing necessary support.

Job Description

Serve as back-up to RIC – Briefings & Comm Lead as requested.
Provide DEF-T System Storm Center Support in the following:

- Schedule T-System Storm Center Calls, Operational/Area Calls, Logistics Calls, Planning Calls as requested/directed by RIC / Storm leadership and Section Chiefs – as per Major Storm Daily Call Schedule/Briefing Cadence
- Participate on above calls as scheduled, take notes, create minutes and distribute as per Event Call Guide
- Order, receive, and distribute Storm Personal Kit items (i.e., Duke vehicle magnets) to system storm center personnel
- Support administration of and documentation of System Storm Center and Logistics Lessons Learned throughout storm restoration efforts, compile and submit to Logistics Coordinator
- Support Reporting and Analytics for every event; work with System Storm Center to ensure Incident Management Team (IMT) Report is submitted as per RIC 2x daily reporting
- Support Reporting and Analytics for every T&CD event; work with System Storm Center to ensure the Transmission portion of the Incident Action Plan (IAP) is submitted to CD RIC / Planning Section on time
- Schedule review meeting to identify improvement opportunities, best practices, and resulting action items for implementation with Logistics Coordinator and Logistics Directors and Leads
- Track status updates as reported on Annual Readiness regularly scheduled calls
- Provide DEF-T Logistics Center Support in the following:
  - Schedule Logistics Daily Calls (am/pm) according to the Major Storm Daily Call Schedule/Briefing Cadence
  - Participate on all Logistics Center and Admin/Corp Srvc calls as scheduled, take notes, create minutes and distribute as per Event Call Guide
  - Work with RM-Staffing to Order, receive, and distribute Storm Personal Kit items (i.e., Rain Gear, Packing List, Duffle Bag, Duke vehicle magnets) to Logistics Center personnel and all Field Roles
  - Assist Logistics Chief/Coordinator, RM - RSVP Lead, Storm Site Mgmt. Lead, & RM-Mobilization Lead as needed to support Logistics storm processes
  - Manage as directed by Storm Chiefs/Section Chiefs, all storm and corporate communications notifications process and protocols
  - Track status updates as reported on Annual Readiness regularly scheduled calls

Key Interface Points

- Logistics Section Chief & Deputy
  - Reporting and Analytics Lead
  - Corp Services Team Lead
- Finance Section Chief
- Transmission EP/TSSOP Coordinator/Program Manager

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: -Corp Srvs tab

7.3.8 Event Meal Planning Lead – Role & Responsibilities

Job Function

This lead role is to ensure all meals, beverages, and snacks for the DEF-T System Storm Center, Logistics Center and any Area Storm Centers are scheduled, set up, provided, cleaned up, during the entire Event. This role includes pre-planning and post-restoration close out, as needed. This role is to follow the DEF T&CD Meal Planning guidance established for Base Camps, Operation Centers, Storm Centers. See Meal Planning Guidance document.

Job Description

- Establish catering support for all DEF-T Storm Centers feeding greater than 50 people or whose local caterers are unable to respond.
- Where necessary, coordinate with Customer Delivery AND Site Mgmt-Meal Planning at any co-located sites (op centers or storm centers – St. Pete, Buena Vista, etc.)
- Use / Provide standardized tracking catering form to System/Logistics & Area Storm Centers / Op Center Contacts and consolidate feedback to update Catering List
  - Contact Information
  - Ranking of vendor/caterer preference and history of previous storm support
  - Are they equipped to provide service if power is unavailable?
  - Are they able to provide breakfast, lunch, and dinner?
  - Distance and/or travel time to Operation Centers
  - Food quality and cleanliness of equipment and staff
- Collaborate with Sourcing to ensure contact has been established with new vendors, sample menus are acquired, negotiations are started, and contracts are secured for Storm Centers.
- Once catering services have been established for System and/or Area Storm Centers, the Storm Center Admin Support / Contact will take over coordination with the assigned caterer

Key Interface Points

- RIC – Regional Incident Command / Deputy
- Logistics Section Chief
  - Logistics Services – Admin Corp Services Branch Director
  - Admin Corp Services Team Lead
  - Admin Support – Comm / Briefing Lead
  - Site Management – Vendor & Meal Management Team Lead
- AIC – Area Incident Command
  - Area Logistics Coordinators

Checklist of Actions

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of

others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event). See Checklist: Admin-Corp Srvs tab

7.3.9 Storm Set-Up Team - Role & Responsibilities

Job Function

The Admin/Corp Services – Set-Up role is a key role in assuring all storm centers are set up, connected (internet, telecom, Wi-Fi, electricity, generator, printer system, etc.), stocked (office supplies, printing supplies, pens, paper, markers, etc.), supplied (maps, charts, projectors, laptops/hardware, software, telephones, etc.) for communication, notifications, decisions, data gathering, sharing within the storm organization to occur systematically and smoothly. The storm centers that the Set-Up team are responsible for are:

- Northpoint, Lake Mary, FL (System Storm Center-4A1; Logistics Center-4C4, 4C5; IT Storm Lab-4th floor; Staff Gathering Center-NP140; extra storm room-3A1).
- St. Pete ECC Storm Room-as needed.
- Buena Vista Storm Room-as needed.
- Tarpon Springs Storm Room-as needed.
- Monticello Storm Room-as needed.
- Wildwood Storm Rooms-as needed (Wildwood Back Up System Storm Center & Logistics Center as directed).

Job Description

The Set-Up role is to ensure the following is completed accurately and timely:

- Activate Set Up team as per System Storm Center – Storm Directors direction; Storm Centers may be set up as early as 5-7 days prior to the event.
- Track time and be prepared to charge time correctly upon Declaration of an Event and Charge-to codes provided
- Follow the Set-Up Team check list for setting up storm rooms accurately. See checklist link at bottom of description
- Ensure all phone lines are tied to accurate storm number assigned and test phone lines for accuracy and functionality
- Ensure all charts and maps are most current and accurate prior to posting; use the Admin/Corp Services / Set Up team folder for housing most current charts, maps, floor plans, etc. Update folder prior to storm Season and as needed during season.
- Participate in Logistics training, tabletops, exercises to ensure training and knowledge of role and responsibilities
- Participate on System Storm Center Calls as invited/requested
- Conduct annual readiness activities to ensure Set Up occurs seamlessly; work with facilities, security, IT / Telecom support services to ensure all rooms are tied to generator, have accessibility to printers, computers, emergency protocols, security, etc. as per TSSOP and System Storm Center direction and activation at the time of an event.
- Participate and collect all lessons learned / edits and process updates during and event and at the close of storm season.

Key Interface Points

- DEF-Transmission System Storm Regional Incident Commander (RIC)
- DEF-Transmission System Storm Liaison to DEF-CD RIC
- Operations Section Chiefs: Area Storm Center Chief/AIC
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling
- Logistics Chief
  - Reporting and Analytics Lead
  - Admin Corp Services Team Lead
- Finance Section Chief

- PIO/Communications Liaison
- Transmission System Storm Coordinator/Consultant

Checklist of Actions
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: Admin-Corp Srvs tab

8.0 Logistics Section / Storm Center Training Plan

NOTE: outlined according to Sections GDLP-EMG-TRM-00025 & 00026 of the TSSOP – specifically to the Logistics roles and utilizing the Joint Drill, Storm Site mgmt. CBTs and Classroom/tabletop training methods. The training plan should follow the Anatomy of a Storm / Annual Readiness Timeline; pictured in 8.3 below. The Logistics Organization is responsible for major event / storm Training Plan; under the direction of Logistics Chief & Regional Incident Command (RIC), the Training Plan will be reviewed as part of Lessons Learned from the previous season and updates will be applied as deemed appropriate, striving always toward continuous improvement.

8.1 Training and Activation of Storm Resources

Incident Command System of operation assumes that all resources will be trained and made ready to activate / respond when leadership declares an emergency event. Under the concept of Annual Readiness all DEF-Transmission employees will have a storm role and will be activated to emergency / storm response as Regional Incident Command determines is necessary. Logistics is often one of the earliest organizations to activate because logistics is engaged in the pre-event planning, the event response, and in closing out the event. Training, Drilling, and readiness to activate is updated at the local Section and Branch level annually

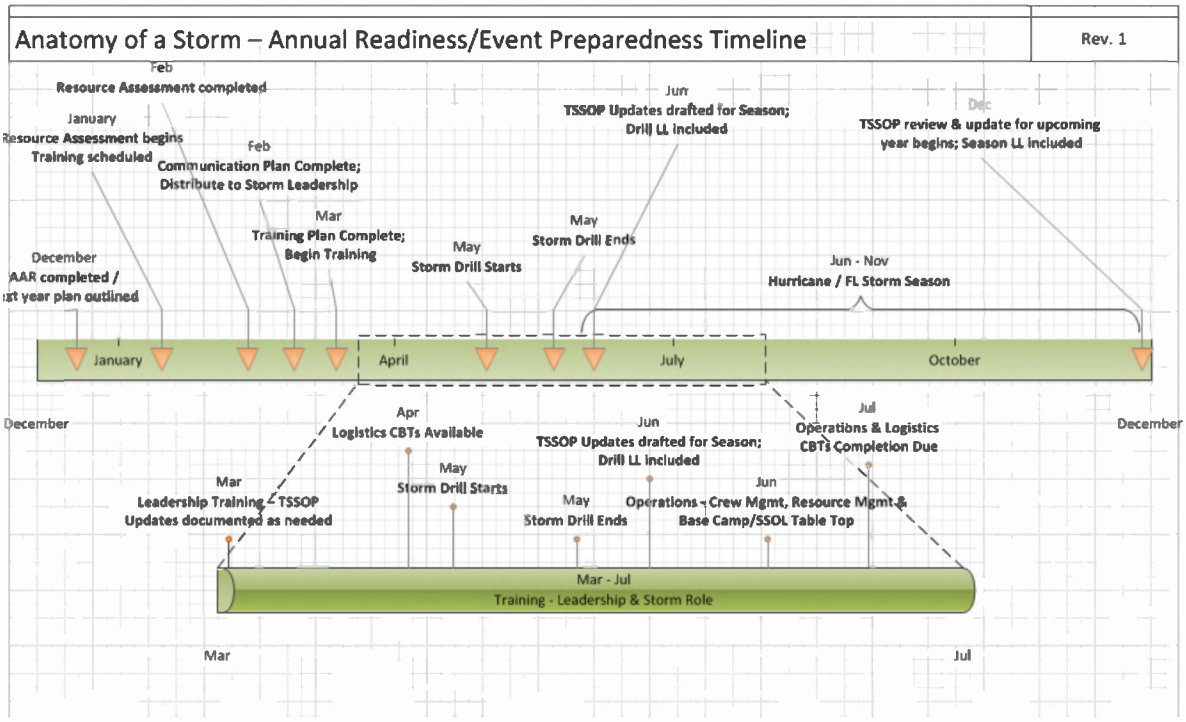
8.2 Training Expectations / Objectives

Specific to DEF, lessons learned, and continuous improvement activities have revealed that leadership and employees want more training earlier in the year; *emergency preparedness and training* should instill confidence in role and actions to take in the event of an emergency during Tropical Storm Season (June – November).

8.3 Training Matrix / Schedule

Timing of training should be aligned with each local Region's emergency preparedness plan and typical storm season. The timeline below is designed for DEF Transmission's training / drill needs.

See Anatomy of a Storm - Annual Readiness timeline in GDLP-EMG-TRM-00025 & 00026.



In general, understanding of any assigned storm role, is part of annual readiness and storm season specific training. Annual readiness ensures involvement and participation in the plan development by leaders and individual contributors that can function well under stressful situations, like responding to a hurricane / emergency event.

- Annual Readiness occurs from January through May; Event / Storm Preparedness from June thru December.
- Training is role specific and is typically held from April through July
- Drill / Emergency Preparedness Exercises are planned at the Region Level (RIC T&CD with Emergency Preparedness team members) and occur typically in April / May
- Lunch & Learns are scheduled throughout the year on an as needed basis
- Computer Based Training (CBTs) are assigned to all within MyTraining and expected to be reviewed as a refresher annually

8.4 Activation Notification / Responding

Storm event notifications and Annual Readiness communications will be initiated from the Transmission System Storm Center and / or the Customer Delivery System Storm Center. All Transmission employees should receive initial storm event watch and warning notifications. After an individual is activated for storm duty by their Storm Organization Lead, they will likely continue to receive system communications, however, will take their direction and reporting actions from their Storm Organization Lead. If they have any questions or are not receiving system or storm org communications, it is their responsibility to notify their storm org. lead to correct the situation.

Document title:	Document number:
TSSOP - Transmission System Storm Operational Plan: Communications – Internal & External	GDLP-EMG-TRM-00030
	Revision No.: 004
Keywords: Transmission System Storm Center Operational Plan (TSSOP), Transmission Storm Plan, emergency, Storm Plan, Public Information Officer	Applies to: Transmission - DEF

This document is the Communications Section of the Transmission System Storm Operational Plan referenced in the Table of Contents in TSSOP – GLDP-EMG-TRM-00025-Introduction and Overview.

