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PROJECT NO. 53385

PROJECT TO SUBMIT EMERGENCY OPERATIONS PLANS AND RELATED DOCUMENTS UNDER 16 TAC § 25.53	§ § §	**BEFORE THE PUBLIC UTILITY COMMISSION OF TEXAS**

CENTERPOINT ENERGY HOUSTON ELECTRIC, LLC
EMERGENCY OPERATIONS PLAN EXECUTIVE SUMMARY

CenterPoint Energy Houston Electric, LLC ("CenterPoint Energy") has filed a complete copy of its Emergency Operations Plan ("EOP") in this Project on April 18, 2022, with all confidential portions removed pursuant to the Commission's Electric Service Emergency Operations Plan rule adopted in Project No. 51841 and codified at 16 Tex. Admin. Code (TAC) § 25.53 (the "EOP Rule"). The executive summary for CenterPoint Energy's EOP, as required by subsection (c)(1)(A)(i) of the EOP Rule, follows.

EXECUTIVE SUMMARY

A. Description of EOP

CenterPoint Energy's EOP is intended to be used to prepare for, mitigate against, respond to and recover from impacts from a variety of emergency events and to safely restore service to customers as safely, quickly, and efficiently as possible. The primary goal of the EOP is the orderly repair and restoration of CenterPoint Energy's electric service facilities after a weather-related or other emergency event, so that public health and safety are protected, and service is restored to all customers in the minimum amount of time through the proper, safe and efficient use of all resources. CenterPoint Energy's goal is to safely restore the greatest number of customers in the least amount of time.

The major elements of CenterPoint Energy's EOP include operational plans, as well as a communications plan and various annexes covering weather emergencies, load shed events, pandemics and epidemics, wildfires, hurricanes, cyber and physical security, and the use of mobile generation facilities. Collectively, the information in the EOP will guide CenterPoint Energy's preparations for and actions during an emergency as defined in the EOP Rule.

B. Reference to Specific EOP Sections

CenterPoint Energy's EOP complies with the content requirements contained in subsection (d) of the EOP Rule. The specific sections of the EOP that correspond to those requirements and their respective locations within the EOP are as follows:

EOP Rule Requirement	Location
EOP Rule subsection (d)(1). Approval and implementation section	Section A: Overview
EOP Rule subsection (d)(1)(A). Introduction and applicability	Section A: Overview
EOP Rule subsection (d)(1)(B). List of individuals responsible for maintaining and implementing the EOP, and those who can change the EOP	Section A: Overview
EOP Rule subsection (d)(1)(C). EOP revision control summary that lists the dates for each change made to the EOP	Section A: Overview
EOP Rule subsection (d)(1)(D). Dated statement that the current EOP supersedes previous EOPs	Section A: Overview
EOP Rule subsection (d)(1)(E). Date the current EOP was most recently approved by CenterPoint Energy	Section A: Overview
EOP Rule subsection (d)(2)(A). Communications plan	Section B: Communications Plan
EOP Rule subsection (d)(3). Plan to maintain pre-identified supplies for emergency response	Annex A: Weather Emergency Annex Annex E: Hurricane Annex
EOP Rule subsection (d)(4). Plan that addresses staffing during emergency responses	Section C: ICS Implementation
EOP Rule subsection (d)(5). Plan that addresses how an entity identifies weather-related hazards and the process CenterPoint Energy follows to activate the EOP	Annex A: Weather Emergency Annex Annex E: Hurricane Annex
EOP Rule subsection (d)(6). Relevant annexes	Beginning on page 104

C. Record of EOP Access and Training

In accordance with EOP Rule subsections (c)(1)(A)(i)(c) and (c)(4)(A), the table below contains the names and titles of senior persons in CenterPoint Energy's organization who have received training on or formal access to the EOP, including the dates of such training and access.

Name*	Title	Access Date
Lynnae Wilson	Senior VP Houston Electric	April 18, 2022
Eric Easton	VP High Voltage & Real-Time Operations	April 18, 2022
Martin Narendorf	VP Electric Engineering & Asset Optimization	April 18, 2022
Randy Pryor	VP Distribution Projects & Grid Modernization	April 18, 2022
Brad Tutunjian	VP Distribution Operations & Service Deliver	April 18, 2022

Employees within each of these officer's respective organization will receive training on and/or access to CenterPoint Energy's plan, and each of the officer is responsible for ensuring they do so.

D. List of CenterPoint Energy EOP Contacts

In accordance with EOP Rule subsection (c)(4)(B), the following table lists the CenterPoint Energy employees who have been designated as the company's primary and backup contacts for urgent Commission requests and questions during an emergency.

Name	Title	Email	Phone
Patrick Reinhart (Primary)	VP Electric Regulatory Relations & Policy	patrick.reinhart@centerpointenergy.com	512-397-3061
Perrin Wall (Backup)	Director, Regulatory Affairs Texas Electric	Perrin.wall@centerpointenergy.com	512-397-3048

E. Affidavit

In accordance with EOP Rule subsections (c)(1)(A)(i)(d) and (c)(4)(C), attached to this EOP Executive Summary is the signed affidavit of Lynnae Wilson, CenterPoint Energy's Senior Vice President.

Respectfully submitted,

CenterPoint Energy Houston Electric, LLC

Mickey S. Moon
Assistant General Counsel
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PROJECT NO. 53385

PROJECT TO SUBMIT EMERGENCY OPERATIONS PLANS AND RELATED DOCUMENTS UNDER 16 TAC § 25.53	§ § §	**BEFORE THE PUBLIC UTILITY COMMISSION OF TEXAS**

AFFIDAVIT OF LYNNAE WILSON

STATE OF TEXAS	§
COUNTY OF HARRIS	§

Before me, the undersigned authority, on this day personally appeared Lynnae Wilson, who, having been placed under oath by me, did depose as follows:

1. My name is Lynnae Wilson. I am over the age of 18 and fully competent to make this affidavit.

2. I am the Senior Vice President for CenterPoint Energy Houston Electric, LLC (CenterPoint Houston).

3. All relevant operating personnel of CenterPoint Houston are familiar with and have received training on the applicable the contents and execution of CenterPoint Houston's emergency operations plan (EOP), and such personnel are instructed to follow the applicable portions of the EOP except to the extent deviations are appropriate as a result of specific circumstances during the course of an emergency.

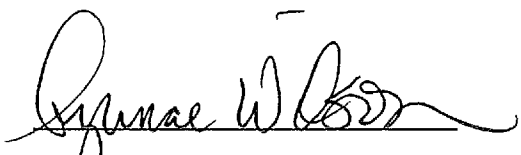
4. The EOP has been reviewed and approved by the appropriate executives.

5. Drills have been conducted to the extent required by section 25.53(f) of the Commission's rules.

6. The EOP or an appropriate summary has been distributed to local jurisdictions as needed.

7. CenterPoint Houston maintains a business continuity plan that addresses returning to normal operations after disruptions caused by an incident.

8. CenterPoint Houston's emergency management personnel who are designated to interact with local, state, and federal emergency management officials during emergency events have received the latest IS-100, IS-200, IS-700 and IS-800 National Incident Management System (NIMS) training.



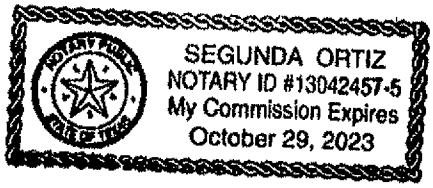
Lynnae Wilson

SUBSCRIBED AND SWORN TO BEFORE ME by the said Lynnae Wilson on the

7 day of April, 2022.

Segunda Ortiz

Notary Public, State of Texas



PROJECT NO. 53385

PROJECT TO SUBMIT EMERGENCY OPERATIONS PLANS AND RELATED DOCUMENTS UNDER 16 TAC § 25.53	§ § §	**BEFORE THE PUBLIC UTILITY COMMISSION OF TEXAS**

CENTERPOINT ENERGY HOUSTON ELECTRIC

APRIL 18, 2022

Version 1.0

TABLE OF CONTENTS

Purpose and Scope

The purpose of this manual is to show how CenterPoint Energy Houston Electric, LLC (CEHE and/or the Company) prepares for, responds to, and recovers from events that require the activation of the Emergency Operations Plan.

Section A: Overview

A.1 Comprehensive Summary

A.1.2 Introduction

CEHE provides an essential public service that vitally affects the health, safety, comfort, and general well-being of the people living in the area served by the Company. The goal of the Company's Emergency Operations Plan (EOP) is to prepare for, mitigate against, respond to and recover from impacts from a potential hazard and safely restore service to our customers as safely, quickly, and efficiently as possible.

This EOP is written to support response plans to multiple different events including (but not limited to):

- Hurricane
- Winter Storm
- Severe Thunderstorm
- Pandemic
- Wildfire
- ERCOT Load Shed Event
- Heat/Cold Emergency

A.1.3 Goal

Consistent with the Public Utility Commission of Texas (PUCT) regulatory rules, industry practice, and state and local governments' interests, the primary goal of this EOP is the safe and orderly repair and restoration of the Company's electric service facilities after a weather-

related or other emergency event, so that public health and safety are protected, and service is restored to all customers in the minimum amount of time through the proper, safe and efficient use of all resources. The Company's goal is to safely restore the greatest number of customers in the least amount of time.

Experience has shown that the following factors are critical to successfully achieving this goal: extensive planning, training and exercises, adherence to established processes, and execution that can be scaled quickly to respond to and recover from the emergency situation. This plan provides a basic framework describing who does what and when and is flexible depending on the needs dictated by the emergency.

A.1.4 Safety Practices within EOP

All departments and organizations have standard operating and safety procedures that are well-practiced and adopted for their unique operating area and services. The EOP and Incident Command System (ICS) principles are intended to enhance, not replace, existing procedures. Each area involved in a response should integrate its standard operating and safety procedures as needed into their ICS roles as appropriate. It is important to review how conditions change during specific emergencies—fire, flood, hurricane, earthquake, tornado, hot/cold weather, etc.—and expand traditional safety procedures for any situation if needed.

Every response includes a Safety Officer who is tasked with developing the safety plan specific to the emergency and providing briefing and training to appropriate personnel. In a multi-jurisdictional or multi-discipline response, several organizations may have to contribute their safety procedures to the overall safety plan and agree to resolve any inconsistencies. Having a common safety environment for all responders will contribute to a safe and efficient response and make safety monitoring / observations consistent throughout the response area. In the absence of a formal "site safety plan" for the emergency response, departments should maintain their existing safety procedures as applicable to their response activities. If unknown hazards are encountered, or hazards are present for which safety procedures have not been developed, personnel should stop activities until adequate safety measures can be established.

A.1.5 Key Components of CNP's Plan

Key components of the EOP for the Company are the following:

- Disaster response guidelines
- Overview and use of the Incident Command System (ICS)
- Communication and notification plan for employees, customers, community leaders, emergency operation centers and regulators
- A centralized incident command center with an organization for command and control of emergency response teams
- Systems necessary to support outage management procedures and customer communications

A.1.6 Authorities and References: The Public Utility Commission of Texas Substantive Rules – Chapter 25

The PUCT adopted new P.U.C. Subst. R. §25.53 on February 25, 2022, which requires that each utility file an emergency operations plan (EOP) and executive summary under this section by April 18, 2022. A complete, unredacted copy of this plan is available at the Company's main office for inspection by the PUCT or its staff. The rule is provided at the link below.

https://www.puc.texas.gov/agency/rulesnlaws/subrules/electric/25.53/25.53.pdf

A.1.7 Approval and Implementation

The Company's emergency operations plan and accompanying annexes are maintained and revised as needed by multiple departments within the organization. The combined document is ultimately reviewed and approved by the Senior Vice President Houston Electric and Senior Vice President and Deputy General Counsel.

Revision Control Summary

Date of Change	Version Number
April 18 2022	1.0

EOP Version 1.0, was approved by the entity on April 18, 2022, and supersedes any previous EOP document.

A.1.8 Activation of Plan

Introduction

This plan provides a framework for the activation of the EOP. Events that may cause disruption to the area's electric service are varied and unpredictable as to severity and portion of the system affected.

In order to activate the plan, clear communication must be provided to all personnel involved in the planning, response and recovery phases supporting the restoration of electric service.

Electric Operations leadership, or authorized designees, shall have the following responsibilities:

- Activating the EOP when a system-wide storm emergency situation exists or a threat is imminent
- Directing all operations once the EOP is activated
- Keeping the President and Chief Executive Officer of CNP informed of system conditions, activities, and progress towards restoration of electric power under the EOP

Activation Alerts

The Company has a three-level alert system for weather and system conditions which are used in operations and are not exclusive to a hurricane, storm, weather related or other event. These three EOP levels are designed to ensure sufficient resources are available to effectively respond to any type of event impacting CEHE's service territory. The Company has implemented a tiered approach to Emergency Operations and utilizes three levels of the Emergency Operations Plan. The following is a summary of the alert levels that may be activated, based on the needs, during a specific type of event:

EOP Level 1:

- Short duration or low impact event affecting the entire CEHE service territory
- Severe impacts to only a specific area of the CEHE service territory
- Additional support roles may be needed

EOP Level 2:

- Medium duration and impact event
- Severe impacts to multiple areas of the CEHE service territory
- Additional support roles needed

EOP Level 3:

- High duration and impact event
- Severe impacts to all or nearly all areas of the CEHE service territory
- All support roles needed unless otherwise notified
- Individual department emergency plans and/or business continuity plans initiated as needed

Regardless of the EOP level declared, employees must be prepared to respond. Employees should connect with their supervisor and know their EOP role if any level of EOP is declared. If necessary and called upon, management is encouraged to release their employees from their normal responsibilities to assist in the EOP response. Since emergency events can change quickly, employees should be prepared to escalate response if necessary.

Employees who have an electric storm assignment that requires participation in any drills will be contacted by their EOP storm response leader and provided with instructions on where to report. For those who do not currently have a role, the EOP team will make assignments after determining where assistance is most needed.

Hazard specific response plans in the Annex of this Emergency Operations Plan identify specific activations triggers, authorities, and levels of activation depending on the specific response.

Section B: Communications Plan

A. INTRODUCTION

A critical component of the Company's response to any emergency is the communication of timely and accurate information to employees, customers, government officials, and other stakeholders. The primary objectives of the EOP Communications Plan are:

1) Collect information about the event and the progress being made to return the situation to normal conditions; and
2) Communicate this information in a timely and accurate manner to employees, management, the general public, governmental officials, and other key stakeholders through traditional and social media.

The EOP Communications Plan is designed to achieve the Company's communications objectives and may be implemented at the discretion of the Public Information Officer. The EOP Communications Plan consists of, but is not limited to, the following functions:

- Public Information Officer
    - Maintain the Company's credibility and reputation
    - Execution of key decisions and deliverables
    - Identification of appropriate communication channels during the event
    - After-action review to identify areas of plan enhancement
- Media Relations (Public Communications Manager)
    - Write news releases with safety tips
    - Hold news conferences, as necessary
    - Monitor news coverage
- Customer Communications (Director, Marketing)
    - Web Communications (Digital Channel Manager)
        - Web updates
        - Advertising support
        - Power Alert Service
        - Email communications

        - Outbound customer phone calls
- Social Media (Marketing Creative and Brand Manager)
    - Monitor social media and public sentiment
    - Provide social media updates
    - Receive field reports from Crew Spokesperson Leads for neighborhood-level updates
    - Direct photography and video
    - Enable and manage employee ambassadors
- Customer Sentiment, Analytics and Reporting (Market Research Manager)
    - Conduct and analyze Voice of the Customer surveys for Contact Center, Social Media, and Web
    - Collect data from channels and prepare executive reports
    - Conduct post-event surveys as needed
- Employee Communications and Documentation (Employee Communications Manager)
    - Newsletters, intranet, digital signs
    - Setup and update Employee storm hotline, if necessary
- Customer Service (Customer Service Liaison Manager)
    - Liaison to Customer Service and Regulatory, including government liaisons
    - Respond to customer service requests on social media (Customer Experience Resolution Team (CERT) and OCS as needed)
- Crew Spokespersons (Crew Spokespersons Branch Director)
    - Liaison with the general public while crews perform restoration activities
    - Provide field reports to Web/Social Media Channel Branch
- Regulatory, Government Liaison (Director, Government Policy)
    - Communicate with county, state, regulatory and City of Houston officials

Although a team under the Public Information Officer will be organized and charged with performing specialized tasks during the emergency, everyone may be called upon to assume extra duties and responsibilities, including Minnesota and Indiana communications staff, as part of the overall team effort. Marketing will work in conjunction with Corporate Communications.

The Company maintains a 24-hour Call Center for customer service, so customer service personnel are available in the event of an emergency. To supplement these personnel during an emergency, the Manager of the Call Center may implement call-out procedures. At that time, additional personnel report to the call center. If necessary, other Company personnel designated for telephone duty will be notified to report to their temporary work assignment. The Company, during major storms, may activate a third-party High-Volume Call Answering system (HVCA) that can handle the maximum number of calls received. The HVCA system allows customers to report outages and generate an outage report to the Company's crews. The Manager of the Call Center works to adequately staff telephones until the emergency situation has ended.

B. PRE-EVENT PROCEDURES

The Company strives to provide prompt notification about potential or actual events to the public through regular news releases and media advisories on current emergency status and restoration activities. This information is distributed to the media through multiple communication channels and posted on the Internet site of CenterPoint Energy, Inc. (CNP). The Public Information Officer arranges news conferences, media interviews, and access to restoration activities for news footage as needed. Collaboration with internal Marketing is also maintained for consistency in messaging to all stakeholders.

The Company maintains liaisons with various first responders and emergency management organizations, as well as third-party assistance agencies and public officials throughout the service area and communicates regularly with these groups regarding the status of electrical emergencies. Additionally, the Company provides required notifications to the PUC, ERCOT, the Department of Energy, the North American Electric Reliability Corporation (NERC), and the Texas Reliability entity, as appropriate.

In the event of an emergency, the communications team would operate at the Incident Command Center or at a designated location. The communications team will operate 24-hours-a-day, or as required until normal schedules can be resumed.

1. The communications team will set up a base of operations for communications personnel during the emergency. The following items will be set up and tested:
    - Phones

- Laptop computers with all needed software, applications and network access
- Printers
- TVs
- Access to system outage maps and situational awareness displays via a large-screen monitor (dashboard)
- CNP Now, the Company's employee communications digital app

2. Public Information Office personnel will be advised to:
   - Pack a bag of personal necessities
   - Bring personal cameras (i.e., smart phone) and chargers
   - Test individual remote access from outside the office to work computers
   - Minnesota and Indiana communications staff are on standby to back up the Houston staff, as necessary
3. An extended work schedule of up to 16-hour shifts (or longer, if needed) may also be determined at this time; designated team members will be asked to make necessary arrangements to report for duty.
4. The team will be responsible for communicating to CNP employees about the activation of the Company's Crisis Communications Plan, Storm Hotline activation and when/where to report to duty.
5. Under the guidance of the Public Information Officer, the team also will have the responsibility for communicating to our external customers and the media before an event.
   - In the event of a crisis, contact with the local news media will be established as soon as deemed necessary
   - Pre-written media advisories will be distributed
   - Information on how to track outages and restoration information on demand (e.g., Outage Tracker Web application, Twitter feeds or other methods as may be used) will be distributed to news media outlets, emergency management organizations and other stakeholders and posted on our intranet and Internet sites to show number and locations of outages on our system, if necessary, along with information, including videos, on the restoration and prioritization process, FAQs, safety tips, etc.
   - Pre-storm advertising to alert the public about the length of potential outages,

safety tips and how to prepare

- CenterPointEnergy.com dark site (Web page to be used in the event main site is unavailable) will be updated and verified ready for use

C. DUTIES DURING EVENT

1. Notification and Call-out - If the Crisis Communications Plan is implemented, decisions will be made including where and when to report for emergency duty, the nature of the emergency and other pertinent information.
2. Public Communications Manager will be responsible for public information distribution. The team will produce media advisories, news releases and/or other information for public distribution as required to communicate about CNP's event. The Public Information Officer or a designated person will approve the information.
    - Information will be collected from Distribution Evaluation (DVAL) and Central Evaluation (CVAL). In a natural gas emergency, information will be collected from the Gas Dispatching
    - The typical information to be collected at least twice a day or as needed includes the following:
        - Assessment of system conditions
        - Assessment of safety incidents
        - Number of customers without service and locations
        - Number of restoration crews and their work locations
        - Progress of restoration
        - Estimates of when service will be restored
        - Number of contract crews/mutual assistance and their work locations
        - Hazardous or potentially hazardous conditions
        - Crew spokesperson updates
        - Other updates as appropriate
3. News conferences may be held, as necessary, at various locations depending on the event and road conditions.
4. Calls, Social Media inquiries, Monitor Media and Control Rumors

   The team will be responsible for receiving, logging, referring and answering, as

appropriate, emails received through CNP's media relations email address, media.relations@centerpointenergy.com. Social media will be monitored, captured and responded to as appropriate according to the company's social response decision tree process, with a focus on responding to inquiries relevant to the greatest number of people. Customers submitting service requests via social media may be engaged by the Customer Experience Resolution Team (CERT) supported as needed by a scalable team of trained Online Customer Service staff and/or others as appropriate. The team will also be responsible for addressing rumors and misinformation as appropriate .

5. Under the Social Media Channel Manager, the social media team will be responsible for managing and monitoring the company's social media channels.