Table of Contents

1.0 Communications Section

The Communications Section of the Transmission System Storm Operational Plan is vital in recording and telling the Transmission restoration story. Telling the story well provides means to educate, and gain insight to and from the utility customers, community DE serves. The Communications Section provides the process and manner DEF communicates to Transmission's service community, so timing, form, mode of communication is important to the safe, efficient, and effective restoration goals DEF Transmission holds dear. The Communications Section will follow the ICS structure and process of awaiting direction from DEF - Transmission System Storm Center for activation, strategic planning, and deployment. The Communications Section will interact with Operations, Planning, Finance, and Logistics Sections regarding internal and external communications pre-, during, and post-event; Communications will interact with Regional Incident Commander (RIC) and Incident Management Team (IMT) regarding communications throughout any Major Event / Storm Response – Clear, accurate Communications is crucial to safe and effective restoration.

2.0 Mission and Purpose

Within DEF Transmission, the Communications Section is to create, maintain, and implement a communications plan that manages both Internal Storm Notifications / Communications and External Relations / Public Information needs during planning, preparedness and incident / event response. The Transmission storm organization must be apprised of event / emergency preparedness (Annual Readiness) and activation (Current Storm / Incident Response) in a clear, concise, and expedient manner.

The purpose of the plan is to create clear lines of communications and protocols for distributing appropriate information to the appropriate recipient, and for managing the communications and public information flow to / through external relations as required.

2.1 DEF-T Internal Communications Mission

Includes but is not limited to:

- Creation of consistent messaging for DEF-T employees, contingent workers, contractors regarding storm event/incident
    - Initial Storm Watch / Storm Warning / Emergency Response Notifications
    - System Storm Center / IC Alert / Major Storm Response Activation Notices
    - System Storm Center / IC Alert / Major Storm Response Release Notices
    - System Storm Center / IC Alert / Major Storm Response Status Communiques
    - System Storm Center / IC Storm Drill / Training Notifications
    - System Storm Center / IC Annual Readiness Notifications
    - System Storm Center / IC General Emergency Preparedness Communiques
- Alignment with DEF-CD and DEF-T of protocols and guidelines for dissemination of emergency / major storm notifications
- Alignment of communications at a corporate level and across jurisdictions regarding the DEF Event

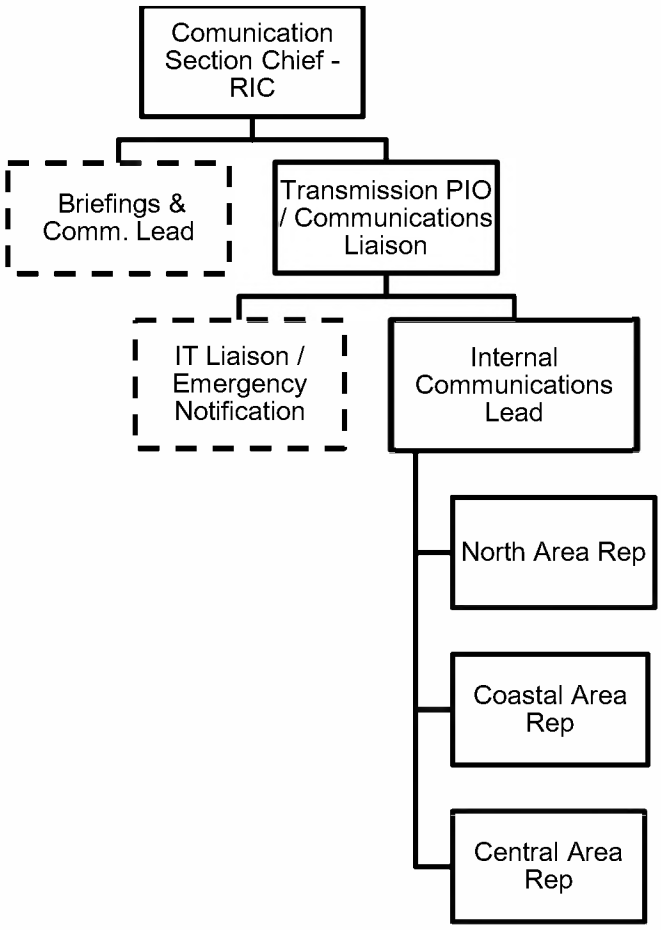
2.2 DEF-T External Relations Communications Mission

Includes but is not limited to:

- Understanding and following the External Relations - GDLP-EMG-DOS-00009 storm process and plan
- Representation of DEF Transmission on System Storm Briefings for reporting status of Transmission System restoration status; ultimately providing 'releases' for use by corp. communications.
- Participation in DEF-T System Storm Center Leadership team
- Serves as Public Information Officer for DEF Transmission, reporting pertinent information to the appropriate corporate entity serving in the IC-Public Information Officer role
- Works / reports to DEF-T System Storm Center in a leadership capacity and participates on briefings to remain current on event restoration status.
- Uses the IMT Report to provide consistent messaging and timing of the messaging.

3.0 Org Chart – Communications Section

The Communications organization is made up of subject matter experts in communications, public information, and external relations. Leaders in this section must have a working knowledge of the Transmission system AND the manner to communicate about the Transmission system. Prudency and transparency while guarding the need for security and regulatory diligence makes this organization vital to the safety and successful restoration of DEF Transmission workers. The org chart below provides roles for these experts to manage both internal communications needs as well as external public information needs.



The Regional Incident Commander is also the Communications Section Chief – this role identifies and activates the Event and therefore, begins 'Communications'. The Briefings and Communications Lead initiates internal communications via Briefings, Meeting notes, and System Event notices. The Transmission PIO / Communications Liaison Role assures the Transmission Story from IMT Reports, Internal Communications / Briefings and IAP get communicated Externally through PIO / Liaison role and protocols. See TSSOP – Storm Annual Planning, Restoration Strategy & Direction – GDLP-EMG-TRM-0026-Rev.003 for RIC and Admin Support Roles pictured above.

4.0 Internal Communications – Briefing & Communications Lead

Within the DEF Transmission System Storm Organization - Region Incident Command there are administrative support roles that supports the DEF-T System Storm Center at times of drills, and throughout annual readiness and preparedness activities. Administrative roles supporting RIC and Section Chiefs will provide the means to maintain and implement the communications needs. Working together T&CD, T-RIC will initiate Transmission activation decisions and notifications to facilitate One Florida Storm Response.

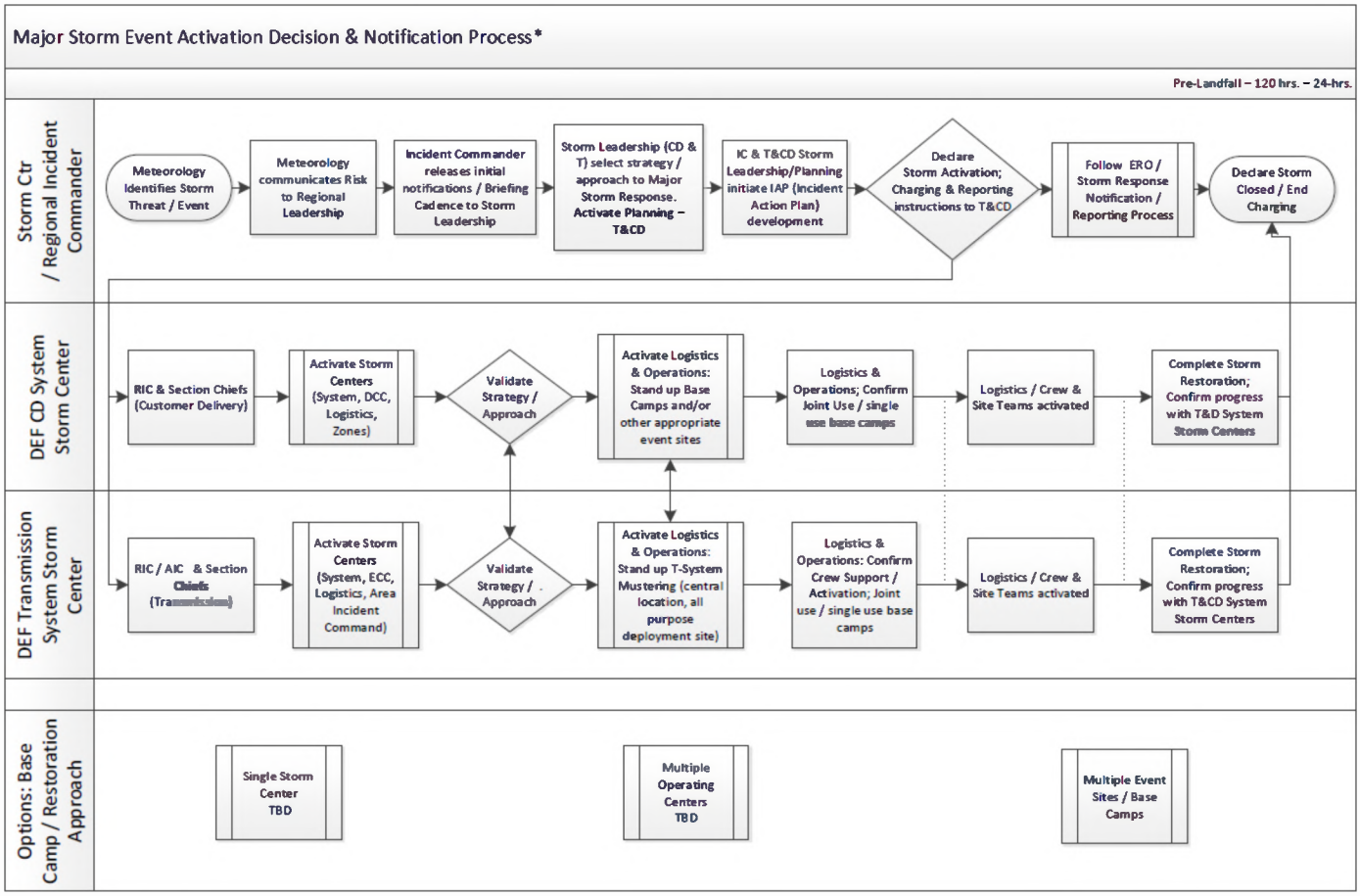
RIC-IMT – Briefings & Communications Lead is responsible for assuring all storm email boxes, distribution lists, and email templates are prepared, updated, and current at the beginning of season (May 31). Section Chiefs, Branch Directors, and Team Leads working with Resource Management – Staffing are to provide updates to organizations when resource assessments are completed in first quarter or each year. Communications Section SME are expected to provide review / oversight of general messaging for distribution to the DEF Transmission organization. (See TSSOP – Storm Annual Planning, Restoration Strategy & Direction – GDLP-EMG-TRM-0026-Rev.003 for Admin Support- Briefing & Comm & Reporting Roles)

The use of templates for communication / notification topics is suggested, but not limited to, for general communication to staff are as follows:

- Initial Storm Watch / Storm Warning / Emergency Response Notifications
- System Storm Center / IC Alert / Major Storm Response *Activation* Notices
- System Storm Center / IC Alert / Major Storm Response *Release* Notices
- System Storm Center / IC Alert / Major Storm Response *Status Communiques*
- System Storm Center / IC Storm Drill / Training Notifications
- System Storm Center / IC Annual Readiness Notifications
- System Storm Center / IC General Emergency Preparedness Communiques