   Under the direction of the Social Media Channel Manager, before a storm and beginning Day 1 following a storm the team will perform the following:

   - Monitor social media
   - Determine hashtags to maximize social media audience reach
   - Set up automated monitoring reports for stakeholders as needed

   Initial content will provide existing general information and templates for system-wide specific information such as:

   - Safety messaging – natural gas and electric – for before, during and after the storm
   - Process expectations: how we restore power, what and how often we will communicate
   - Resources: supplies to have on hand, where to get help, videos (how we restore power, FAQs, generator tips, etc.)
   - System-wide outage counts updated on the same schedule as media advisories/news releases/other public communications
   - System-wide estimated times of restoration (ETR) by category of storm until more specific ETRs are available
   - "One-to-many" responses to inquiries with system-level information until more granular information is available
   - Answers to questions from the field and rumor control

   As damage assessment takes place, custom content that leverages the strengths of

social media will be added to initial pre-written content:

- CNP-produced news from content created for public officials, employees, mutual assistance crews
- Video coverage of news conferences (e.g., Emergency Operations Center or CNP), messages from executives, etc.
- Videos of crews in action, photos of damage submitted by CNP spokespeople, contract photographer(s) and damage assessors as well as drone videos and photos
- Enhanced outage map with ETR by large sub-areas of system and sub-system-level outage information/ restoration estimates in alignment with outage map
- "One-to-many" responses to inquiries with sub-area ETRs
- Information from crew spokesperson lead reports

Following the transition from damage assessment to creation of work packets and localized restoration, Crew Spokesperson Leaders (CSLs) – at least one per Service Center – will collect and document trends/issues/customer questions as well as field activities from crew leads as reported by crew spokespersons. CSLs participate in Service Area Director calls with ICC and emergency management personnel, commiserate throughout the day with service center operations and dispatching, and report to their designated social media team member or external communications writer throughout the day as information is available and at the end of each day in a scheduled phone report. These reports form the basis of neighborhood/service center-level messages to be shared with customers via social media as well as crew spokespeople and other stakeholders. Progress Reports include information such as the following for the service center area:

- Number and location of crews working in the area
- List of key/critical public facilities energized today
- Circuit/substation restoration progress (range of % complete) and Estimated Completion Date
- Potentially hazardous conditions
- Trends, issues, customer questions

For each service center, a Twitter hashtag is established to direct customers to more granular outage and restoration information to be provided by neighborhood-level data sources, with service center updates also posted on Facebook. Maps and zip code charts

will familiarize customers with the service center for their area. This information will be vetted by Safety and Legal as needed before posting online.

Under the direction of the Social Media Channel Manager, designated employee ambassadors will share approved Company content with their social networks, including closed networks such as Nextdoor.com and closed Facebook groups.

6. Employee Communications Manager responsibilities will include creating channels to be used to communicate to employees and will be updated at least twice a day or as needed:
    - Email
    - Intranet
    - Broadcast voice messages
    - Electric Employee storm line
    - Natural Gas Employee EOP Line, as appropriate
    - CNP Now
    - Special print and electronic news bulletins, as appropriate
    - Digital signs

D. POST-EVENT DUTIES – RETURN TO NORMAL OPERATIONS

When the Incident Commander determines that an emergency has ended, and the Public Information Officer (or designated person) will announce a return to normal operations. The team will notify Company departments, government offices and other appropriate stakeholders that communications with the Company can now be conducted through normal channels.

1. Critique Crisis Communication Plan Efforts. As soon as possible after the event, the team will analyze the effectiveness of their efforts and recommend improvements in the process.
2. Maintain Historical Record of Event. In conjunction with the Legal Department, the team will develop a historical record of the emergency. This record will include an event chronology, media advisories and news releases, media coverage, internal communications coverage and a summary report describing the event and CNP's response.

At the conclusion of the incident, and in coordination with Emergency Operations, the Incident Command team, and the Corporate Response Plan Team (when applicable), the Communications team participates in a thorough after-action review to identify areas of plan enhancement. Any necessary updates to the communication plan, policies and procedures are completed, along with necessary training to impacted functions for alignment on plan enhancements.

Section C: ICS Implementation

The purpose of this section is to describe the operational organization utilized to respond to an EOP event and outline the various roles and responsibilities related to the EOP response. This section provides information on:

- The Incident Command System (ICS) and its utilization by the Company during an EOP event
- The ICS Planning Process as implemented by the Company

C.1 Introduction to ICS at CNP

Introduction
This section provides an overview of the ICS and describes the manner in which departmental staff utilizes ICS to plan for, respond to, and recover from an EOP event.

History
ICS, a component of the National Incident Management System (NIMS), is a fundamental element of incident management which provides standardization through the use of common terminology and a scalable organizational structure. The ICS process and structure establishes clear roles and responsibilities and provides a process for aligning and documenting activities and information across organizations and departments. The Incident Command System (ICS) is a widely applicable management system designed to enable effective and efficientincident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ICS is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, finance and administration. At each level of the ICS organization, individuals with primary responsibility positions have distinct titles which provide a common standard for all users.

ICS is based on 14 proven management characteristics, each of which contributes to the strength and efficiency of the overall system:

1. Common Terminology

2. Modular Organization
3. Management by Objectives
4. Incident Action Planning
5. Manageable Spans of Control
6. Incident Facilities and Locations
7. Comprehensive Resource Management
8. Integrated Communications
9. Establishment and Transfer of Command
10. Unity of Command and Span of Control
11. Unified Command
12. Dispatch/Deployment
13. Accountability
14. Information and Intelligence Management

C.2 Incident Action Planning (IAP) Process

C.2.1 Summary

In keeping with the NIMS ICS recommended practices, the Company will develop an Incident Action Plan (IAP) to help manage the response. Incident action planning ensures that the Company has a common operating picture when responding to an EOP event. The purpose of developing an IAP is to:

- Help achieve management by objectives
- Synchronize operations at the incident level
- Create an officially approved and documented plan for the next operational period
- Document a common set of objectives for response and recovery
- Ensure incident operations support the objectives

C.2.2 Introduction to Incident Action Planning at CNP

Incident action planning provides a standardized decision-making approach. The Incident Management Team (IMT) will be established for each event and can utilize incident action planning to collect, analyze, and disseminate information in order to create and maintain a common operating picture during the response to an emergency, such as a severe storm event. Incident action planning aligns objectives, resources, and schedules by establishing a single set of objectives and setting a regular frequency (operational period) for planning, communicating, and completing work. In addition, incident action planning provides a process to track objectives, tasks, and resources. The primary planning tool developed during each operational planning cycle is the IAP. An IAP:

- Establishes direction and priorities for operations in the form of overall objectives
- Establishes operational objectives for each IMT function and tracks the progress. I don't recall hearing about IMT before and am not sure how it' fits with the incident comment team, etc.
- Provides for accountability and reduces redundancy
- Provides valuable documentation for After-Action Reports

An IAP is comprised of a series of standard ICS forms that convey the incident status, objectives, work assignments, safety guidelines, and required resources. These forms should be utilized by the IMT, whenever possible. An IAP is produced by the Incident Command Center (ICC) for each operational period. It is approved by the Incident Commander prior to implementation. In general, an IAP will include the following elements:

- Cover page
- Incident objectives and priorities (ICS 202)
- Management structure (ICS 207)
- Kinds and numbers of response resources assigned (ICS 204)
- Medical plan (ICS 206)
- Safety guidelines (ICS 208)

- Daily meeting schedule (ICS 230)
- Tactics summary (ICS 234)
- Other information as required

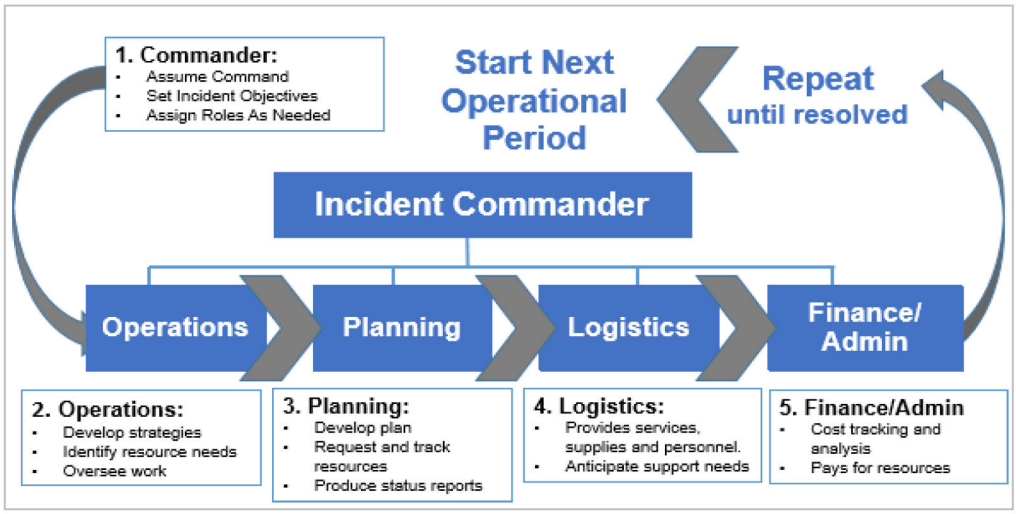
Incident action planning will occur for all events that require the activation of the EOP. However, depending on the event and level of activation, the use of all of the forms listed above is not required. It is the discretion of the Incident Management Team to decide which forms are applicable to the event. Activation of the EOP may also result in the activation of the ICC at the Greenspoint Annex Building, CNP Tower (13th Floor) or any other location the Incident Commander determines would best serve the response.

C.2.3 Correlation to ICS

As described earlier in this Manual, the Company has adopted the Incident Command System (ICS). ICS, a component of the National Incident Management System (NIMS), is a fundamental element of incident management which provides standardization through the use of common terminology and a scalable organizational structure. The ICS process and structure establishes clear roles and responsibilities and provides a process for aligning and documenting activities and information across organizations and departments.

The Company utilizes ICS to manage large-scale incidents. An IAP is developed within the ICS structure to plan CNP's response operations.

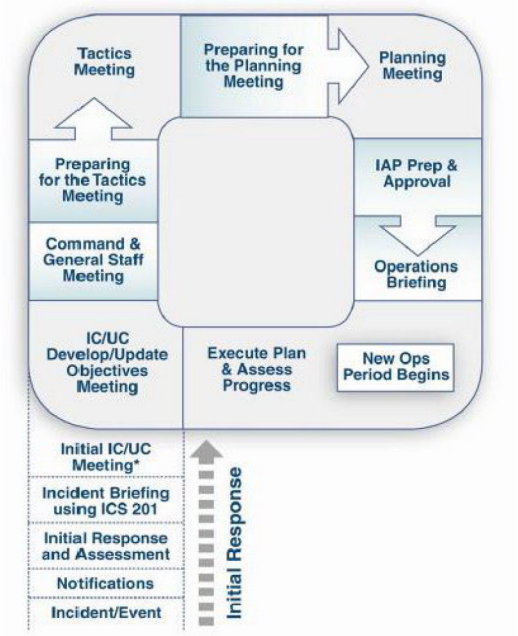
The basic process for Incident Action Planning by ICS role is summarized as follows. Specific requirements and responsibilities will vary by incident.



C.2.4 Operational Planning Cycle/ Planning "P"

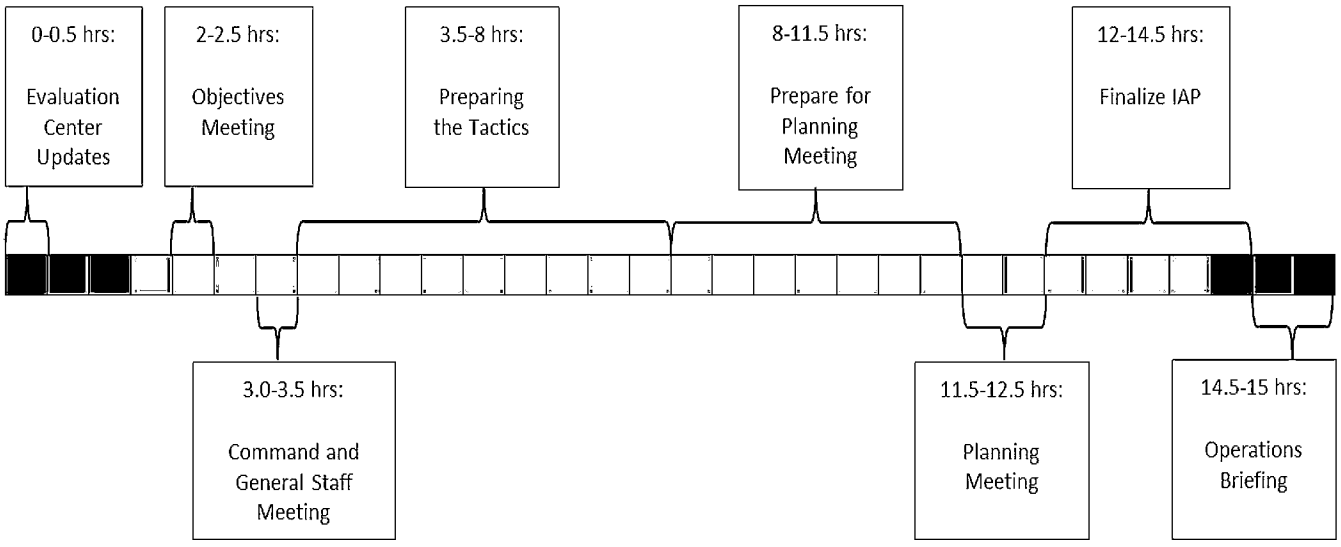
An IAP is developed for each operational period. Incident Action Planning is guided by the Planning "P" (see below).