4.1 Major Storm Event Activation Decision & Notification Process

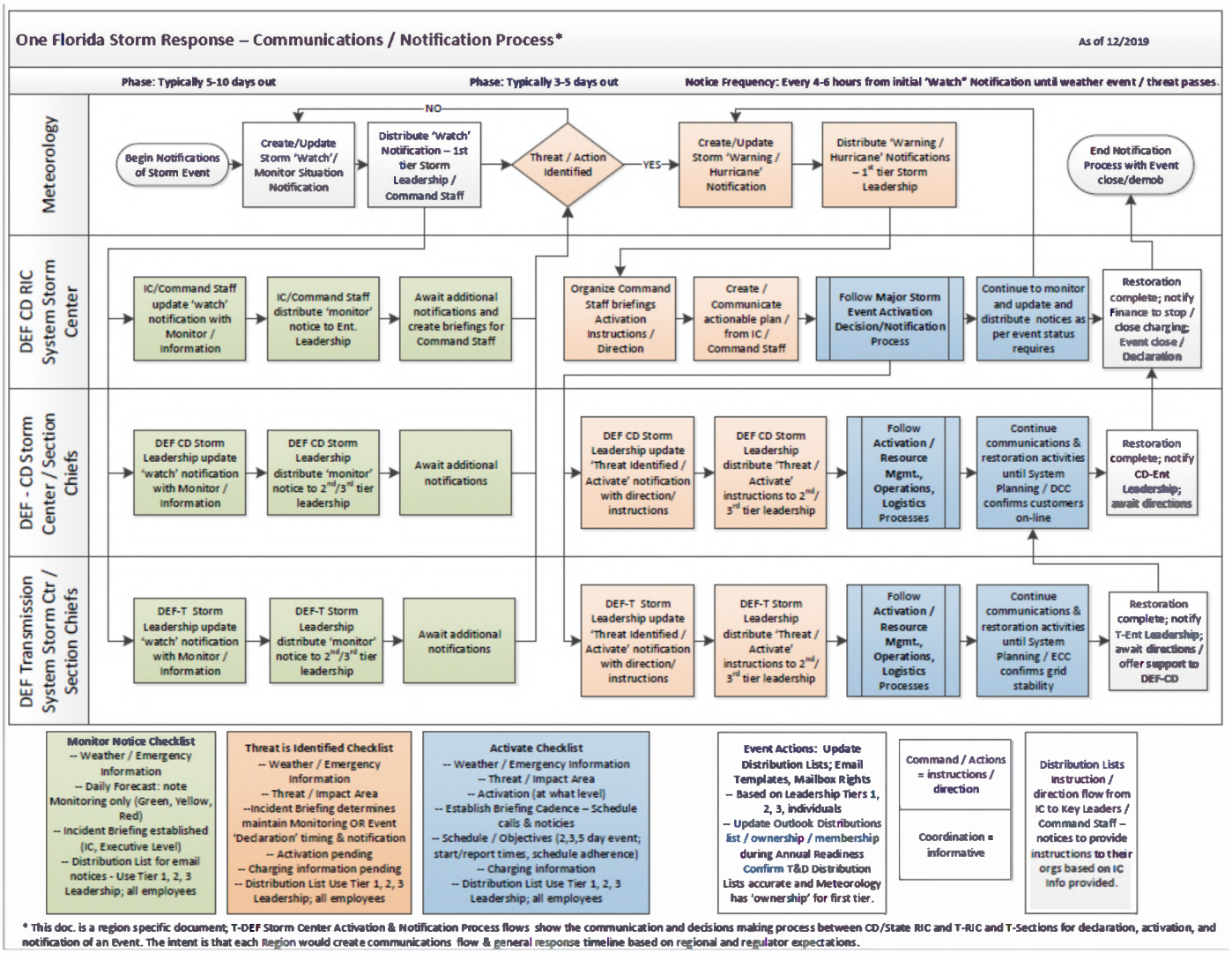
The Activation Decision & Notification Process provides a high-level view of how the decisions to activate and deploy to an event. The declaration of an event means significant time, energy, and funding will be devoted to safe, efficient, effective restoration; the decision to activate is never taken lightly. Which is why leaders from across Customer Delivery and Transmission meet multiple times monitoring any threat to the utility system.



* This doc. is a region specific document; T-DEF Storm Center Activation & Notification Process flows show the communication and decisions making process between CD/State RIC and T-RIC and T-Sections for declaration, activation, and notification of an Event. The intent is that each Region would create communications flow & general response timeline based on regional and regulator expectations.

As 12/2019

Once the decision is made, diligence around communicating the decision is imperative; notices are crafted, distribution lists are confirmed, and the cycle to communicate clearly, accurately, and effectively begins. Assuring timing and appropriate messaging to employees will set the tone of the event from the first communique to the last; this is especially important because many employees may be in the path of the event uncertain about the safety of their property and family. Providing clear expectations, instructions, and, even simple training in communique will go a long way to assuring employees step confidently into storm roles and restoration activities.

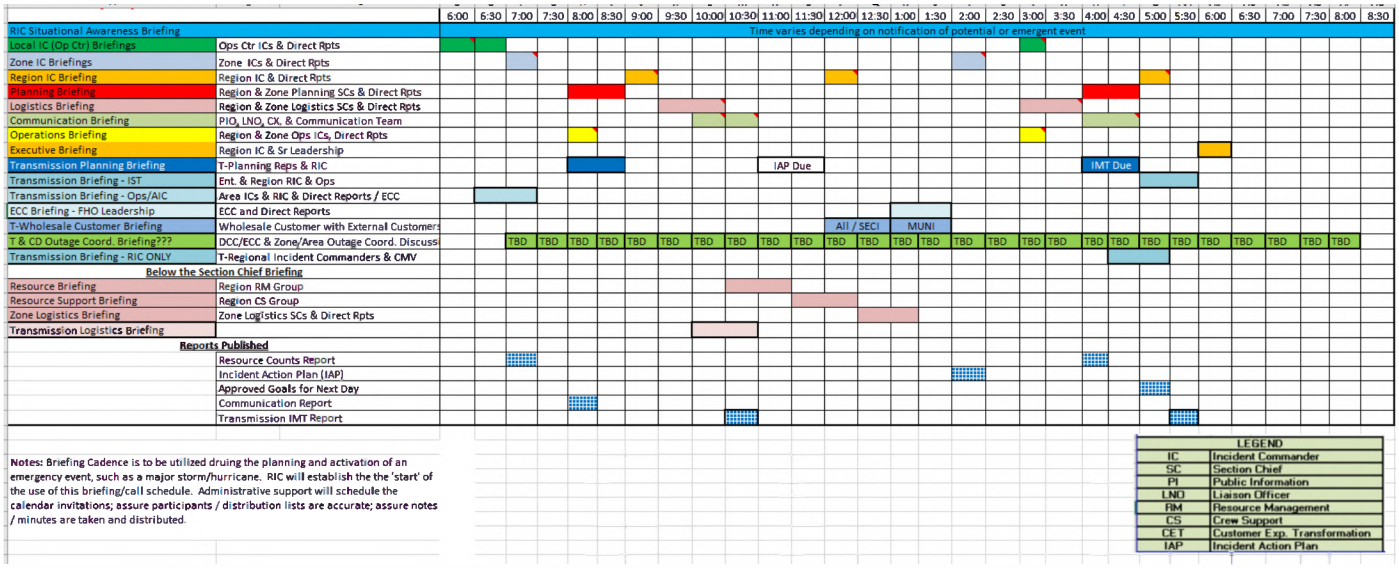


The Internal Communication plan is to flow from the Major Storm Event Activation Decision and Notification Process flow (pictured above). All internal communication is initiated from Meteorology and System Storm Center / IC at the first mention of a tropical / weather disturbance. The process flow identifies this initiation point. DEF Transmission and Customer Delivery leadership are to communicate and determine approach to storm. Once the initial decision to activate is made, the communication / notification protocols defined in the internal communications plan are to be followed.

The internal communications plan should include identification of communications/notifications needed (direction, timing, action, reports, minutes, etc.), distribution lists (audience) for notifications, message of notifications (email templates/messaging, conference call, meetings, etc.). RIC-IMT-Briefings & Comm Lead manages the creation and distribution of notifications with support of Internal Communications Liaison.

4.2 Storm Calls/Event Briefing Cadence

The Planning Section provides the Event Briefing Cadence (Storm Call Schedule) (link to folder) to System Storm Center. This schedule is used to guide internal conversations and decision making for the event. Communications Section – External Liaison (Public Information Officer/Liaison) provides DEF-T representation on the calls scheduled for Communications. Internal Communications Briefings & Comm role is to be present on all storm calls and take minutes, prepare communications and distribute to the appropriate audience. The Briefing Cadence provides the time blocks to set for DEF-T representation/attendance or scheduling. Below the current Briefing Cadence is pictured:



The Briefing Cadence is reviewed annually and updated based on Lessons Learned from each season. Adjustments are to be made so that all the correct discussions occur to facilitate effective restoration and maintain grid stability. In addition to the Incident Command and Section Briefings, each branch is expected to communicate effectively regarding daily goals and report data around outages, restoration efforts, safety, resources and logistics support. The Briefing Details are defined at the beginning of each event by the DEF-T Storm Leadership. Call agendas and note templates are provided to each Section and for each of the participants to the calls. These template agendas and note taking tools can be found in the DEF-T-Ops Call folder on the Transmission System Share Point site (see T-FL System-Storm-Ops-Call)

All scheduling, briefing notes/minutes, reporting forms, templates, links will be provided by current Planning Section protocols and methods; these administrative means will be updated based on and as per current approved technology and cybersecurity direct. For example: MS SharePoint and MS Teams files and folders may be used as directed and interchangeably.

The T-FL System Storm Organization Chart and Incident Command System provides the hierarchical framework for the chain of command and communications protocol and dissemination of information. Each Storm Center / Storm Org creates and maintains distribution lists and communication messaging to utilize or forward as directed by System Storm Center.

5.0 Internal Communications Lead– Roles and Responsibilities

Job Function

The Internal Communications role is to compile and communicate to DEF status of weather/storm warning/storm watch/ activation and storm response preparation and restoration from DEF Transmission System Storm Center. The Internal Communications role works with DEF-T System Storm Center (Operations, Planning, Logistics, Finance) to understand and communicate to appropriate audience all appropriate information that may be necessary when communicating system / grid restoration status, successes, hindrances, restoration, activation, demobilization, and completion information. The Internal Communications primary contacts are the DEF-T RIC, Operations Section Chiefs / AICs, Planning Section Chief, Logistics Section Chief, and Finance Section Chief for creating messaging and notifications requirements.

Job Description

- Assure all processes are understood and in place prior, during and after the storm, and assure all performance expectations are met.
- Provide general oversight for all transmission related communications for external relations.
- Support set up and maintenance of communication modes (Teams Meetings, Calls, Briefings, Emails, etc.)
- Assign and work with RIC-IMT-Briefings & Comm. Lead /Admin. Support to craft, distribute, and support System Storm Center notifications and communications.
- Report to RIC / System Storm Center during event
- Participate in Annual Readiness activities and Event Preparedness Training (including pertinent ICS Training/CBTs)
- Participate on all appropriate Storm / Event Briefing calls (T-FL Operations, System Communications Calls, and Executive Briefing Calls as requested).

Key Interface Points

- DEF-Transmission System Storm Regional Incident Commander (RIC)
  - RIC-IMT-Briefings & Comm Lead / Admin Support
- DEF-Transmission System Storm Liaison to DEF-CD RIC
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling
- Logistics Section Chief
- Finance Section Chief
- Transmission System Storm Coordinator/Consultant
- Wholesale/Muni Account Managers

Checklist of Actions for Internal Relations

Before Major Storm:

- Assure process flow for all work types is understood and in place prior to the storm.
- General communications to all DEF Transmission storm leadership team members on assignments and responsibilities.
- Review all communications process flow documents, job descriptions, staffing plans and other process flows related to communications and storm restoration for use in creating messages
- Review and ensure the External Relations Major Storm SharePoint & Transmission-FL System Storm Center SharePoint is accessible.
  - Link to the Florida Storm External Relations Storm SharePoint Site
  - Link to Transmission-FL System Storm Center SharePoint Site
- Participate in annual storm drill activities
- Participate in the daily DEF-T System Storm Calls & External Relations storm conference calls.
- Assure all pre-storm activities are completed by using the Storm Checklist:
  - Link to DEF-T Communications Storm Checklist – Under Development

During Major Storm
- Participate in all T-FL System Storm Calls and take / provide means for notes to be taken
- Schedule and facilitate meetings/calls for coordination among T-FL System Storm Center.
- Participate in the daily External Relations storm conference calls when Eternal Relations-T-FL Liaison is not able.
- Provide updates for system storm calls; Update messaging and provide to admin support to distribute for section and branch leads

After Major Storm
- Participate in the completion of Lessons Learned process following each event and implementation of results.

Tools and Information Needed
- Company laptop computer
- Cellular phone (in some cases a company radio will also be required)

Training Requirements
- General communications & writing skills
- Storm organizational knowledge and training – TSSOP working knowledge
- Working knowledge of DE transmission facilities and operational procedures

6.0 External Relations – Communications

DEF Transmission communications role is to provide appropriate insight to restoration status, impacts, public safety as it pertains to the transmission system. Since Transmission RIC typically supports DEF Major Events as it pertains to restoration of the Transmission System priorities first (See TSSOP-GDLP-EMG-TRM-00025 & GDLP-EMG-TRM-00026), and while reporting and aligning with DEF IC System (CD-RIC), the Transmission's External Relations Communications PIO Role is to also Liaison to the Region's Communications / Liaison and PIO. Transmission PIO/Communications Liaison is to be included within the established system and communications plan for the event.

The following is taken from Distribution Emergency Response Plan (ERP) document "ADMP-RSTR-DOS-00022"

"The Public Information Officer (PIO) advises the Information Center (IC) about the wherever communications strategy for the event, including the dissemination of messages, media relations, social media, executive positioning, and channel engagement. The PIO obtains pertinent information, from various internal stakeholders and provides information to the Operations and Planning Sections and Liaison organization for planning and execution of the communications strategy. The PIO coordinates and provides messages and information about the event to external and internal audiences:
• External Audiences: PIO uses the PIO External Customer / Channel Alignment Strategy to communicate event-related messaging to external audiences.
o Customers: Residential; Small, Medium, and Large Businesses; Builders/Developers; Medical Alert Customers; Critical Healthcare Facilities; Wholesale, Transmission-served, Municipalities, and Co-ops
o Elected and other Officials
o Emergency Management Officials
o Federal, State, and Local Agencies, including Regulators
o Other and Special Interest groups
o Internal Audiences: Customer Care Specialists
o Employees, retirees, senior management, and other Information Management Teams (IMTs)"

"The function of the Liaison organization is to be the point of contact between Duke Energy, state & county Emergency Operation Centers (EOC), and other external entities that rely on Duke Energy for information and status updates during events within each region.

The Liaison organization will coordinate communication and messaging related to response efforts to local and state-wide agencies, including, but not limited to:
• Major weather and non-weather (Cyber Threats, Active Shooter, Civil Unrest, etc.) emergency events
• Flood Protocol Disconnect and Restoration
• Critical Customers
• High profile planned events, such as conventions and national events
• Grid integrity events"

6.1 External Relations - T-PIO/Communications Liaison – Role and Responsibilities

Job Function

The External Relations DEF-T Liaison role is to compile and communicate to the External Relations Storm Coordinator the status of storm response preparation and restoration from DEF Transmission System Storm Center.

The External Relations DEF-T Liaison works with DEF-T System Storm Center (Operations, Planning, Logistics, Finance) to understand and communicate to ER any and all appropriate information that may be necessary when communicating system / grid restoration status, successes, hindrances, and completion.

The External Relations Liaison's primary contacts are the DEF-T System Storm Director, Area Incident Command & Operations/Crew Management Branch Director, Logistics Chief, and Wholesale Account Management Lead for status of restoration activities.

Job Description

- **Assure Transmission restoration priorities and implications for DEF's overall external communications is clearly understood and incorporated into our DEF PIO & External Communications Liaison communication strategies.**
- Assure all processes are understood and in place prior, during and after the storm, and assure all performance expectations are met.
- Provide general oversight for all transmission related communications for external relations.
- Report to System Storm Center during event
- Participate in Annual Readiness activities and Event Preparedness Training (including pertinent ICS Training/CBTs)
- Participate on all appropriate Storm / Event Briefing calls (T-FL Operations, System Communications Calls, and Executive Briefing Calls as requested).

Key Interface Points

- DEF-Transmission System Storm Regional Incident Commander (RIC)
- DEF-Transmission System Storm Liaison to DEF-CD RIC
- Operations Section Chief/AIC
- Planning Section Chief
- Wholesale Customer Emergency Center/Branch Director
- Logistics Section Chief
- Finance Section Chief
- DEF-CD External Relations Liaison & PIO
- Transmission Emergency Prep Rep / TSSOP Program Mgr.

Checklist of Actions for External Relations-T-FL Liaison

Before Major Storm

- Assure process flow for all work types is understood and in place prior to the storm.
- General communications to all Transmission storm leadership team members on assignments and responsibilities.

- Review all communications process flow documents, job descriptions, staffing plans and other process information to ensure they are updated as needed.
- Review and ensure the External Relations Major Storm SharePoint is accessible.
    - Link to the Florida Storm External Relations Storm SharePoint Site
    - Participate in the annual training for External Relations.
    - Participate in annual storm drill activities
    - Participate in the daily External Relations storm conference calls.
    - Assure all pre-storm activities are completed by using the Storm Checklist:
        - External Relations Storm Checklist

During Major Storm/Event

- Provide general oversight for communications team staffing and assure all performance expectations are met.
- As needed, schedule and facilitate meetings/calls for coordination among communications section team members and management.
- Participate in the daily External Relations storm conference calls.
- Provide updates for system storm calls.

After Major Storm

- Facilitate the completion of Communications Section Lessons Learned process following each event and implementation of results.

Tools and Information Needed

- Company laptop computer
- Cellular phone (in some cases a company radio will also be required)
- Reliable vehicle appropriate to storm impacted areas

Training Requirements

- General leadership experience
- Company Storm organizational knowledge and training
- Working knowledge of DEF transmission facilities and operational procedures
- Experience dealing with external relations

7.0 Communications Event Close

DEF Transmission communications role is to provide appropriate insight to restoration status, impacts, public safety as it pertains to the transmission system. As the event winds down, Communications to internal and external stakeholders remains crucial. RIC and IMT are responsible for the safe and efficient restoration of the system, therefore communications of status of that restoration and the completeness of the event is to be done as clearly as the initial activation and declaration of the event.

Since Transmission RIC typically supports DEF Major Events as it pertains to restoration of the Transmission System priorities first (See GDLP-EMG-TRM-00025 – Transmission System Storm Operational Plan), and while reporting and aligning with DEF IC System (CD-RIC), the Transmission's External Relations Communications PIO Role is to also Liaison to the Region's Communications / Liaison and PIO. Transmission PIO/Communications Liaison is to be included within the established system and communications plan for the event.

The Transmission PIO/Communications Liaison will ensure that any needed documentation/information required by the Event PIO and Liaison Officer is confirmed and participates in the Joint Communication Calls until both Transmission and Customer Delivery concerns are resolved.

Document title:	Document number:
TSSOP - Transmission System Storm Operational Plan: Finance Section – Pre, During, & Post Event	GDLP-EMG-TRM-00031
	Revision No.: 004
Keywords: Transmission System Storm Center Operational Plan (TSSOP), Transmission Storm Plan, emergency, Finance, Storm Charging, Storm Charge Guidance; Storm Charge Codes, Storm Invoicing, Cost Recovery	Applies to: Transmission

This document is the Finance Procedures section of the Transmission System Storm Operational Plan referenced in the Table of Contents in TSSOP – GLDP-EMG-TRM-00025-Introduction and Overview.

Table of Contents

1.0 Finance Section

When an emergency event like a major storm impacts the Transmission System, 'all-hands-on-deck' is expected. All of Transmission's highly skilled and trained employees and contractors are in wait to respond as Regional Incident Command directs. The Finance Section is in place to assure that the Transmission organization responds to a Major Event utilizing and implementing financial integrity and effectiveness when declaring and deploying for an event. The Finance Section has been defined and structured to provide localized support pre-, during, and post- a Major Event to Duke Energy's governing organizations like Legal, Rates & Regulatory, and specifically Finance / Accounting.

2.0 Mission & Purpose

Duke Energy's Storm Guiding Principles for Directing One Florida Storm Response states that the Florida Regional Incident Commander will initiate activation and mobilization for safe & successful system restoration, the State RIC will declare major storm event response is required. At that declaration, storm finance and accounting procedures are activated and implemented throughout the close of the event and any resulting audits, and cost recovery filings.

According to **Duke Energy FL Major Event Restoration Cost and Data Policy** Mission;

> "DEF is committed to restoring power to customers as quickly and safely as possible. It does so while closely managing restoration activities to ensure that costs recovered from its customers are prudently incurred and not unduly burdensome. Major event restoration costs are recoverable from DEF customers as approved by the FPSC, typically through a cost recovery charge on customer monthly electric bills.
>
> "Both effectiveness (time to restore) and efficiency (cost to restore) must be considered when seeking to minimize the impact of major event outages to DEF. To meet these dual restoration objectives, all corporate and regional Business Units, Customer Delivery Florida ("CD-FL") Incident Management Team ("IMT") and Transmission Florida ("T-FL") IMT must coordinate to manage and document event related data and costs."

The Finance Section has been structured to align with 'blue-sky' contracting and invoicing processes and procedures where possible; while ensuring any additional Major Event processes and process improvements are held to, prudently documented, and reported as expected by DE and its regulators. The Sourcing / Supply Chain organization, Project Controls Organizations, and Finance Organizations all have roles within the Finance Section when activated for an event. This is so that the Company, the Regulators, and the Rate Payers are assured the most proven and cost-effective means to power restoration.

In addition to following the purpose and mission of Region specific and enterprise processes and procedures, the mission and purpose of a staffed, trained, localized finance team is to ensure the Region's State Regulatory requirements surrounding safe, prudent, & effective restoration practices are met and are, at a minimum, within compliance of the Florida Public Service Commission cost recovery guidelines.

The Finance Section's purpose is to ensure cost prudency and effectiveness is always considered when undergoing emergency response efforts. Through estimating, analytics, contract vetting, cost/time tracking, material inventory tracking, invoice payment reconciliation and other accounting / reconciliation measures, the Finance Section provides the oversight and prudency DE expects.

The Finance Section Chief and team is responsible to support the Emergency / Storm Response Organization and plan as the other sections support the restoration of the transmission system. The following Anatomy of a Storm diagram provides a simple review of the annual readiness and event preparedness that each Section within the Incident Command System the Duke Energy follows. The Finance Section is responsible for assuring Transmission's restoration efforts are cost effective, prudent, and follow high integrity of financial stewardship of funding. Please see GDLP-EMG-TRM-00025 – TSSOP – Introduction & Overview. TSSOP - GDLP-EMG-TRM-00025: Introduction and Overview – Fusion Doc.

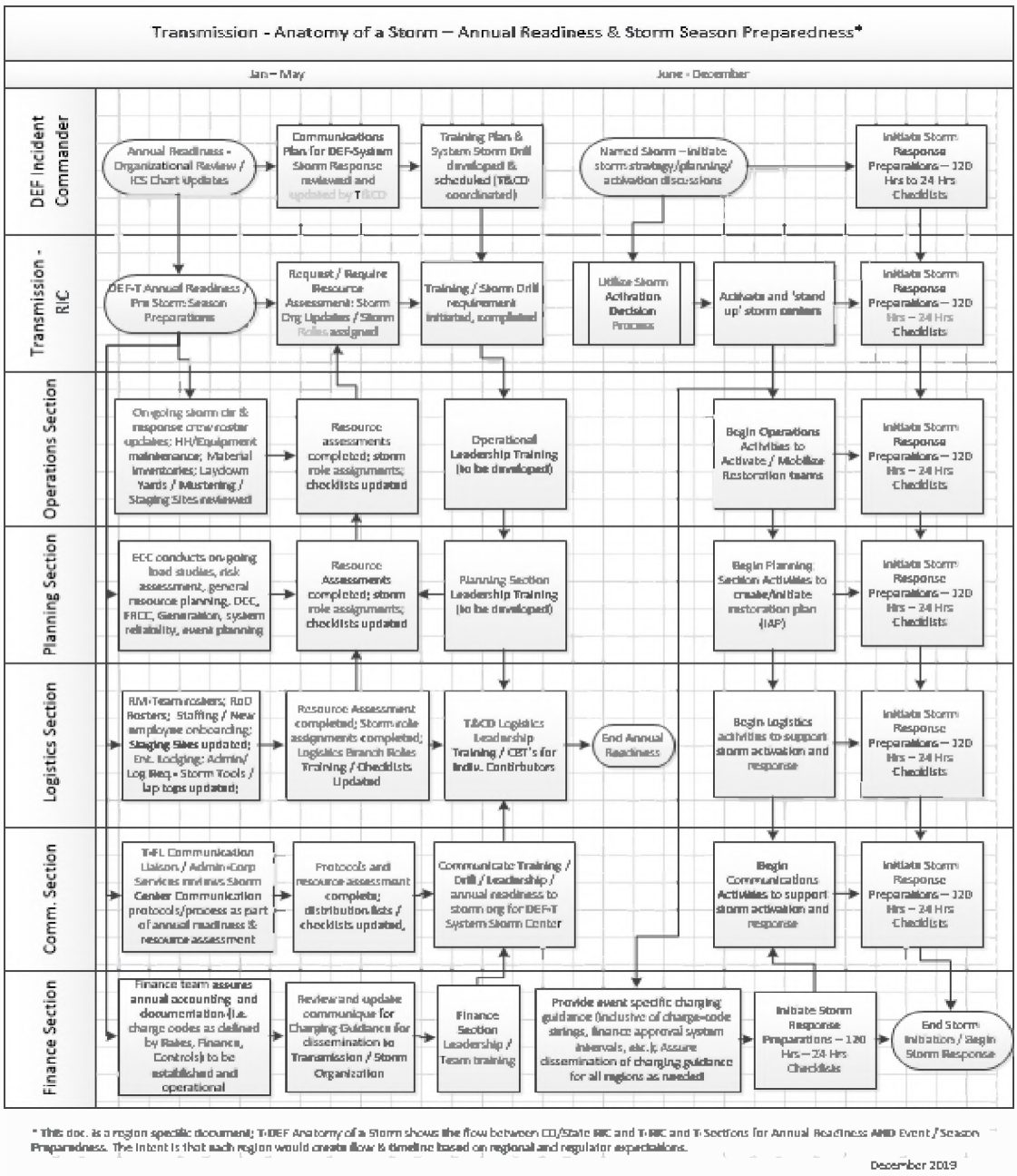
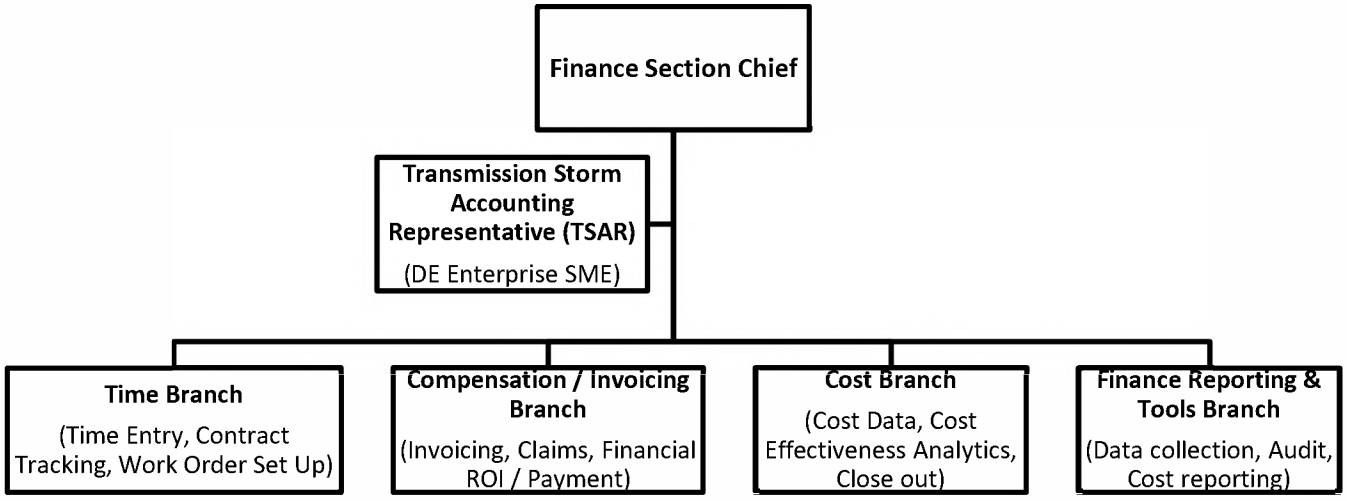


Diagram: Transmission-Anatomy_of_a_Storm-T-FL

3.0 Org Chart – Finance Roles & Responsibilities

The Finance Section organization is structured to accommodate and utilize current 'blue-skies' procedures, processes, and teams, to support the mission during any emergency event. There will be references in this document to 'blue-sky' roles that will fill the Storm Org Roles.