Operational Period Planning Cycle- "The Planning P"



The Planning "P" is a guide to the process and steps involved in planning for an incident. The leg of the "P" describes the initial response period. Once the incident begins, the steps are Notifications, Initial Response and Assessment, Incident Briefing, and Initial Incident Command/Unified Command Meeting. The top of the leg of the "P" is the beginning of the first operational planning period cycle. The circular sequence outlines the planning meetings and steps that are completed in each operational period in order to develop an IAP. The steps in the circular portion of the Planning P are completed for each operational period until the IMT is demobilized.

The graphic below presents a timeline of the recurring planning meetings and steps and provides a guide as to when these steps should occur during a given 16-hour operational period:



C.2.5 Initial Response and Assessment

Initial Response and Assessment occurs immediately after a disaster or other event is identified and appropriate notifications are made. This initial response could include damage assessments made by the Company post hurricane landfall, outage evaluations post thunderstorm, or system status post cyber-attack. During the initial response to any incident, regardless of incident classification level, the status, incident objectives, and resources needed to effectively and efficiently respond to the incident may be communicated verbally.

Minimally, the following information should be communicated during the initial response period (before the IMT is fully activated and mobilized):

- Individual leading incident response
- Information regarding the threat (storm course, dates, times, and locations)
- Status of the impacts
- Current incident objectives
- Resources needed to meet incident objectives

C.2.6 Evaluation Center Updates

This step provides Operations Branch Directors an opportunity to receive an update on any progress achieved since the end of the previous operational period. It is also where the Branch Director will formally communicate the objectives for the operating period. These objectives were defined and communicated during the previous operational period. If this is the first operational period, this is the opportunity to define initial response objectives. The information collected in these updates will vary by branch, but should include:

- Services or repairs required at Company facilities;
- Initial damage observed;
- Resource status (personnel reporting, fleet, etc.);
- Outages; and
- Current day's actions (1st operational period) or objectives/ tactics (2nd operational period)

A staff member from the Planning Section shall complete the Incident Briefing Form (ICS 201) based on the information provided during the evaluation center updates. The ICS 201 form serves as a permanent record of the situation status as of the start of the operational period.

C.2.7 Incident Brief

This step provides a briefing of the event to the incoming Incident Commander and Command and General Staff early in the current operational period. For CNP, the incident briefing will take the form of a conference call where all evaluation centers submit a verbal situation report to the Incident Commander and the IMT. Safety concerns, initial impact assessments, and actions taken will be conveyed. The Command and General Staff will attend and the Incident Commander, Planning Section Chief or Emergency Operations will facilitate the discussion. Participants include:

- Incident Commander;
- Command Staff;
- General Staff;
- Section Chiefs (Operations, Logistics, Planning, and Finance);
- Applicable Operations Branch Directors (i.e. Distribution Operations, Transmission/Substation, Vegetation Management, Grid and Market Operations, Technology Operations); and
- Major Underground Manager (if applicable for the response).
- Other functional and support leaders as appropriate

A staff member from the Planning Section shall complete the Incident Briefing Form (ICS 201) based on the information provided during the incident briefing conference call.

C.2.7.1 Meeting Details

In preparation for the Incident Brief, a quiet space shall be reserved and any maps or other materials needed to assist with situational awareness (e.g. damage assessment information) shall be made available to meeting participants.

When:	**Before Objectives Meeting**
Attendees:	**Incident Commander** **Command and General Staff** **Branch Directors**
Facilitator:	**Planning Section Chief**
Tasks:	**Incident Commander** • **Provides direction/guidance/clarification** • **Provides leadership presence and motivation** **Operations Section Chief and Branch Directors** • **Provide an update on current operations** **Technology Operations Officer** • **Provide an update on current operations** **Planning Section Chief** • **Facilitates the meeting** • **Resolves questions** • **Records action items as required** • **Updates on resource status** **Logistics Section Chief** • **Briefs transportation, communication, and supply issues** **Safety Officer** • **Provides a safety briefing** • **Other functional and support reports as appropriate**
Outcomes:	• **ICS 201 – Incident Brief**

C.2.8 Objectives Meeting

The purpose of the Objectives Meeting is to establish incident objectives for the next operational period. Incident objectives shall be specific, measurable, action-oriented, realistic, and time-sensitive (SMART). Incident objectives are established based on the following priorities:

- Safety (workforce, public, etc.).
- Incident stabilization and/or restoration of operations and services
- Property preservation

In addition to establishing incident objectives during the Objectives Meeting, the Incident Commander may also set response priorities, identify any limitations and constraints, and develop guidelines for the IMT to follow. Products (ICS forms and other documentation) resulting from the Objectives Meeting will be presented at the Command and General Staff meeting. For recurring meetings (Objective Meetings in subsequent operational periods), products from the previous Objectives Meeting will be reviewed and updated as needed.

The initial Objectives Meeting shall be held as soon as reasonably possible after the IMT (including the ICC and evaluation centers) are able to convene and/or at the direction of the Incident Commander. The Objectives Meeting and the Command and General Staff Meeting may be combined if practical. The duration of the Objectives Meeting should not exceed 30 minutes.

C.2.8.1 Meeting Details

In preparation for the Objectives Meeting, a quiet space shall be reserved and any maps or other materials needed to assist with situational awareness (e.g. damage assessment information) shall be made available to meeting participants.

When:	**Before Command Staff Meeting**
Attendees:	**Incident Commander** **Command Officers and General Staff Section Chiefs** **Situation Planning Branch Director**
Facilitator:	**Incident Commander or Planning Section Chief**
Tasks:	**<u>Incident Commander</u>** • **Develop incident objectives and command emphasis (ICS 202)** • **Develop tasks for Command and General Staff in response to open items (ICS 233)** **<u>Planning Section Chief</u>** • **Facilitate and document meeting** • **Propose draft objectives to Command**
Outcomes:	• **ICS 202 - Incident Objectives** • **Updated ICS 233 – Incident Open Action Tracker**

C.2.9 Command and General Staff Meeting

The Command and General Staff Meeting is an opportunity for the Incident Commander to meet with the Command and General Staff and Branch Directors to present their decisions and management direction. The Command and General Staff Meeting clarifies and helps to ensure understanding among the leadership on the decisions, objectives, and priorities determined by the Incident Commander. In addition to the information provided by the Incident Commander, the Operations Section Chief, Planning Section Chief, and Situation Planning Branch Director may also provide situation updates.

The Command and General Staff Meeting shall be held immediately following the Objectives Meeting. The duration of the Command and General Staff Meeting should not exceed 30 minutes.

C.2.9.1 Meeting Details

In preparation for the Command and General Staff Meeting, the facilitator shall review the meeting agenda, current IAP (ICS 201 or IAP from previous operational period), status information, and the upcoming operational period's objectives.

When:	**Following the Objectives Meeting and prior to Preparing the Tactics**
Attendees:	**Incident Commander** **Command and General Staff** **Branch Directors**
Facilitator:	**Planning Section Chief**
Tasks:	**<u>Incident Commander</u>** • **Review status of open actions, work assignments (tasks) from previous meeting (ICS 233).** • **Present objectives for the upcoming operational period.** **<u>Operations Section Chief</u>** • **Provide update on current operations.** **<u>Planning Section Chief</u>** • **Facilitate meeting.** • **Facilitate discussion on proposed objectives.** **<u>Situation Planning Branch Director</u>** • **Remind staff to begin preparing tactics.** **<u>Status Documentation Branch Director</u>** • **Document meeting and distribute meeting materials.** • Other function and support reports as appropriate
Outcomes:	• **Updated ICS 202 - Incident Objectives, if necessary** • **Updated ICS 233 - Incident Open Action Tracker, if necessary**

C.2.10 Preparing the Tactics

This is a period of time where strategies and tactics are developed for later discussion and review at the Planning Meeting. In particular, the Operations Branch Directors and Planning Liaisons will review incident objectives (ICS 202) to determine responsibilities of the Operations Branch Directors and consider Command priorities. The Operations Branch Directors will then work with his/her Section Chiefs and Coordinating Staff to develop strategies and tactics to meet the incident objectives. Additionally, the Safety Officer will evaluate and plan for potential safety hazards.

C.2.10.1 Details

The Operation Branch Directors, with support from their Planning Liaisons and Coordinating Staff, must determine the strategies and tactics required to accomplish the Incident Commander's objectives. The ICS 234 Tactics Worksheet will be used to work through and document this process. Also, the Planning Liaisons shall ensure that the material, information, and resources that will be presented at the Planning Meeting are organized and accurate. The time allocated for the preparation of tactics will vary depending on the incident and stage of the response. For example, a large-scale Hurricane, Storm or Ice response with 16-hour IMT work shifts, longer time periods maybe allocated for this activity. Other events should adjust this planning time accordingly.

When:	**Following the Command and General Staff Meeting and prior to the preparing for the Planning Meeting**
Participants:	**Operation Branch Directors** **Planning Liaison** **Logistics Liaison** **Safety Officer** **Technical Specialists, as needed**
Facilitator:	**Planning Liaison**

Tasks:	**Operations Branch Directors and supporting staff** • **Develop draft strategies and tactics for incident objectives (ICS 234)** **Planning Liaisons** • **Synthesize information to prepare for the Planning Meeting** • **Provide information regarding resource status to the Operations Branch Directors** **Logistics Liaisons** • **Provide information regarding the status of available materials and supplies to the Operations Branch Directors**
Outcomes:	• **ICS 234 - Tactics Worksheet**
Reports due from:	• **Major Underground** • **Incident Command** • **Transmission/Substation** • **Technology Operations** • **Distribution** • **Additional Areas as required**

C.2.11 Prepare for Planning Meeting

This is a period of time whereby the Command and General Staffs prepare for the upcoming Planning Meeting. As such, all draft strategies and tactics developed to accomplish the incident objectives for the next operational period will need to be completed.

C.2.11.1 Preparation Details

Prior to the Planning Meeting, the Command and General Staff will need to work together to prepare for the Planning Meeting. The Planning Section Chief shall facilitate/support the preparations for the Planning Meeting. The Planning Section Chief also ensures the material, information, and resources used or discussed in the Planning Meeting are completed and ready for presentation during the meeting. Concurrently, the Operations Section Chief will prepare a final draft of the ICS 234, based on input from the Preparing the Tactics, operations updates, and coordination with the Planning Section, as needed.