Details and current assignments to the storm roles illustrated above can be found in the T-FL System Storm Organization Chart

The Finance Section's role and responsibility is to assure the storm or emergency event is adequately and accurately financed, as well as assure the state and corporate accounting procedures are followed. Establishing systems for each Section to track and analyze the cost of actions / work conducted during restoration is the goal of the Finance Section; however, the immediate goal and responsibility is to assist the organization in establishing and monitoring overall Time, Compensation and Cost data of responding to an emergency / major storm event.

The Finance Section has been structured to align with 'blue-sky' contracting and invoicing processes and procedures where possible. The Sourcing / Supply Chain, Project Controls, and Finance / Accounting organizations and processes will be followed as diligently as possible with the adaptation and guidance that the activities, processes, tasks for tracking and approval will be at an expedited pace due to the timing and volume of time tracking and invoice processing required during an emergency/Major Storm event. This document strives to provide the clarity, guidance, and adaptation to blue-sky processes so that training, practice, tools, systems, are in place and ready for any event.

The following provides roles and responsibilities of each leader / each Branch within this important Section.

3.1 Finance Section Chief and Deputy Finance Section Chief

Job Function:

This is the event lead Finance position. It is the storm organizations directing leader for all cost and reporting of costs related to an emergency / major storm event. The Finance Section Chief is the director or CFO-financial chief of the event. This position provides financial, accounting, and tracking oversight for entire event, the organization / personnel supporting the event, and specific event financial and cost related items. The Finance Section Chief is to assure the DEF-Transmission RIC has all cost data/information necessary to make appropriate decisions at the time of the Event: in preparations for the event / impact; during the event to provide daily cost updates, AND after the event until close of all filings, audits, reporting for the event.

Job Description:

The Finance Section Chief (and Deputy) is responsible for ensuring & assuring:

- That the Finance Section is structured, staffed, and ready to provide support during an Emergency / Major Storm Event.
- Oversight of Finance Section branches
- Support of regional, and possibly, enterprise storm leadership for coordinating any support related to finances
- Interaction and coordination with other Business Units, including Customer Delivery Finance, on policies and procedures to remain complaint with the Florida Public Service Commission (FPSC)
- Development of processes and job aides
- Annual readiness process is activated at the beginning of each year.
- Develops and assures implementation of a current Training plan for Finance Section roles and any liaison roles
- All Finance storm personnel are trained (or at minimum training made available within each Section and direction for training to occur annually has occurred).
- All Finance storm personnel are prepared to respond to activation direction during a major event.
- Finance & Cost Guidance Point of contact (POC) with any departments supporting storm efforts
- Initiates periodic internal evaluations
- Works with Planning Section – Reporting & Performance Management to analyze and report each event based on RIC event objectives & regulatory reporting requirements
- Initiates and / or provides support for internally driven audits, development of financial documentation for cost recovery, internal cost reporting
- Provides support for externally driven audits, data requests (DRs), interrogatories (ROGs), production of documents (PODs) from regulatory agencies, and/or intervenors
- Drives lessons learned and thus, continuous improvement for Finance Section

Key Interface Points:

- Regional Incident Commander
- Planning Section Chief
  - Reporting Analyst / Data Mgmt / Event modeling
- Logistics Section Chief & Deputy
  - Resource Management Branch Director
  - Site Mgmt Branch Director
  - Lodging Branch Director
  - Logistics Services Branch Director
- Operations Section Chiefs: Area Incident Commanders (AIC)
  - CMV/Crew Mgmt Directors
  - Asset Mgmt / Work Planning / Eng. Support Director
- Communications Liaison – External / Public Information
- Finance Branch Leads
  - Storm Accounting Rep (TSAR)
  - Time Branch
  - Compensation / Invoicing Branch
  - Cost Branch
  - Reporting & Tools Branch
- Transmission EP/TSSOP Coordinator/Consultant
- Transmission IST / Enterprise level leadership – as needed

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event)
See Checklist: Finance Section Checklist tab

Job Title: Deputy Finance Section Chief

Job Function:
This is the event Finance Section Chief's back up. Transmission-FL will have a Chief &/or Deputy activated for each shift designated. The Deputy role is to serve in the same capacity as the Chief, yielding decisions to the incident commander, yet providing SME input during activation, deployment, prioritization decisions. The Deputy is to fill gaps in communicating, documenting, reporting as requested by the RIC & Chief. This role provides appropriate redundancy within the decision making, directing aspects of this key and critical event management. This role is the storm organizations directing leader for annual readiness, season and event preparedness, and storm plan/event implementation.

Job Description: See above Chief's description

Key Interface Points: See above Chief's interface points

Checklist of Actions: See above Chief's checklist

3.2 Finance – Transmission Storm Accounting Representative (TSAR)

Job Function:
This is a lead position; it is the storm organization's liaison role and guiding role to the Region for all cost and reporting of costs related to an emergency / major storm event from the Enterprise Cost Accounting & Finance perspective. This position provides initial, summary, and historical financial, and accounting, data and reporting for the event, from the Enterprise Accounting vantage.

Job Description:
The Transmission Storm Accounting Representative is responsible for ensuring and assuring:

- Update and provide to Finance Section Chief – Storm/Major Event Charging Guidance
- Ensure proper storm charging aligns with jurisdictional storm rules and is communicated to Transmission leadership
- Provide historical high-level projection (estimate) of Event as per IST requests; communicate with Section Chief & Deputy any and all requests for 'high-level' estimates; allow Section Chief to review 'prior' to distributing
- Liaison - Communication/reporting with corporate finance and Enterprise Transmission leadership
  - O&M / 'Restoration' Estimate
  - Capital / 'Rebuild' Estimate
- Requests / Receives real time storm data from Region Finance Section Chief to populate Enterprise High-level projection / preliminary storm costs estimate
- Performs analysis to determine which storm costs are permitted with jurisdictional rules
- *Consolidates monthly financial support and completes internal reporting and external regulatory financial filings*
- Supports Regional efforts by serving on process improvement / AAR / Lessons Learned continuous business improvement working groups (i.e., Duke Energy Florida Major Event Restoration Cost and Data Policy development team)

- Provides support for internally driven audits, development of financial documentation for cost recovery, internal cost reporting
- Provides support for externally driven audits, data requests (DRs), interrogatories (ROGs), production of documents (PODs) from regulatory agencies, and/or intervenors
- Supports the documentation / data collection of lessons learned and thus, continuous improvement for Finance Section

Key Interface Points:

- Finance Section Chief
- Deputy Finance Section Chief
- Enterprise Accounting / Finance peers
- Rates and Regulatory Staff
- Finance Branch Leads
    - Storm Accounting Rep (TSAR)
    - Time Branch
    - Compensation / Invoicing Branch
    - Cost Branch
    - Reporting & Tools Branch
- Transmission EP/TSSOP Coordinator/Consultant
- Transmission IST / Enterprise level leadership – as needed

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: **Finance Section Checklist** tab

3.3 Finance – Time Branch (Manager & Team)

Job Function:

Time Branch is the storm organization's time and cost tracking, reporting, and auditing of all time charging to the event. This team educates and answers questions related to the charging guidance to the resources working the event (contract and employee resources).

Job Description

Time Branch Team members are prepared to support the event by:

- Complete understanding of storm time recording standards / requirements of Regulators to ensure preparedness for auditing of 'time' for any major event
- Creates the charge code for the event (O&M/'Restore' and Capital/'Rebuild'), coordinates with the Transmission Storm Accounting Rep and with CD for proper charging consistency as per jurisdiction requirements
- Communicating time recording requirements (Charging Guidance) to internal resources / leadership for dissemination to external teams and vendors at event activation and event close; supporting resources / ensuring questions are answered, charging is understood and being followed consistently
- Responsible for processes involving time collection in the field; and those processes are clear, smooth, and captures pertinent information (i.e., Work order, Time sheet, exceptions to time)

- Responsible for collection of DEF Field Lead and Crews sign off on daily time reporting process
  - Will work with DEF Field Lead and Logistics-RM-Crew Trackers to collect and store approved time sheets (by contractor/vendor)
- Provides support for internally driven audits, development of financial documentation for cost recovery, internal cost reporting
- Provides support for externally driven audits, data requests (DRs), interrogatories (ROGs), production of documents (PODs) from regulatory agencies, and/or intervenors
- Supports the documentation / data collection of lessons learned and thus, continuous improvement for Finance Section
- Responsible for monitoring pre, during and post storm time charging to ensure accuracy and identify exceptions.

Key Interface Points:

- Finance Section Chief
- Deputy Finance Section Chief
- Operations-DEF Field Leads (time sheet approvers)
- Logistics-Resource Management-Crew Trackers
- Finance Branch Leads
  - Storm Accounting Rep (TSAR)
  - Time Branch peers
  - Compensation / Invoicing Branch
  - Cost Branch
  - Reporting & Tools Branch

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: **Finance Section Checklist** tab

3.4 Finance – Compensation / Invoicing Branch (Manager & Team)

Job Function:

This Branch collects, assesses, processes, validates all contractors' invoices against contracts and charging guidance. This role is responsible for ensuring every invoice has been fully reconciled to Authorizations and TeamCard and that proper back-up documentation is stored in a central repository prior to approval for payment.

Job Description:

The Compensation / Invoicing Branch will be prepared to support an event by:

- Understanding all agreements with vendors on compensation during a major event / storm (C&M, Line, Substation, Relay contractors, Vegetation / tree clearing, Logistics, Equipment/Heavy Hauling, etc.)

- Conducts the Storm Invoice verification and approval process (Invoice Processors)
  - Validates every invoice aligns with Duke Authorization of work
  - Validates where available the invoice matches all time/Equipment and exceptions approved in TeamCard
  - Validates all associated back up (receipts for meals, lodging, tools, equipment, incidentals) are according to Storm Accounting / Charging Guidance direction
  - Rejects / Returns any/all invoices where documentation (timesheets, receipts, etc.) / back-up is not in accordance with Guidance provided to contractors according to contract or instructions provided at time of 'acquisition'.
- Responsible for fielding questions from vendors on anything related to storm costs
- Ensure proper Invoice backup and documentation to support all costs charged to Duke Energy.
- Ensures all back up documentation is available for cost recovery filings
  - Tracking of exceptions (meals, lodging, fuel gained outside of base camp / crew assignment)
- Ensures all documentation is uploaded / stored and ready for reporting as per processes
- Provides support for internally driven audits, development of financial documentation for cost recovery, internal cost reporting
- Provides support for externally driven audits, data requests (DRs), interrogatories (ROGs), production of documents (PODs) from regulatory agencies, and/or intervenors
- Supports the documentation / data collection of lessons learned and thus, continuous improvement for Finance Section
- Responsible for monitoring pre, during and post storm time charging to ensure accuracy and identify exceptions

Key Interface Points:

- Finance Section Chief
- Deputy Finance Section Chief
- Sourcing / Supply Chain – Contract Mgmt
- Operations-DEF Field Leads (time sheet approvers)
- Logistics-Resource Management-Crew Trackers
- Finance Branch Leads
  - Storm Accounting Rep (TSAR)
  - Time Branch
  - Compensation / Invoicing Branch Peers
  - Cost Branch
  - Reporting & Tools Branch

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: **Finance Section Checklist** tab

3.5 Finance – Cost Branch (Manager & Team)

Job Function:

This branch develops bottoms up estimates pre, during and post storm then collects, assesses, processes, validates all costs against these estimates. This branch is responsible for creating daily cost estimates and striving toward a 'burn-rate' that can be used in critical / immediate decision making by RIC.