For the beginning of a large-scale response with 16-hour IMT shifts, 3.5 hours is allocated for this activity. Adjust this time accordingly for other responses with shorter operational periods.

When:	**Following the Preparing the Tactics and prior to the Planning Meeting**
Participants:	**Command Staff** **General Staff** **Technical Specialists, as needed**
Facilitator:	**Planning Section Chief**

Tasks:	**PREPARATION FOR PLANNING MEETING** **Incident Commander** • **Prepare further guidance/clarification** • **As needed, meet informally with appropriate staff members** **Operations Section Chief** • **Prepare operations update** • **Prepare final draft of the Tactics Worksheet (ICS 234)** • **Coordinate with other staff as needed.** **Situation Planning Branch Director** • **Prepare final draft of the Incident Objectives (ICS 202)** • **Prepare final draft of the Incident Organization Chart (ICS 207)** • **Prepare final draft of the Daily Meeting Schedule (ICS 230)** • **Assist with final draft of the Tactics Worksheet (ICS 234)** **Logistics Section Chief** • **Consider support requirements to support IAP** • **Verify support requirements** **Resource Acquisition / Resource Unit Branch Directors** • **Prepare final draft of Resource Summary (ICS 204)** **Safety Officer** • **Prepare final draft of the Medical Plan (ICS 206)**
	• **Prepare final draft of the Safety Plan (ICS 208)**
Outcomes:	• **Final drafts of:** ○ **ICS 202 – Incident Objectives** ○ **ICS 204 – Resource Summary** ○ **ICS 206 – Medical Plan**

	○ **ICS 207 – Incident Organization Chart** ○ **ICS 208 – Safety Plan** ○ **ICS 230 – Daily Meeting Schedule** ○ **ICS 234 – Tactics Worksheet**

C.2.12 Planning Meeting

The Planning Meeting is the culmination of all meetings that have taken place prior to this meeting. The Planning Meeting provides the opportunity for the Incident Commander, Command Staff, and General Staff to review and validate the proposed tactical plan to achieve the Incident Commander's direction, priorities, and objectives.

The Operations Section Chief will present the tactical plan that was developed to meet the Incident Commander's objectives, including proposed resources, and support requirements. In turn, attendees will review and provide feedback on the proposed plan.

The Planning Meeting provides the opportunity for Command and General Staff to discuss and resolve any issues and concerns prior to assembling the IAP. After the review is complete and updates are made, the attendees commit to support the plan. The final IAP is compiled following the Planning Meeting.

The duration of the Planning Meeting should not exceed 1 hour.

C.2.12.1 Meeting Details

When:	Following the Preparing of Tactics and preparations for the Planning Meeting
Attendees:	Incident Commander Command Staff General Staff Situation Planning Branch Director Resource Acquisition Branch Director

	Status Documentation Branch Director Technical Specialists, as needed
Facilitator:	Planning Section Chief
Tasks:	<u>Incident Commander</u> • Ensure all direction, priorities, and objectives have been met • Provide further direction and resolve differences as needed • Give approval of proposed IAP <u>Operations Section Chief</u> • Present an operations update
	• Present plan of action <u>Planning Section Chief</u> • Facilitate meeting • Facilitate discussion on the proposed plan • Record action items <u>Resource Acquisition / Resource Unit Branch Director</u> • Present resource status <u>Status Documentation Branch Director</u> • Document meeting
Outcomes:	• Final Incident Action Plan: ○ ICS 202 – Incident Objectives ○ ICS 204 – Resource Summary ○ ICS 206 – Medical Plan ○ ICS 207 – Incident Organization Chart ○ ICS 208 – Safety Plan ○ ICS 230 – Daily Meeting Schedule ○ ICS 234 – Tactics Worksheet

C.2.13 IAP Preparation and Approval

Following the Planning Meeting, IMT members must complete the assigned tasks/products that are required for inclusion in the IAP. IMT members must meet the deadlines set by the Planning Section Chief so that the Planning Section has requisite time to assemble the IAP components.

C.2.13.1 IAP Preparation and Approval Process Information

When:	Immediately following the Planning Meeting
Facilitator:	Planning Section Chief
Tasks:	Incident Commander • Reviews, approves, and signs IAP Operations Section Chief • Provides required information for inclusion in the IAP • Works with the Planning Section to ensure the organizational chart and ICS 204s are complete Planning Section Chief • Reviews IAP for completeness • Provides completed IAP to Incident Commander for review/approval Status Documentation Branch Director • Facilitates gathering of required documents and assembles IAP • Distributes IAP to the appropriate parties and files the original Logistics Section Chief • Reviews Logistics Section products for completeness • Provides logistics information for the IAP • Verifies resources ordered status Finance/Admin Section Chief • Verifies financial and administrative requirements for the IAP

IAP Components	Form	Final Responsibility to Complete
	Cover Page	Planning Section Chief
	ICS 202: Incident Objectives	Planning Section Chief
	ICS 204: Field Assignment List	Resource Unit Branch Director, in coordination with the Resource Acquisition Branch Director
	ICS 206: Medical Plan	Safety Officer
	ICS 207: Incident Organization Chart	Situation Planning Branch Director
	ICS 208: Safety Message	Safety Officer
	ICS 230: Daily Meeting Schedule	Situation Planning Branch Director
	ICS 234: Tactics Worksheet	Operations Section Chief, in coordination with Planning Section

C.2.14 Operations Briefing

The Operations Briefing is conducted at the end of each operational period. At the Operations Briefing, the IAP is presented to supervisors of tactical resources. During the Operations Briefing, the Operations Section Chief briefs the organization and provides clarification regarding any of the tactical assignments. Command and General Staff provide information regarding other key information as necessary. The Operations Briefing shall be 30 minutes or less in duration.

C.2.14.1 Meeting Details

When:	At the start of the next operational period.
Attendees:	Incident Commander Command and General Staff Branch Directors

Facilitator:	Planning Section Chief
Tasks:	Incident Commander • Provides guidance/clarification
	• Provides leadership presence and motivational remarks Safety Officer • Provides a safety briefing Operations Section Chief and Branch Directors • Provide an update on current operations • Provide Operational Briefing for next operational period Planning Section Chief • Set-up briefing area • Facilitates Command and General Staff and attendees briefing responsibilities • Resolves questions • Explains support plans as needed Logistics Section Chief • Briefs transportation, communication, and supply issues Finance/Admin Section Chief • Briefs administrative issues and provides financial report
Outcomes:	The IMT, especially Operations Section Branch Directors, have a clear understanding of the IAP and the incident objectives for the next operational period.

Section D: Organization

D.1 Introduction

The Command, Coordination, and Integrated Communications component of NIMS describes the systems, principles, and structures that provide a standard, national framework for emergency management. Regardless of the size, complexity, or scope of the emergency, effective command, and coordination—using flexible and standard processes and systems—helps safely and efficiently manage the emergency. To ensure that entities with a functional role in emergency management can seamlessly integrate, NIMS encourages common principles, such as terminology, management by objectives, a modular organization, and others to enhance the effectiveness of command, coordination, and communications.

Modular Organization

ICS and Emergency Operations Center (EOC) organizational structures develop in a modular fashion based on an emergency's size, complexity, and hazard environment. Responsibility for establishing and expanding ICS organizations and EOC teams ultimately rests with the IC (or Unified Command (UC)). As emergency complexity or duration increases, organizations expand as the IC / UC, and subordinate supervisors delegate additional functional responsibilities.

The ICS consists of a standard management hierarchical chain of command that expands, and contracts based on the size and needs of emergencies. Through this scalable organization, everyone fulfilling each role has a clear route, if not means, of communications up and down the chain of command and pre-established responsibilities. To maximize resources only positions that are required at the time should be established.

The purpose of this section is to describe the various sections of the ICS organization that could be utilized to respond to an EOP event. This section also outlines the various roles and responsibilities related to the EOP response. This section provides information on:

- Tasks assigned to the five functional areas (Command, Operations, Planning, Logistics and Finance).
- The interrelationship between those functional areas.

ICS Overview

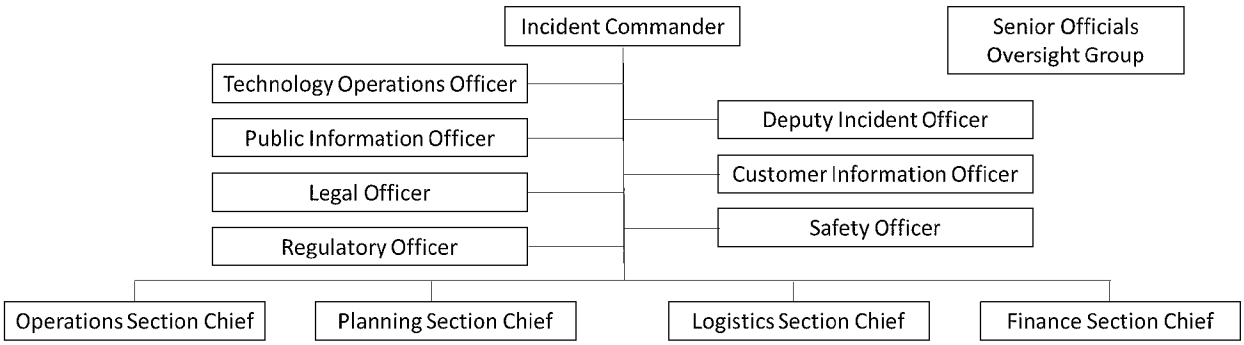
ICS is modular by design and it expands and contracts to fit the incident needs while helping to manage Span of Control (number of resources reporting to any single supervisor). The review of each ICS tool should be deliberate and thoughtful, understanding that ICS is based on a standardized incident management system that has proven to be successful across many disciplines and used across multiple disaster types. Minor modifications are made to fit the mission and resources of the CNP emergency response along with the nature and type of the disaster. Substantial deviation from accepted ICS principles may result in a system that is not recognized by other response partners and could potentially have an adverse impact on the coordination that is necessary during large scale disasters.

Unified Command (UC) UC is an authority structure in which the role of the IC is shared by two or more individuals, each already having authority in a different responding departments. UC is especially helpful for managing events involving multiple departments or business units where the responding organizations and/or areas share responsibility and management for the emergency (Multi-agency Coordination or MAC). If a UC is erected, ICs representing departments or areas that share responsibility for the emergency can manage the emergency response from a single, co-located Incident Command Post.

CNP utilizes the ICS as the baseline for all EOP Response Events. Unified Command may be established at the discretion of the Incident Commander and with the authority of the Senior Oversight Committee/Corporate Response Team (CRPT).

CNP staff members responding to an EOP event are designated as Command Staff or General Staff following the ICS recommended guidelines. The Company's recommended EOP organization of Command Staff and General Staff is below.

CenterPoint Energy Houston Electric EOP ICS Main Structure:



D.1.1 Senior Officials Oversight Group

The Senior Officials Oversight Group or Corporate Response Planning Team, depending on the incident, delegates authority to the Incident Commander. In doing so, they assign the responsibility for all aspects of the restoration effort to the designated Incident Commander. The Senior Official Oversight Group/CRPT has an on-going responsibility to provide policy direction, financial support and strategic direction over the course of the response. They also continuously monitor the situation as an on-going risk assessment to ensure the safety/stability of the company.

D.1.2 Command Staff

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. Note that although the Senior Officials Oversight Group is documented on the above ICS Organization Chart, they are not actually a part of Command.

Command Staff positions, a high-level description of their responsibilities and a reference of where to find more detailed information is provided in the table below:

Position	General Responsibilities	Reference
Incident Commander	Provides overall leadership for the incident response, delegates authority to others, establishes incident objectives and directs staff to develop the Incident Action Plan (IAP)	Section D.2.2
Public Information Officer	Interfaces with the public, media, and employees to provide incident-related information. Interfaces with local, state and federal agencies to provide incident-related information and coordinate response efforts	Section D.2.3
Safety Officer	Monitors all safety and environmental procedures	Section D.2.4
Technology Operations Officer	Ensures that systems that are essential for projecting and dealing with a storm's impact are operating in a reliable manner	Section D.2.5

Customer Information Officer	Interfaces directly with customers to gather information and provide incident-related information	Section D.2.6
Regulatory Officer	Provides guidance and discusses regulatory issues impacting the response	Section D.2.7
Legal Officer	Provides guidance and discusses legal issues impacting the response	Section D.2.8

D.1.3 General Staff

General Staff positions are established to assign responsibility for the major functional elements of ICS, including planning, operations, logistics and finance.

General Staff positions, a high-level description of their responsibilities and a reference of where to find more detailed information is provided in the table below:

Position	Responsibilities	Reference
Operations Section Chief	Implements the strategy and tactics and actively pursues the objectives laid out in the Incident Action Plan	Section D.3.2
Planning Section Chief	Ensures the incident response is run in a cohesive and proactive manner	Section D.3.3
Logistics Section Chief	Provides facilities, services and material in support of the incident	Section D.3.4
Finance Section Chief	Coordinates the finance operations for the incident response	Section D.3.5

D.2 Command Staff Section

D.2.1 Summary

The Incident Commander provides overall leadership for the incident response. A Deputy Incident Commander may be assigned as necessary.

The command staff functions are directed by the Incident Commander and are usually responsible for the customer and public information, liaison, safety, legal and technology services aspects of the response. Emergency Operations may also be included in the Command Staff to provide support to response operations. Command staff report directly to the Incident Commander. Command Staff may assign Assistants as necessary.

D.2.2 Incident Commander

Summary

Solely responsible for the emergency effort, including establishing incident objectives and ensuring activities are directed towards accomplishing those objectives. Fulfills role of organizational manager and manages the organization, not the incident.

Responsibilities

The Incident Commander has the following responsibilities:

- Declare activation of the EOP
- Authorize the establishment of the Incident Command Center and identifies the location
- Set the schedule for and conducts periodic briefings and staff meetings with Command and General Staff
- Determine objectives for dealing with the incident
- Authorize the implementation of the IAP
- Help with data or technical assistance needed to support the effort
- Ensure appropriate section chiefs provide plans and reports
- Approve necessary purchases and requests exceeding an established amount
- As necessary, approve the acquisition and release of incident resources
- Approve transfer of command and transition plans
- Reports to the Senior Official Oversight Group, CRPT or other authorities about the status of the incident response
- Approves IAPs

- As necessary, approvals for purchases, acquisition and release of resources and transfer of command and transition plans

D.2.3 Public Information Officer

Summary

The Public Information Officer plays an important role in providing accurate and timely information and projecting the image of incident response before the media, public, governmental officials and employees. The Public Information Officer strives to maintain the company's credibility and reputation. Incident responsibilities include the execution of key decisions and deliverables through advance work preparation, the identification of appropriate communication channels during the event and a robust after-action review to identify areas of plan enhancement.

Responsibilities

The Public Information Officer works directly with the Incident Commander at the Incident Command Center.

The Public Information Officer

- Plans, coordinates, and implements an effective public information program to support the objectives of the IAP through:
  - Media Relations
    - Write news releases with safety tips
    - Conduct and coordinate media interviews and respond to media inquiries
    - Act as primary Company spokesperson and identify subject matter experts most appropriate to speak on behalf of the Company
    - When necessary, hold press conferences with media and local officials
    - Maintain current talking points and FAQs

- Collaborate with legal on approval of all external facing material and mark collateral as appropriate should it be protected
- Monitor social media

- Customer and other external communications
  - Collaborate with Marketing Communication to ensure customer communication channels align with Company position at all stages of event
  - Web updates
  - Inform customer email communication
  - Social media monitoring
  - Power Alert Services (if applicable)
  - Text Notifications
  - Customer bill notifications
  - Advertising support (if applicable)
- Liaison to Customer Service

- Employee communications and documentation
  - Provide real-time updates to employees via email and intranet
  - Direct photography and video needs when necessary
  - Graphics support
  - Assist in setup of storm hotline, if necessary
  - Collaborate with Human Resources to inform on employee assistance needs
  - Collaborate with Corporate Security to inform employees on any security related updates

- Point of Contact for EOCs, Regulatory Agencies and Elected Officials
  - Collaborate with points of contact to maintain listing of all EOC, Regulatory and Elected Officials Liaisons and their assignments
  - Collaborate with members of ICS to monitor incident operations and provide guidance and support to Liaisons as needed
  - Provides real-time information to Liaisons who act as the point of contact for Federal, State and local government representatives, keeping supporting officials aware of the incident status
  - Stays aware of all changes in emergency project operations, policies and plans in order to provide the most current and accurate information
  - Provides information to emergency project personnel, headquarters personnel, industry representatives, elected officials, regulatory agency personnel and others, as necessary
  - Provides training, guidance and talking points as needed, to government liaisons on proper procedures for dealing with the media and onsite customer interests which may impede the work of operations
  - Coordinates and assist emergency project personnel when it is necessary or desirable for them to be interviewed by the media
  - Collects and disseminates information regarding the status of CNP's system(s) to elected officials, regulatory agencies, and emergency management personnel.
- Community Outreach and Humanitarian Assistance Efforts
  - Assess the need for community support and Company's ability to assist, either directly or through the financial contributions to third-party agencies
  - Collaborate with CenterPoint Energy Foundation, and its Board as necessary, to identify available funds for community assistance if appropriate
  - Collaborate with Community Relations to identify opportunities for volunteer, food, basic necessity assistance, as appropriate

- After-Action Review
  - At the conclusion of the incident, and in coordination with the ICS and the CRPT, participate in a thorough after-action review to identify areas of plan enhancement
  - Complete necessary updates/training with impacted functions to ensure alignment on plan enhancements identified
  - Update any policies and procedures as a result of the conclusions obtained in the after-action review

D.2.4 Safety Officer

Role
The Safety Officer monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of CNP EOP personnel.

Responsibilities
The Safety Officer works directly with the Incident Commander at the Incident Command Center.

The Safety Officer has the following responsibilities:

- Addresses all work safety issues and accidents or incidents for the Company and visiting utility and contract crews
- Interfaces between the Company and Safety personnel of visiting utility and contract crews
- Interfaces with state and federal safety entities as the need arises
- Coordinates safety orientations for all mutual assistance crews and all Contract crews before they are allowed to begin working on the CNP system
- Conducts daily safety briefings with internal and external Safety Representatives

- Conducts jobsite inspections of internal and external crews to ensure that safety rules are being followed and good work practices are being used

D.2.5 Technology Operations Officer

Role

The Information Technology Officer provides the most reliable processing of storm-essential and storm-contingent systems to ensure the primary goal of the EOP is met as expeditiously as possible.

Responsibilities

The Information Technology Officer works directly with the Incident Commander at the Incident Command Center.

The Technology Operations Officer has the following responsibilities:

- Conduct pre-storm planning activities to identify critical and contingent systems that must be maintained during an incident
- Develop a structure to support the various systems and functions on a 24-hours basis
- Provide support for the following:
  - Customer Information System
  - Outage Management System, Advanced Distribution Management System and Graphical Switching
  - Enterprise Mobile Data
  - EAI
  - Batch scheduling and mainframe automation
  - Data security
  - Change management
  - Mainframe operations
  - Help desk services (including Desktop Support)

- LAN services
- UNIX services
- Telecommunications and networks
- Digital Design Studio engineering and tools
- Database management
- SAP applications, SAP Basis and databases
- Smart Grid
- Other systems

D.2.6 Customer Information Officer

Role

The Customer Information Officer is the Incident Command's point of contact for members of the public to get information on estimated restoration times and other incident-related matters and to report incident-related information, such as downed power lines.

Responsibilities
The Customer Information Officer works directly with the Incident Commander at the Incident Command Center.

The Customer Information Officer has the following responsibilities:

- Establish and manage all aspects of the telephone call center operations
- Notify Information Systems about when to implement the "Storm Access" Security Profile to allow limited access to anyone called upon to answer customer calls
- If required, request additional resources to handle call volumes
- If needed, activate a third-party High Volume Call Answering System (HVCA) that can handle the maximum number of calls received
- Enter information from customers into the Customer Information System

D.2.7 Regulatory Officer Role

The Regulatory Officer provides guidance and discusses regulatory issues impacting the response.

Responsibilities

- Reviews regulatory requests and directives and support compliance
- Acts as a point of contact for Incident Command regarding regulatory matters
- Establishes appropriate regulatory staffing required to support the incident
- Attends Planning Meetings and is prepared to discuss regulatory issues impacting the response
- Assists with resolving regulatory issues as needed
- Coordinates with Public Information Officer and Regulatory, Government Liaison (Director, Government Policy) on communications with regulatory agencies, public officials, and others
- Provides other regulatory advice, counseling, and guidance as necessary

D.2.8 Legal Officer Role

The Legal Officer provides guidance and discusses legal issues impacting the response.

Responsibilities

- Review authorities and legal directives and ensures compliance
- Acts as a point of contact for Incident Command regarding legal matters
- Establishes appropriate legal staffing required to support the incident
- Attends Planning Meetings and is prepared to discuss legal issues impacting the response
- Reviews and documents Command's legal decisions and directives
- Review agreements and contracts and assists with resolving legal issues as needed
- Helps resolve labor issues

- Review various communications
- Reviews all plans and documentation to ensure compliance with legal mandates
- Works with Claims team to investigate and process third party general liability, auto, and other claims and incidents with potential to become claims or litigation
- Respond to litigation as needed
- Provides other legal advice, counseling, and guidance as necessary

D.3 General Staff Sections

D.3.1 Summary

The General Staff represents and is responsible for the functional aspects of the Incident Command Structure. The Incident Commander activates the Command staff and the other four major functional areas (Sections):

- Operations
- Planning
- Logistics
- Finance

Staffing throughout the Incident Command structure has been pre-determined, reviewed, approved and updated throughout the year as needed, and is maintained through the ESR. However, The Incident Commander has the authority to make additions or reductions to the structure/staffing pending the needs of the response to the event.

D.3.2 Operations Section

The Operations Section identifies, assigns and supervises the resources needed to accomplish the incident objectives.

D.3.2.1.1 Major Underground Summary

Major Underground is responsible for assessing and restoring all 3-phase major underground facilities and reporting on their status. They may also assist with restoration of distribution residential underground (URD) facilities.