Job Description:

The Finance Section – Cost Branch will be prepared to support an event by:

- Understanding the Finance Section primary responsibilities in capturing all costs related to a major emergency / storm event and to support the Finance Section in gathering, documenting, reporting, estimating those costs
- Primary responsibility is to work with the Reporting and Tools Branch to collect storm / event related costs (pre-, during, post event)
  - Initiates contact with Storm Resources / Operations / Logistics branch leads as per assignment
  - Creates and maintains cost estimate worksheet for assigned team/branch
  - Updates cost estimate and uploads to Financial / Storm Share point / folders / binders
  - Validates data collected against past event estimates / current blue-sky data (where / when available)
- Ultimately, creates a 'daily burn rate' for use in daily operational decision making – provides status on the cost estimating and burn rate to RIC daily
- Provide close coordination with Storm Accounting Rep on all storm / event related finance activities
- Provide accruals of storm costs – from vendors and invoicing system
- Works with all Finance Branches / cost related teams to ensure proper documentation of all storm costs (all receipts, invoices, time/labor, etc.)
- Creates 'cost estimates' during time of activation / event declaration (120, 96, 72, 48, 24 hours, during and post event) to Section Chief / Deputy for use in Enterprise / Regulatory reporting and tracking
- Provide Audit support to Corp. Regulatory Finance (Storm Accounting Rep)
- Conduct cost effectiveness analysis as needed (i.e., hotels vs. sleep trailers) – See Reporting & Tools Branch list of 'report types'
- Ensure and conduct financial close out of the event / storm
- Provides support for internally driven audits, development of financial documentation for cost recovery, internal cost reporting
- Provides support for externally driven audits, data requests (DRs), interrogatories (ROGs), production of documents (PODs) from regulatory agencies, and/or intervenors
- Supports the documentation / data collection of lessons learned and thus, continuous improvement for Finance Section
- Responsible for monitoring pre, during and post storm time charging to ensure accuracy and identify exceptions

Key Interface Points:

- Finance Section Chief
- Deputy Finance Section Chief
- Sourcing-Contract Mgmt
- Supply Chain-Materials / Transportation / Fleet Fuel
- Operations-Contractor Operations
- Operations-Heavy Hauling
- Logistics-Resource Management
- Logistics-Site Management
- Logistics-Lodging Management
- Transmission Mgmt/HR-Time Entry/Expense Reporting
- Finance Branch Leads
  - Storm Accounting Rep (TSAR)
  - Time Branch
  - Compensation / Invoicing Branch
  - Cost Branch Peers
  - Reporting & Tools Branch

Checklist of Actions:

This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: **Finance Section Checklist** tab

3.6 Finance – Reporting and Tools Branch (Manager & Team)

Job Function:

This is the storm organization's reporting branch of the financial and cost related resources supporting the event – Employees, Contingent Workers, and Contractors (native, non-native, mutual assistance, vendors, line, substation, relay, vegetation, equipment, materials, supporting vendors, etc.) charging to the event.

Job Description:

The Finance Section – Reporting and Tools Branch will be prepared to support an event by:

- Assist in defining and improving the daily reporting to provide cost data and summaries, burn rate, dashboards to assist RIC and Transmission leaders in critical decision making pre-, during, and post- events
- Provide reports that provide the summary and closing out of an event (cost per-perspective and analysis of event based on RIC & Rates & Regulatory objectives)
- Work with Cost Branch and Planning Section – Reporting & Performance Management to analyze and report each event based on RIC event objectives & regulatory reporting requirements
- Prepare, build, develop, and disseminate reporting related to critical information driving storm costs, including but not limited to:
  - Overall Estimate of event to Actual cost of event
  - Cost of resources for event – internal and contractor labor
  - Cost of 'care of resources' – logistics base camp, lodging, meals, medical, fuel
  - Cost per outage to restore – work package (materials equipment, labor, expenses, etc.)
  - Cost per 'strike-team' to 'send' to support other regions, utilities

- Work with **RIC / System Storm Center** to gather and submit the above into:
  - Incident Management Team (IMT) Report (2x daily) – Finance / Cost estimating and projected daily burn rate
- Work with **Planning Section** to gather counts and report pertinent data
  - Provide cost data as requested inputs to Incident Management Report & Incident Action Plan (IAP)
- Work with **Logistics** to gather counts and report pertinent data
  - Resource Mgmt reports – available resources, acquired resources, active resources, released resources
  - Native Contract resources, Non-Native Contract resources, non-native (other jurisdictions) DE resources, DEF Resources, etc.
  - Support ARCOS – Crew Manager reporting required for resource counts
  - Site Management / Base Camp costs of assets, resources, meals (crew care)
  - Lodging costs for hotels, alternative housing
- Work with **Operations/Crew Management** to gather counts and report pertinent data
  - Cost of specialty equipment, materials, etc.
- Support Maximo Work Order process – facilitate IT / tool support (not accounting related)
- Ensure event close out reports completed
- Updates and provides documentation, data, reports, invoices, back up documentation into:
  - The Transmission Event financial portfolio / Binders as per:
    - 2019 Irma Cost Settlement Agreement – FPSC Docket No. 20170272, Order No. PSC-2019-02320AS-EI
    - Duke Energy FL Major Event Restoration Cost and Data Policy
- Provides support for internally driven audits, development of financial documentation for cost recovery, internal cost reporting
- Provides support for externally driven audits, data requests (DRs), interrogatories (ROGs), production of documents (PODs) from regulatory agencies, and/or intervenors
- Supports the documentation / data collection of lessons learned and thus, continuous improvement for Finance Section

Key Interface Points:

- Finance Section Chief
- Deputy Finance Section Chief
- Finance Branch Leads
  - Storm Accounting Rep (TSAR)
  - Time Branch
  - Compensation / Invoicing Branch
  - Cost Branch
  - Reporting & Tools Branch Peers
- Planning Section - Reporting & Performance / Predictive Modeling Branch

Checklist of Actions:

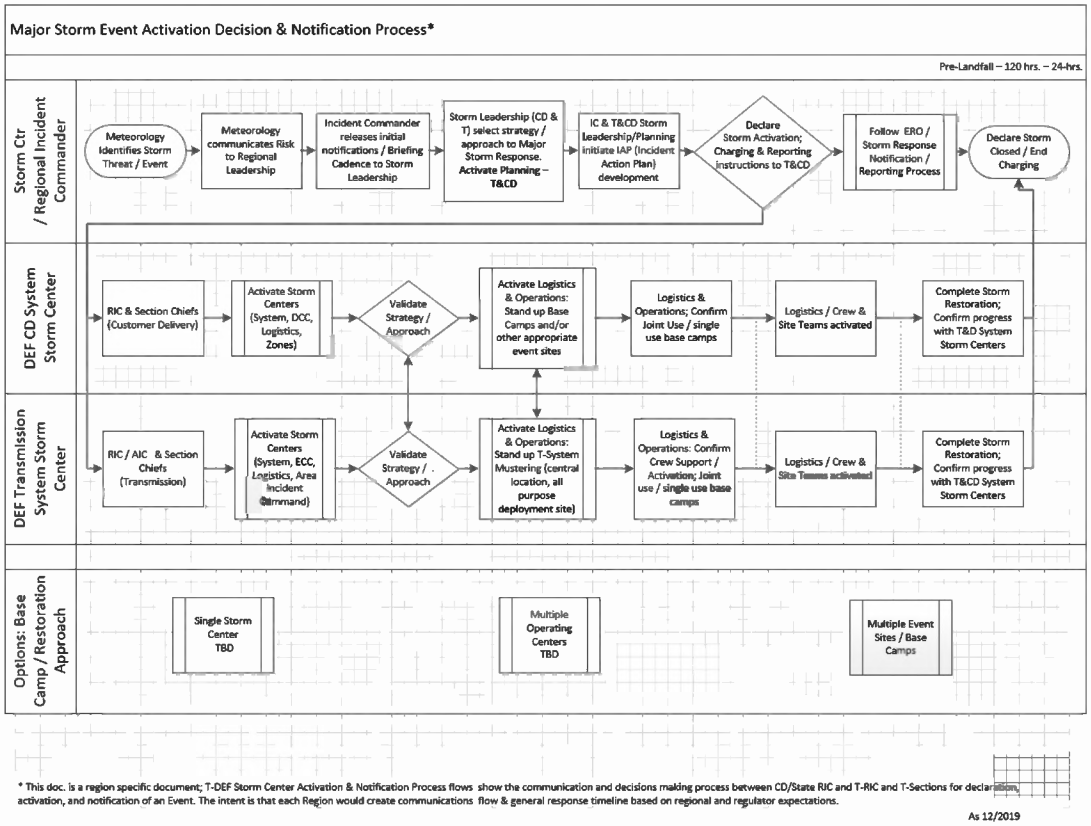
This checklist timeline is designed for a major hurricane entering DEF-T service area. A faster occurring emergency event could require timing adjustments on some activities and cancellation of others. The following link provides the Checklist of Actions for annual readiness prior to storm season and during storm events (before landfall, during restoration, and after the storm event).

See Checklist: **Finance Section Checklist** tab

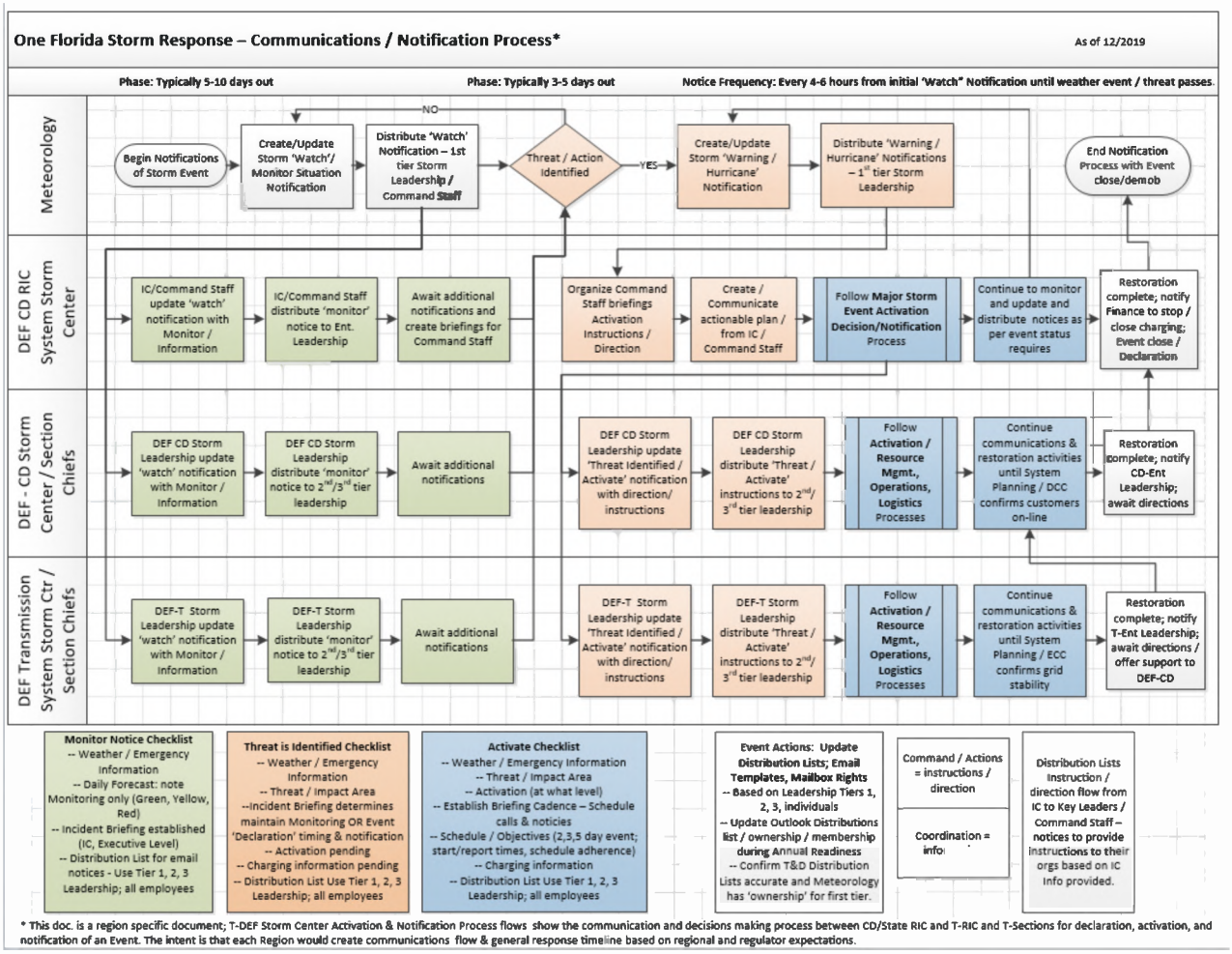
4.0 Finance Administration Process – Declaration of Event to Close

Major Storm Event Activation Decision & Notification Process provides a declaration and finance activation step from the Regional Incident Commander. At Declaration, the Storm Accounting Procedures – GDLP-EMG-DOS-00007 begin and the DE Transmission Finance Administration Section team is activated so that finance tracking and estimating support may begin. This support is active during the entire event to provide detailed support as employees are deployed into their field and logistical support roles. As the event ends, the Finance Section provides direction and guidance for closing out the event and complete/end all charging. It is the Finance Section team's responsibility to close out the event and all storm related financial processes.