Staffing

- Director
- Operations managers, who are responsible for leading the restoration efforts
- Underground restoration personnel (at the Harrisburg Service Center)
- Overhead contract crews, as needed

Inputs

- Information on damaged Major Underground facilities (from SCADA)
- Customer reports through key accounts or customer service
- Information on which Underground Residential Distribution (URD) locating vans with operators and EZ haulers have been delivered to the Harrisburg service center (from Service Centers)
- Information on overhead restoration progress (from Distribution Operations)
- Priority restoration information (from Priority Calls Hot Desk or daily conference calls)
- Premise registry data to help prioritize response effort
- Trouble orders (from Mobile Data)

Tasks

- Inspect key account underground facilities for damage

- Assign and handle trouble orders for Major Underground facilities and residential URD facilities
- Establish the Underground Evaluation Center (at the Harrisburg service center)
- Make sure the Underground Evaluation Center is in contact with other evaluation centers

Outputs

- Daily progress reports (for the Incident Command Center)
- Reports concerning any environmental events (to the Environmental branch of Safety)

D.3.2.1.2 Priority Calls Hot Desk

Summary

The responsibility of the Priority Calls Hot Desk is to receive, document, and track requests from SOC, government liaisons, and internal CNP sources. These requests cover:

- Life safety
- Mobility
- Security
- Environmental
- Other situations

These situations may require an urgent response and resolution, and a follow-up report to inform the Incident Commander and Section Chiefs.

Staffing

Priority Calls Support, depending on the number of shifts

Inputs

- Situation notifications from SOC
- Situation notifications from Government Liaisons
- Situation notification calls transferred from customer service and internal CNP sources
- Information from the Incident Commander and section chiefs on which priority restorations should be performed first (such as decisions to give a higher priority to building supply stores, gas stations, and grocery stores)
- Prioritized list of key account customer outages (from Key Accounts)

Tasks

- Receive new calls from SOC and internal resources, and log the call information into the SharePoint site
- Create a prioritized, daily report of requests
- Receive information on jobs that are completed in the field, and log information into the SharePoint site to close out jobs
- Monitor open jobs for updates and estimated on times
- Create trouble orders in CIS based on direction from Incident Commander

Outputs

- SharePoint information that users can use to check the status of all priority jobs Users will be restricted to sort and view-only access
- Requests for damage estimates (to Primary Metering and Central Metering)
- Prioritized list of restorations requests submitted to Operations branch director
- Status updates to Operations Branch Director and others as needed
- Priority calls (to Service Centers)

D.3.2.2 Transmission and Substation Branch

D.3.2.2.1 Transmission Operations

Summary

Transmission is responsible for:

- Patrolling and identifying damage to Transmission facilities
- Repairing damaged facilities

Staffing

- Transmission Evaluation Center managers
- Helicopter Patrol (10)
- Transmission Restoration Center manager
- Transmission Restoration Center manager administrative assistant
- Engineering personnel
- Material personnel
- Transmission Restoration Center manager
- Outage Coordinator
- Crew Leaders
- Facilities Coordinator
- Ground Patrol
- Contractor Services
- Foreign Crew Coordinators
- Support personnel

Inputs

- Information on circuits that had an outage, either by lockout or instantaneous f
- operation (from RTO)
- Prioritization information for circuits (from RTO)
- Fault recording information (primary from TWS system or calculated faults)
- Which contract/mutual assistance resources will be coming available (from Resource Acquisition)

Tasks

- Compile and evaluating inspection patrol information
- Generate and modify projected restoration dates, based on available crews and materials
- Help with other parts of the restoration process once Transmission facilities have been repaired
- Repair PCS equipment

Outputs

- Daily status reports, including estimated dates for restoration (for the section chief, through the Transmission and Substation Evaluation Center)
- Information on additional crews that are needed or are ready for demobilization (for Resource Acquisition)
- Operational transmission facilities

D 3.2.2.2 RTO

Summary

CNP's Real Time Operations (RTO) is responsible for:

- Monitoring and controlling the switching of transmission lines, substation breakers and distribution breakers (through SCADA, switching orders, clearances, and work tags)
- Coordinating the efforts of various groups (primarily Transmission and Substation) in restoring the Bulk Electric System (BES)
- Providing updates on the status of BES

Staffing

RTO is staffed 24/7 during EOP, with:

- Branch manager (Real Time Operations Director)
- Manager of System Operations
- System Operations Supervisors
- System Controllers
- RTO Support Staff

Inputs

- Requests to have circuits energized/de-energized (from Distribution Control)
- Status of Control Systems' computer systems and communications (from Control Systems)
- Information on the status of the ERCOT system (from ERCOT)
- Weather information (from StormGeo)
- Damage assessments and restoration updates (Transmission, Substation, and Distribution Control)

- Priority call information (from Priority Calls Hot Desk and government liaisons)
- SCADA viability assessments (from Substation)
- Reports of customer statuses (from Transmission Accounts, through the Transmission and Substation Evaluation Centers)
- Lists of Customer Priorities (from Transmission Accounts, through the Transmission and Substation Evaluation Centers)
- Information from various other external sources

Tasks

- Communicate with the following groups as appropriate:
  - Customer Service
  - Corporate Communications
  - Regulatory
  - Substation Performance
  - Transmission Operations
  - Facilities O&M
  - Telecommunications
  - Distribution Control
  - Transmission Accounts
  - Key Accounts
  - Incident command staff
  - Control Systems
- Control all equipment in the BES (by either SCADA or by the issuing of switching orders), including the switching of distribution breakers

- Alert Substation Field Operations when they need to monitor substation equipment if monitoring equipment is not available
- Work with Transmission & Key Accounts and Resources to identify which load and generation facilities may need to be shut down.
- Under the threat of a hurricane or other event that causes a major loss of generation and/or load, evaluate the North Transfer Limits and status of Generation Resources inside CNP's footprint. This comes with the anticipation of exporting energy to the north. The goal of this effort is to prevent islanding or a Blackout condition by supporting the minimum load requirements of generation resources if major loads and/or tie lines are lost.
- Assist with prioritizing restoration
- Synchronize islands if island conditions exist
- Monitor and react to the status of the BES
- Answer Transmission Accounts' enquiries pertaining to the status of Industrial Customers' substations

Outputs

- Authorize requests for feeders to be energized (for Distribution Control)
- Switching orders, clearances, and work tags (for Substation and Transmission)
- Information on the status of the BES, including load (for Electric Market Operations - "EMO")
- Periodic communications about the position and intensity of the storm to CNP personnel, using email and text messaging systems
- Directions to Substation Field Operations personnel
- Inform Distribution Control on any events that are adversely affecting distribution operations, including operations and lockouts
- Update the Outage Reporting System with circuit information

3.2.2.3 Substation Operations

Summary

Substation is responsible for verifying and ensuring the operability of the bulk power grid (with RTO) through:

- Rapidly assessing damage to Substation facilities
- Making necessary repairs to Substation facilities so that those facilities are operating on at least a basic level
- Preparing Substation facilities for re-energization
- Manually operating Substations as directed by RTO

Staffing

- Engineering personnel
- Substation staff (initially at EC/DC, afterwards throughout the service territory):
    - Substation Operations director
    - Substation Operations managers
    - Substation crew leaders (with crews)
    - Outage Coordinators
    - Construction Coordinators
    - SCADA specialists
    - EVAL coordinators
    - EVAL outage monitor
    - EVAL data trackers
- Bargaining Unit field personnel across the CNP system to address core responsibilities
- Engineering personnel (for tasks such as relaying, and handling transformers)

- Non-electrical contractors (such as those who work on cranes or barges, or are specialty movers) for emergency restoration

Inputs

- Equipment and personnel required to perform aerial assessments (conducted in conjunction with Transmission)
- Priority restoration information (from Transmission and the Distribution Evaluation Center)
- Information on which breakers and switches Substation needs to operation manually (from RTO [or Distribution Control])
- Availability of Substation staff
- Status of storm, including information on when it is safe to fly and accessibility to facilities (from RTO)
- Information on accessibility to facilities (from law enforcement)
- Ability to communicate across the system
- Engineering support during the storm
- Work tags (from RTO)

Tasks

Pre-storm

- Prepare Substation facilities to weather the storm, including:
- Making sure the facilities have sufficient backup power
- Removing any debris
- Ensure that Substation has sufficient, operating tools and equipment to begin a successful restoration
- Make sure needed documents are secured
- Transport equipment as needed

- Test Grant substation flood gates and pumps
- Remove Tiki Island mobile substation and transport to the South Houston Complex
- Move standby generator and fuel tank to Morgan's point
- Review synchronization and black plant startup procedures with employees
- Place Crosby and Bellaire "SVC" units into manual mode
- Change Cyber Key reset days to 14

Restoration

- Ensure the safety of the work environment
- Report locked out transmission and distribution circuits
- Manually operate breakers and switches as directed
- Perform detailed inspections of damaged Substation facilities where possible
- Conduct aerial assessments of Substation facilities
- Coordinate contractor services as required
- Ensure that work is performed safely
- Repair equipment
- Release resources to help with other areas of restoration work once Substation facilities have been repaired

Outputs

- Substation availability, operability, and damage assessments (for the Transmission, Distribution, and Substation Evaluation Centers, and RTO)
- SCADA viability assessments (for RTO, through Control Systems)
- Substation loading assessments (if SCADA is not available)
- Equipment and material requests (for Supply Chain)

- Various requests to Shops and Facilities
- Ad-hoc reports for command staff as requested
- Functional substation facilities

Vegetation Management Branch
Staffing

- Branch Director
- Vegetation Management Manager - The Manager is initially embedded in the Resource Acquisition group to support appropriate resource procurement. Once resources are acquired, the Manager will support the Branch Manager in operations restoration. When resources are demobilized, the Manager moves back to Resource Acquisition to aid in demobilization.
- System Foresters - System foresters have dual reporting responsibilities through both the Service Area Directors and the Vegetation Management Manager. They also will also facilitate resolution of VM issues for service area and staging site crews, SCCs, TCCs, customers, and resource constraints as identified.
- Transmission Foresters - Transmission Foresters will coordinate local tree crew service restoration in support of Transmission Operations. Upon completion of transmission system restoration they will act as ad hoc System Foresters in special need areas.
- Vegetation Management Spokesperson (Bellaire & surrounding high profile areas)
- Service Area Tree Crew Coordinators (SCC) (reporting through the Service Area Directors) - The SCCs are assigned to each service center to coordinate local tree crews in support of CNP line crews.
- Tree Crew Coordinators (TCC) - The TCCs are assigned to the staging sites to assist in administration and coordination of foreign tree crews. The TCCs and foreign tree crews will be matched with an FCC and line crews in support of operational objectives as defined by the Service Areas Operations (i.e. Staging Site) Manager. (Desired staffing – about 1 TCC / 7-10 foreign tree crews)

Inputs

- The number of stages sites that will be opened, and when they will be opened (Operations Section Chief)
- The number of resources that will be arriving on the system, and when they will be arriving (from Resource Acquisition)
- Contact information for Service Area Directors, Operations Managers, contractor management, FCCs, SCCs and TCCs
- ICS reporting structure
- Information on available specialized equipment (local and foreign) (from Resource Acquisition)
- Special Vegetation Management objectives (from Operations Section Chief)
- Special tree crew resource needs from HR to support the Employee Assistance branch (tree removals and minor roof repairs)
- Reports or updates from System Foresters

Tasks

- Identify total manpower resources for Vegetation Management, and the time frame for those resources.
- Support the allocation of Vegetation Management resources across staging sites, service centers and Employee Assistance Program.
- Handle mobilization and demobilization of internal and external Vegetation Management resources.
- Specialized global or tactical VM issues resolution as identified during the course of the event.

Outputs

- Requests for specialized equipment (to Resource Acquisition)

- Daily reports for conference calls (to Operations Section Chief)
- Communications concerning Vegetation Management's responses to special Vegetation Management (to Operations Section chief, Resource Acquisition, and other groups that are working on high-priority work that Vegetation Management work is involved with).
- Guidance and feedback to VM Branch Staffing to support foresters' activities.