The diagrams below provide a high-level view of how Transmission Storm RIC and Finance declares and closes a major storm event. Please use the link above to assure the most current version of the process steps.



Once declaration of the event is determined Finance Section is activated to assure communications to the entire storm organization of the protocols and accurate means to document time and charges to the event. The following diagram illustrates the initial means for communicating to the storm organizations' the activation expectations.



5.0 Storm Activation – Charging Setup & Activation

Once an Emergency / Major Storm Event is declared by the RIC, the event is to be immediately 'activated' – in other words, the financial framework for charging and communications / notifications to all personnel is to occur.

Through the Internal Communications process and Transmission System Storm Center decisions to activate, charging guidelines will be disseminated to all impacted organizations; storm charging instructions and Transmission specific charging codes will be provided within 24 hours. All activated employees and contingent work resources are to immediately utilize and follow these instructions. This initiates the tracking of 'time' to plan, prepare, respond, complete, and close the event. Transmission Storm Charging Guidance documentation is updated at the beginning of every event, distributed as per RIC a& Finance Section Chief warrant and are part of the Finance Section-Processes. Information included in the guidance is the following:

5.1 Time Branch Activation

5.1.1 Storm O&M / 'Restoration' Charging Guidance

When a jurisdiction declares a major event, transmission finance will issue charging guidance via the Transmission Storm Mailbox; the Time Branch team will draft the guidance email and send to the Finance Section Chief for review and dissemination to applicable organizations supporting storm restoration efforts.

5.1.2 Storm Capital / 'Rebuild' Charging Guidance

At the beginning of 'storm season', the Time Branch will set up a Storm Funding Project within Powerplan; when an event is declared, the storm capital work order will be created within Maximo (exact process may differ slightly jurisdiction to jurisdiction) which will establish capital charge numbers (work order / detail project number) which will be communicated through the Time Branch. The entire GL string will be created and provided to appropriate work groups via the work order process.

5.1.3 Corp Card Storm Limits (NON-Lodging Storm Cards)

Corp Card Storm Limits: Corporate credit cards are managed by the Supply Chain Group at the jurisdictional level; storm charging guidance provides Corp. Card Limit Increase Guidance and will process request increase to Corp Card, as well as permittable (and not- permitted) charges.

5.1.4 Other Considerations

This area of the charging guidance covers jurisdictional clarifications, overtime in blue sky role to catch up from supporting a storm, clarification on Standby time charging as well as general charging and billing reminders for contractors, vendors, and CW's.

5.1.5 Supplemental Exempt Compensation Procedures

The Supplemental Exempt Compensation pay policy can be applied to major storm and other system level emergency work. If applicable, these procedures will be initiated through Transmission Operations and communicated by Human Resources.

5.2 Compensation/Invoice Branch Activation

The CIBD will also ensure that an invoice validation and repository section on the Finance Section SharePoint site is set for collection of invoices processed during and post storm.

5.3 Cost Branch Activation

Upon storm activation the Cost Branch will reach out to their designated storm departments to begin support from an estimate development standpoint. Their job will be to record all decisions being made and apply an estimated cost to them.

5.4 Reporting & Tools Branch Activation

When the Finance Section is activated with the RIC and IMT, the Reporting & Tools Branch should be activated. This team's role is to 'prepare' for providing reports from the data being gathered from Cost Branch and other Finance support.

6.0 Storm Staffing & Compensation Guidelines

Typically, storm hours for reporting are based on most effective and safe hours to provide a minimum of 8 hours rest for all storm workers. All Branch leads are expected to staff their organization for support as directed by System Storm Center and according to dual shifts. See the TSSOP – Storm Planning-Restoration-Strategy document - GDLP-EMG-TRM-00026 for more about shifts and scheduling storm resources. When resources are scheduled accordingly the organization can project estimated resource hours / cost for compensation of storm duty. It is important that all resources strive to work within the allotted schedule as directed.

6.1 Compensation

As per DE Leadership requirement that all employees will have a 'storm' / emergency response role, and as Rates & Regulatory requirements, as well as Emergency Response Organizations recommend, activation to a storm role, assumes normal compensation for normal hours worked. However, because emergency response often takes employees and contingent workers beyond normal work hours, salaried staff may be eligible for Supplemental compensation per described under section 5.1.6.

6.2 Vendor Invoicing

All vendors / contract workers / external line, veg, restoration supporting crews will submit invoices for payment as per contract defines; the invoices will be processed through the Finance Section. The Finance Section has been structured to align with 'blue-sky' contracting and invoicing processes and procedures where possible. The Sourcing / Supply Chain organization, Contractor Operations, Contract Management, Project Controls Organizations, and Finance Organizations will align processes to assure consistency, accuracy, and corrective/exception-based documentation and approvals.

6.3 Billing Start Point Policy.

Duke Energy assures vendor billing will begin at the point of initial commitment / acquisition communication; this communication starts billing time. "Mobilization" is designated at the time of commitment / acquisition. "Demobilization" is determined when DE determines work by vendor is no longer needed. Any exceptions to these requirements will be documented.

- Document management and proof of communication to all vendors will be stored and tracked within Storm Share point site (info-path communication formatting)
- Initial communication for commitment / acquisition (start billing time) - Commitment of resources will occur based on Contractor Management (Mutual Assistance and/ or on-system contractors) agreement and then time stamped with the uploading of rosters housed and managed within the resource management tool/system. Duke Energy will do all in power to minimize/optimize the time between Commitment and Mobilization.
- Mobilization Communication – Start Travel time / Expected arrival time; Mobilization communication will come from Resource Management / Contractor Management via electronic communication to the vendor providing 'show up' and/or mustering location. This communication will also provide expected arrival time.
- Movement Communication – 'Movement' is generally considered the relocation from one assigned location (i.e., lodging location/base camp) to next base camp site / lodging location. Movement communication will come from Resource Management / Contractor Management via electronic communication to the vendor providing next base camp/work site.
- Demobilization / Release Communication – work is complete / release from system; Demobilization is generally considered 'end of work' / work complete notification. Resource Management / Contractor Management will communicate to the vendor notification of 'release' (end of billing time) via electronic communication to the vendor providing next base camp/work site. Duke Energy will continue to track and pay for the vendor until notified 'at home base'.

6.4 Contracting Policy

Duke Energy makes every effort to establish and contract fair terms and conditions with all vendors (native/embedded or non-native/non-embedded) during any and all restoration / rebuild efforts. DE Sourcing / Supply Chain reviews and updates all contracting language on a regular basis to assure best work practices with all contractors.

The Compensation / Invoicing Branch will be knowledgeable on all terms and conditions of current contracts for vendors used in restoration / rebuild effort and apply to invoice payment practices.

6.5 Travel Pay

Travel to an emergency event / storm on the Transmission system may be necessary – an emergency / storm restoration, support, leadership, or logistics resource is expected to travel to assigned location. Storm resources will be compensated for travel and may be asked to utilize tools / aps so that logistics and leadership can be assured of safe arrival. The following are travel pay policies, expectations that storm restoration and logistics resources are expected to adhere.

6.5.1 Travel Time Billing Policy.

Duke Energy expects vendors to provide travel plan at the time of commitment / acquisition when submitting rosters to Resource Management. Sourcing / Supply Chain and Contractor Management provides written expectations in contracts around travel and billable time.

6.5.2 Pace of Travel Guidance Policy.

IF DE Transmission resources are supporting Customer Delivery (Distribution) there is an expectation that the resources will comply with the Pace of Travel Guidance. However, Transmission resources supporting Transmission storm / event for restoration/rebuild efforts are considered an exception to the Pace of Travel Guidance due to size of convoy, size and weight of equipment, route planning required for movement of transmission restoration teams.

6.5.3 GPS Tracking Capability Policy.

Duke Energy has a policy to utilize, wherever feasible, GPS tracking of vendor crews. If mandated, this requirement will be communicated in the Initial Commitment / Acquisition Communication documentation. Any exceptions to this requirement will be documented.

6.6 Daily Work Requirements.

Duke Energy has expectations of 'ready-to-report' and 'fit-for-duty' of all restoration resources. Reporting, tracking, and documenting time show up locations, work completed, work remaining is crucial to effective completion of Estimated Time to Restore (ETRs) of the Transmission system as well as cost to restore for any emergency event. The following processes, procedures, and policies are to be followed to the extent possible (See Time Sheet Tracking and Exception Policy processes and procedures; TeamCard and manual processes are to be followed as per completion of MPSI Project 12/2020.):

6.6.1 Daily Time Sheet Review and Documentation Policy.

Duke Energy will require, review, verify, and approve the daily time sheets for all applicable vendor crews and will maintain documentation of DE's approval and any exceptions noted. Electronic interfacing for time sheet review and approval will be utilized by vendors where reasonably feasible, and the jurisdictions will have controls available to all contractors to facilitate consistent application to the maximum extent possible.

6.6.2 16-Hour Work/8 Hour Rest Policy.

Duke Energy will use its best efforts to ensure that contracts with vendors include necessary terms and conditions. Supply Chain / Contractor Management has established/updated contracts that communicate the expectation to limit work time to 16 hours on, with 8 hours of rest, with no minimum hours. Duke Energy will document any exceptions if it is unable to include such provisions in a vendor's contract. (See 6.2 Billing Start Policy)

6.7 Meal, Lodging, and Fuel Policy

Duke Energy has set expectations (through Sourcing updates to contracts / scope & method of payment documentation and contract review) that all vendors acquired to support Storm / Event restoration / rebuild efforts will be:

- Assigned to a base camp / mustering site,
- Provided all meals,
- Utilize assigned lodging, and
- Utilize fueling at assigned location.

Vendors will not be reimbursed for any time, meals, lodging, fuel that do not comply with Meal, Lodging, Fuel and Time policies defined in contracts. All exceptions must be requested and approved prior to 'taking the exception' (exception to get lodging elsewhere, must show approval timestamp prior to 'acquisition of lodging); Foreman or GF must have prior approval based on daily exception guidance documented. All 'exceptions' must be included with submittal of receipts and a part of invoice back up documentation. (See Time Sheet Tracking and Exception Policy processes and procedures; TeamCard and/or manual processes are to be followed as per completion of MPSI Project 12/2020.)

6.7.1 Lodging Storm Cards – Lodging Lead ONLY

As part of the Lodging Lead Role designation and training/preparation, Finance / Accounting provides Lodging Storm Cards with limits available to reserve and pay for the organizations lodging needs. Within the site management training modules on storm charging, it clearly defines that lodging charges should not be on most storm resources personal / corporate cards. There are some exceptions, however, the enterprise lodging process allows for simplified invoicing and payment when lodging and charging processes are followed. Please see the Enterprise Lodging Process and Guidelines.

7.0 Estimating, Cost Analysis, Accruals, Documentation, Close

The Cost Branch is responsible for estimating, analysis, reporting, documentation, audit support, accruals, and closing out the event in such a way that the storm organization and leadership can confidently make decisions and then report / support their decisions with appropriate data.

7.1 Estimating

Cost estimators will be on the frontlines providing daily collecting of cost / estimating data to build a daily estimate and a total event estimate; the estimating task is responsible for pre, during, post event cost/estimating gathering. Likely storm cost categories include: Crews, Materials, Equipment requested thru Heavy Hauling, Base Camps, Lodging, Aviation (Helicopters/Drones), Logistics and Operations Staff, and Other. The Finance Section estimators work in close coordination with the Storm Accounting Rep to ensure all pertinent data is available when needed. The estimates will be useful in the cost analysis of leadership activation decisions.

7.2 Cost Analysis, Reporting, Audit Support

The cost analysis, reporting and audit support team will be responsible for all three entities of this portion of the Finance Section; analysis, reporting, and auditing need to be aligned and closely coordinated within this team during each event. These tasks are the critical tasks the RIC and Planning Section Chief rely upon for assisting in right decision making during an event.

7.2.1 Cost Analysis

This team will take data from estimating and reporting to build out estimate-at-completion (EAC) for the event. The data will be analyzed to develop forecasts, trends, variances to the estimates, gaps/anomalies to improve upon the process overall, burn-rates associated with the event and decisions for the event.

This team will apply rigor to assure quality control, data integrity, documenting of all storm financial decision. The team will check estimates against actuals/accruals. Lessons learned from each event will be applied as input to all event analyses. The team will support storm leadership with any questions related to event costs.

Additionally, the review of Maximo and linkage to work orders, charging/chargeability, accounting is necessary for accuracy, prudency, and tracking of costs. The following tasks provide the ability to assure regular updates / pushes within the system of record and to have the means to confidently pull the costs / charges associated with the event.

- Powerplan links / updates / interfaces occurring
- individual activities – GL String
- Work order numbers associated with Crew ID/crew tracking
- Crew IDs, Work order numbers associated with Time Sheet Tracking (See 6.5 Daily Work Requirements)

7.2.2 Reporting

This team supports the reporting needs to leaders and any ad hoc reporting; the Reporting / Tools Branch will work closely with this function.

7.2.3 Audit Support

The function of this team will support internal and external audit requests; the Finance Section Chief will coordinate all requests for support through this team.

7.3 Accruals

Accruals are managed at two levels – at the total estimate level and at the vendor / event level. (See 3.2 for the total event accrual task.) This team will assure vendor billed and unbilled accruals are managed AND that all expected invoices / accruals are identified and accounted for.

- This role will work toward timely vendor estimates and invoicing of event costs

7.4 Storm Cost Documentation

The Finance Section Chief will ensure, work with Logistics, Resource Management, Site Management, Lodging, Operations-Crew Management, Contractor Ops, Supply Chain, Sourcing, and any other 'responding organizations', as per the **DE FL Major Event Restoration Cost & Data Policy** to provide, for each event.

All supporting documentation for Transmission will be stored / housed within Finance Section share point folder / binders, which includes binders (electronic files) segregated by vendor with summaries and invoices, time sheets, etc., as follows:

- Summary identifying vendor, any reference number associated with discreet vendor crews, billing and point of origin location, distance to travel, assumed travel days, dates secured, date started travel, date arrived, date released, time released, released to whom and, if vendor travels home, the date arrived at home.
- Contractor review showing the results of the Company's internal review that contains the detail listed on a Storm Audit Narrative, including all exceptions documented.
- Summary of expenses in a format that shows total billing (all invoices are listed separately).
- Filings will be very similar in organization, showing cost by storm and by cost category, such as: Regular Payroll, Overtime Payroll, Payroll Overheads, Contractors Cost for line restoration, Line Clearing Contractor costs, Logistics, Materials & Supplies, Other. Duke Energy will provide the information outlined above in a format that comports with the Company's record keeping and accounting practices on the timeline discussed throughout this Finance procedure document.

Each of the supporting organizations (listed above) will gather, validate, approve all invoices, back up documentation, timesheets, exceptions to time, meals, lodging, fuel policies and work with the Finance Section Branches to ensure accuracy, proof of payment, validity toward major event costs as per Utility Cost recovery requirements, Rates & Regulatory, Legal & audit requirements.

7.5 Closing out Storm Event

Closing an event is directly related to prudency and diligence related to initiating an event; the event will be formally declared 'closed' which will be the trigger to close the event. The Finance Section will be responsible for the following activities related to financially closing out the event:

- All documentation related to cost – repositories set up accurately
- Check estimates against accrual / actuals
- Close out accounting / work orders as needed; identify and document those work orders required to remain open
- Assure estimates / Powerplan estimates are finalized / closed
- Validate all previously reported data and final data reports are in-sync
- Lessons learned process incorporated

8.0 Reporting and Tools Support

Any, and all financially driven reporting for an event / major storm will be managed through the Finance Section / Reporting & Tools Branch. The Reporting and Tools Support Branch provides the reporting needs to Finance Section and other Storm Sections (such as Logistics, Planning, RIC/IMT) as needed; this branch will interface closely with Cost Branch team (See 7.2.2)

8.1 General guidelines for Reporting and Tools Support

This branch is expected to utilize consistency, diligence, accuracy in creating reports and disseminating reports as requested. During an event there is typically an expected cadence at which reports are provided to the Region (RIC) and then to other organizations and leadership across the company. The Briefing Cadence can be referenced to provide a standard schedule at which reports are to be provided following system calls and planning sessions. The types of reports that the Finance Section Reporting & Tools Branch will feed/summarize may be:

- Incident Management Team Report (IMT) – 2x daily
- Incident Action Plan (IAP) – submitted to CD-RIC Planning Section - 1x daily
- Resource Management Report – min. 2x daily to hourly during an event
- Site Management Asset / Capacity Report – min. 2x daily
- Lodging Acquired vs. Availability Report – min. 2x daily
- Outage Management and Tracking Report – updated every 30-60 minutes

Financial Tools that will be used are to be consistent wherever possible with 'blue sky' process / tools and at a minimum will be like: Power BI, Excel, estimate template, storm total cost template, Maximo,

Report Dissemination tools that will be used are to be consistent wherever possible with 'blue sky' processes and tools. For example: SharePoint, Storm Mailboxes, Storm Dist. Lists.

8.2 Leadership Reporting / IMT Report - Planning Section interface

As soon as an event is declared, DE is expected to track costs to that event; the data is part of prudent business practices, regulatory and financial reporting, and required for cost recovery. Outages will occur and the Planning Section will develop a Daily IAP – a daily plan that the company will follow the next day. Financial decisions will affect the daily plan, therefore a 2x daily IMT report is generated to assist in the planning and the decision making.

The Finance Section Chief & Deputy supporting reporting will participate in leadership emergency management and right decision-making by providing 'estimates', available cost data, and 'burn rates' to the restoration plan and daily tasks.

8.3 Cost / Reporting Interfaces to Logistics Section

Logistics Section is responsible for the support of resources; without 'beans, beds, bullets' in a timely manner, restoration activities will be impeded. The following is a list of some Logistics activities and data points that will require financial reporting. Reports area created and will be reviewed and improved by this team to ensure effective in tracking, invoicing, and if required, claims if non-delivery occurs.

- Lodging – Hotels, Alternative Housing (Sleeper Trailers, Cots/Tents, Campgrounds, etc.)
- Resource Mgmt – Line, Veg, Substation, Relay, Logistics / Support, Leadership
- Site Mgmt – Site Assets, Housing Assets, Security, IT/Telecom, Vendor, DE Staff
- Materials – Buggy Stock, Poles, Wire, Breakers, Switches
- Specialty Equipment – Cranes, Barges, Tiger Dams, Sherps, Marsh Masters, Matting
- Fuel – Tankers, Mini-fuelers, Off-Road
- Aviation – DA Helicopters, Construction Helicopters, Vegetation Helicopters, Drones/UAV
- Other - Nursing, Medical, Flagging, Police Support

8.4 Cost / Reporting Interfaces to Operations – Crew Mgmt / Restoration Work Planning

Current expectations in cost reporting for Operations is specifically tied to time sheets, exceptions, invoicing, and exceptions around this reporting. The current focus is tying daily time sheet tracking immediately back to contract and then to invoice. The requirement is to have those ties real time rather than truing up after the close of the event; the DE FL Major Event Restoration Cost & Data Policy provides guidance in tying these cost / contractor data points together for event close reporting.

As this section develops labor tracking and reporting and the organization continuously improves, the vision includes a means to gather data as it relates to lost time due to travel and increased productivity due to self-sufficient work teams (Strike Team Plan; Travel Teams; Self-Sufficient Base Camps). This is the data that supports providing all the work resources with the tools, materials, and environment in which to safely, efficiently, and cost effectively restore the system supports the feasibility of reducing 'days out' of any event. The concept is NOT about adding work/time pressures, it is about having the staff, plan, equipment, standards in place to swiftly support the crews when ready. The following are just some of the data points that the Finance Section may track in the future state of this emergency preparedness / Major Storm restoration plan.

- Work order created / delivered
- Internal resource use – daily over X # days vs. days off
- Contract crews – contract differences from 'region to region'

8.4.1 Maximo to Powerplan interfaces

One requirement of this team will be to assure at the start of each event that the Maximo interface to Powerplan is placed in 'storm mode' – in other words - assure that interfaces are run at least every two hours and all day throughout any weekends and holidays during the event.

In addition, the 'declaration' of an event and notification of employees moving into storm-mode needs to include those resources in other departments / jurisdictions be designated, assigned, trained, and shifts published so that the Region needing the support has it and knows who/when/how to reach those resources. Like ECC Dispatchers are to identification, monitoring, and switching of outages, this role is critical to the creation, tracking, monitoring, and documenting of crews, materials, equipment, that is being utilized in the restoration effort.

9.0 Training and Activation of Finance Administration Resources

NOTE: Training is outlined according to Sections GDLP-EMG-TRM-00025 & 00026 of the TSSOP – specific to each Section's roles and utilizing the Joint Drill, Storm Site mgmt. CBTs and Classroom/tabletop training methods.

Initially, the Finance Section is responsible for major event/storm Training Plan; under the direction of Finance Chief & RIC the Training Plan will be reviewed as part of Lessons Learned from the previous season and updates will be applied as deemed appropriate, striving always toward continuous improvement. However, each Section has its own specific policies, processes, and rules expected to follow during 'blue sky' or emergency events. The following identifies the additional training required for anyone in the Finance Administration Section.

9.1 Training and Activation of Storm Resources

As identified, every DE employee will have a Storm Role; if an employee is assigned to this Section, they are expected to report as directed by their storm organization leadership.

9.2 Training Expectations / Objectives

- Identify training needs
- Access to all appropriate tools / sites
- Any storm specific tools
- Interfacing work group sites (http / share point / etc.)
- Will participate in assigned Drills / Exercises

9.3 Training Matrix / Schedule

Identify Annual Readiness / timeline
Identify Pre-event timeline

9.4 Activation Notification / Responding

Under development / Annual Readiness

10.0 Finance Frequently Asked Questions (FAQs)

Q: When is a storm formally announced? How will I know my role is initiated?
A: Direction will come from your Storm / Emergency Preparedness Team or directly from the leader of the storm organization assigned. Typically, when a 'declaration' of a storm / event is made a mass email (Event Communications) to the region impacted will be sent with instructions. If you are unsure, contact your business unit manager.

Q: Typically, when is the event / storm coding (storm project charging code) made available?
A: Typically, a storm event with warning, provides charging codes once the event is declared by System Storm Center / Incident command. This is often 2-4 days prior to event impact/landfall. For other events that have no warning, the event charge codes are provided as soon as event is declared by Regional Incident Command.

Q: How will I learn that the charge code is available to charge my time?
A: Event Communications via email and portal messaging will be provided through the event chain of command, i.e., T-FL System Storm Center email. If you have not personally received and email with charge codes, contact your Storm Org Section or Branch leader.

Q: How do hourly employees code their time if told not to come to work because of a storm?
A: There is an inclement weather code that should be used. Field crews should charge "standby" time. Time should not be charged to the storm coding unless the employee is working on storm restoration.

Q: How should employees code their time if working overtime required to catch up on normal work?
A: This overtime may be charged to the storm project.

Q: Can the Company instruct an employee to cancel or reschedule vacations and/or weekend plans to report to storm duty?
A: Management has the discretion to cancel pre-approved vacation and require employees to report to work (even if currently out of town), especially in emergency situations, such as those presented by catastrophic storms.

Q: Will the Company reimburse employees for charge(s) related to the cancellation or rescheduling of vacation?
A: Management will review cancellation situations on a case-by-case basis, especially when employees are at risk of forfeiting vacation deposits and other re-paid vacation related expenses.

Q: Do all employees working storm restoration automatically receive Event-based Supplemental Compensation (ESC)?
A: No. All ESC must be approved by Management, i.e., Dhiaa Jamil, EVP and Chief Operations Officer, Executive Vice President, and/or President of Florida.

Q: Will exempt employees be eligible for Event-base Supplemental Compensation (ESC) because of a storm?
A: Decisions on the payment and eligibility of exempt supplemental compensation (ESC) will be evaluated and communicated by SMC members. An email providing guidance on ESC will be sent to Managers and Supervisors.

Q: Where can I find storm related documents and information regarding reporting to storm duty, charging guidance, and expectations for employees around storm duty?
A: The Transmission System Storm Operational Plan (TSSOP) is the guiding document for Storm Response; additionally, the Transmission System Storm Center – share point site houses all documentation and instructions. For financial-related items, this document (TSSOP-GDLP-EMG-TRM-00031-Finance Section) provides general guidance; the event charging guidance will provide details needed at the time of the event.

Q: Who are the jurisdictional primary contacts for these roles (e.g., Time Branch, Reporting, etc.)?
A: The Financial Section Org Chart (housed on the Transmission System Storm Center) for each Region / Jurisdiction provides the primary contacts for each role.

Q: How do I increase card limits for crews?
A: Increases for Corp Card limits occurs through Sourcing; there is a direct link / contact information provided in the event specific charging guidance provided. See Section 5.3 in this document. (GDLP-EMG-TRM-00031-Finance Section)

Q: How do we charge work in preparation of a storm?
A: Work performed during the time prior to 'declaration' / in preparation of a pending event/storm, should be charged "business as usual". Storm charge codes are not issued and not to be used until an event/ storm is formally 'declared' by RIC (Regional Incident Command).

Q: How do crews charge for ongoing projects that experience storm mitigation/preparation, before or after a major storm event is announced?
A: If Crews are asked to perform mitigation/preparations to shut down / prepare a project due to pending storm impact, that work is charged to the appropriate storm charge codes. Always, confirm charging instructions with supervisor to assure accurate charging during this time.

Q: Are the storm projects active after the storm has passed our territory?
A: The storm projects are typically open approximately three to six months after the storm has passed to ensure all appropriate invoices from contractors have been received and paid.

Q: What is the difference between native and non-native contractors?
A: When the Florida Public Service Commission (FPSC) refers to native, they mean native to Florida only. All other contractors (even if they are native to DEC, DEP, MW, etc.) would be considered "non-native" or 'foreign' to Florida.

Q: What is a simple rule for charging internal Labor?
A: Any labor associated with capital rebuild projects will be charged to the specific project. If the labor is related to restoration, it will be charged to the O&M restoration storm code. See also Section 5.0, page 9 of 17. (GDLP-EMG-TRM-00031-Finance Section)