D.3.2.3 Grid & Market Operations Branch

D.3.2.3.1 Analytics Summary

Analytics is responsible for:

- Providing daily operations support of Situational Awareness (SAGD) for Operations, Telecommunications, IGSD devices and the Security Operations Center (SOC)
- Monitoring all aspects of SAGD and its' supporting systems to ensure timely delivery of
- information essential to support restoration efforts
- Ensuring availability of systems relying on Mobile Data and the ADMS once those systems are reactivated

Staffing

- Analytics Manager (Storm Rider at EC/DC)
- 3 Architects (Day One Responders at EC/DC), two to support Business Warehouse and one to support SAGD and Streams Real time interfaces
- Business Analysts (Day One Responders at CNP Tower if open)

Inputs

- ADMS is operating
- Mobile Data is operating
- DCE is operating
- MDM is operating
- As needed, support resources from Technology Operations including:
  - Database Administrators
  - Network Resources specializing in the telecommunications operation

Tasks

For Operations, Telecommunications, IGSD devices and the SOC:

- Maintain and monitor supporting computer systems (including Business Warehouse) and situational awareness graphical displays
- Availability to fail systems over to the new AOC when available

Outputs

- Effective and functioning systems and situational awareness graphical displays supporting the restoration efforts for Operations, Telecommunications, IGSD devices and the SOC
- Availability to fail systems over to the AOC

D.3.2.3.2 Distribution Control

Summary

Distribution Control is responsible for:

- Providing safe and reliable switching
- Overseeing daily operation of the Distribution grid
- Monitoring all radio communications between field operations and the control room
- Ensuring availability of the Mobile Data system when it is reactivated

Staffing

- Manager of Distribution Control (at EC/DC)

- Control room operation lead (at EC/DC), leading:
  - Regional supervisors (at EC/DC)
  - Floor controllers (at EC/DC, reporting to supervisors)
  - Distribution Controllers (engineers) (at EC/DC)
- ADMS operation lead, leading:
  - Distribution Control Support (technical analysts) (at EC/DC)
  - Mobile Data support (at Service Centers)
  -

Inputs

For control room operations:

- Switching requests (from FCCs, crew leaders, or RTO at Service Centers)
- Prioritization information from the Priority Calls Hot Desk

Tasks

- Execute switching orders as requested
- Maintain and monitor supporting computer systems, dedicated phone lines, and situational awareness graphical displays for DVAL
- Set up equipment required by the Priority Calls Hot Desk
- Communicate distribution operations information to RTO (for opening and closing breakers)
- Manage SOC requests, including:
  - Acting as liaison with SOC to take requests and provide status updates
  - Dispatching field operations personnel to the requested location

Outputs

- Safe and effective switching, including communication concerning actions taken in the field

D3.2.3.3 EMO Summary

EMO is responsible for:

- When any bank in the system cannot transfer funds electronically, communicating with banks and Retail Electric Providers (REPs) to make sure that everyone is clear on how TDSP invoices are going to be paid to CNP
- Notifying the Texas retail market about CNP's EOP plans, and how those market participants will be affected
- Rebuilding data (and synchronizing it with the Texas retail market) after an event as needed

Staffing

- Branch manager
- ERCOT contact manager
- ERCOT manager support staff
- AMS retail market staff
- Competitive retailer communications staff

Inputs

- Which Technology Operations (TO) systems are working, and which are not (along with estimates of when those systems will be restored) (from TO)
- How much load is on the system (RTO)
- Overlay map that details outages by GLN number, and their estimated duration (GIS)
- Forecast of the load that will be on the system the next day
- Notification of demobilization of EMO resources assigned to Distribution (Resource Unit)
- Notification of ad hoc requests including from state regulatory bodies (from government liaison)

- Information on status of BES, load (from RTO)
- Status of AMS data (from AMS)

Tasks

- Upon the designation of force majeure, work with AMS Systems personnel to change a configuration in the MDM thereby allowing readings for switches to be estimated by the MDM.
- Review TMH and CIS exceptions on an ongoing basis, and make corrections as needed
- Write notifications to send to Texas retail market (at least 3 times daily)
- Respond to requests from the retail market
- Validate the status of premises that need to be retired from the ERCOT system
- Enter configurations to stop late charges for REPs whose banks and/or systems are inoperable
- Ensure that the Texas market is as functional as possible without our input (i.e., certification of new REPs)
- Set up retail market conference calls
- Prepare presentations for ERCOT committees and sub-committees as part of the after-action review process
- Releasing EMO resources to the call center as appropriate

Outputs

- Report to PUCT of plans to restore market orders
- Notifications on how the Storm EOP is affecting market orders, system functionality, and customer outages (to Texas retail market)
- Signed certification record for REPs for ERCOT
- Ad hoc reports to regulatory bodies and REPs as requested

- Calls to retail market to provide status updates
- Presentations for ERCOT committees and sub-committees
- EMO resources for call center

D.3.2.4 Gas Liaison Branch Summary

The Gas Liaison is responsible for keeping the Electric side of the business informed as to the status of Gas operations restoration.

Staffing

Gas Liaisons (both at the Incident Command Center at Greenspoint)

Inputs

- Gas restoration information (such as outages, mutual assistance requests, and internal staff that are coming in from other regions) from daily conference calls
- Ad hoc requests for updates and reports
- Priority calls for gas restoration work
- Requests for additional resources (after the gas system has been secured)

Tasks

- Monitor the status of restoration efforts, including outages and staff augmentation
- Respond to requests for additional resources

Outputs

- Requests to gas field operations to check on the status of specific gas facility restoration work

- Communications back to requestors as to the status of specific gas facility restoration work
- Gas resources for helping on the Electric side of the business

D.3.3 Planning Section

D.3.3.1 Summary

The Planning Section collects, evaluates and disseminates incident situation information and intelligence to the Incident Commander and incident management personnel. This Section then prepares status reports, displays situation information, maintains the status of resources assigned to the incident and prepares and documents the IAP, based on Operations Section input and guidance from the IC. This Section is also responsible for securing any necessary outside resources (e.g. line skills, tree trimming) that are necessary to support incident response.

D.3.3.1 Situation Planning Branch Summary

Situation Planning is responsible for gathering needed information to prepare the needed daily Incident Action Plans during an event.

Method of work

- Incident Action Plans are prepared a day in advance.
- Example: Situation Planners working on Thursday are preparing the Incident Action Plan for Friday.

Staffing

- Branch manager at the Incident Command Center in Greenspoint
- Situation Planners placed at different parts of the service territory as follows:
  - 4 at EC/DC (1 for Distribution Operations, 2 at Transmission Substation, and 1 at Dispatching)
  - 1 at Transmission Restoration center in South Houston
  - 1 at Major Underground in Harrisburg Service Center
  - 3 at the Incident Command Center in Greenspoint

Inputs

Information for the incident action plans, including:

- A variety of ICS forms
- Maps from GIS
- Weather reports from DCC

Tasks

Coordinate among the various groups (see Staffing section above) to gather the information needed to create the daily incident action plans

Outputs

- Daily incident action plans
- Prioritized request of Telecom's restoration needs (from Telecommunications Services)
- Output of the current Hurricane Ike model (from Status Documentation)
- Notification on changes that need to be made to meet current restoration goals (from Status Documentation)

D.3.3.2 Resource Acquisition Branch Summary

The Resource Acquisition Branch is responsible for:

- Compiling a listing of available resources and finalizing contracts for distribution line skill, tree skill, and transmission line skill that can help with storm restoration by June 1st each year
- Creating a roster of available resources including their capabilities and equipment
- Activating contractors and mutual assistance crews as required

Staffing

- Branch Director of Resource Acquisition
- Contractor Acquisition manager

- Mutual Assistance Acquisition manager
- Acquirement Data manager

During the course of an event, there is a significant level of effort in the beginning and end stages. Therefore, during the course of an event, some of these resources may be temporarily reassigned to other roles.

- Resource Acquisition Group staff
- Resource Acquisition Support staff
- Liaisons – Inspection, Transmission, and Tree resources

Inputs

- Receive human resource requirements from operations and support areas
- Contractor storm rosters, including skills and equipment inventory and contact information from contractors
- Initial staging site location and staffing requirements (from Operations)
- Signed contracts (from selected contractors)
- Timesheet information entered into ESR by Staging Site Support staff
- Contact information for check-in coordinators at each staging site (from Resource Unit)
- Instructions on the demobilization of resources (from Operations)
- Information on whether or not crews are being dispatched to another event (from foreign crew leadership)
- Requests for specialized equipment (from Vegetation Management)
- Communications concerning Vegetation Management's responses to special Vegetation Management (from Vegetation Management)

Tasks

Pre-storm season

- Compile a listing of line and tree trimming contractors capable of supplying resources for storm restoration. The details on the contractors prior to activation will include:
    - Contractor name
    - Contact name for contractor
    - Union/non-union status
    - Address
    - Contact number and email address
    - Vendor number and contract number
    - Execute business agreements with selected contractors by June 1st of each year (Supply Chain). This will expedite emergency activations.

Pre-storm

- Upon activation of the Storm EOP to a Category I, Alert THREE, alert the contractors that they may be activated and validate availability of their resources and equipment.

Based upon the restoration plan authorized by the Operations Section Chief, some contractors will be authorized to begin movement to Houston prior to storm arrival. Other contractors may be flown in to integrate with Company crews, while some may be notified after additional assessment of system damage.

- Enter crew roster data into ESR

Restoration

- Verify that timesheet data is entered into ESR daily for contractor resources
- Enter crew roster data and estimated and actual arrival dates into ESR
- Prepare daily reports summarizing resources, and their statuses
- Direct all contract crews with vehicles to an assigned staging site.

These crews may later be re-directed to other staging sites if they are needed more elsewhere.

- Help to resolve exceptions (examples: crews show up at the wrong site, crews that do not show up, crews that are not cleared for participation in EOP)
- Prepare and continuously loading backup database for reporting

Demobilization

- Notify foreign crew leaders that they are being sent home
- Notify contractor contact that crews are being demobilized
- Issue and mail letters of thanks to demobilized crews
- Update ESR with demobilization dates for foreign crews
- Communicate with staging site management about the demobilization of crews

Post-storm

- Assist with the validation and payment of contractor invoices
- Lead effort to rank and review contract resources
- Assist with rate filing and related audits

Outputs

- Daily reports summarizing resources, and their statuses
- Updated ESR data for contract resources

D.3.3.3 Resource Unit Branch Summary

The Resource Unit branch is responsible for:

- Tracking of all resources (internal and external)
- Onboarding/offboarding contract and mutual assistance resources. In order to achieve these objectives, this branch is divided into 2 groups:
  - Resource Management
  - Resource Reporting

Staffing

- Resource unit branch director (Greenspoint Incident Command Center)
- Resource management:
  - 1 resource management manager (Greenspoint Incident Command Center)
  - 4 check-in supervisors (initially at the Greenspoint Incident Command Center, then assigned on day 2 to their respective staging sites)
  - 56 check-in coordinators (at staging sites)
- Resource Reporting:
  - 1 resource reporting manager (EC/DC)
  - 11 resource database coordinators (EC/DC)

Inputs

Both groups:

- The number of contract/mutual assistance crews that are being assigned (Resource Acquisition)
- The schedule of the arrival of mutual assistance support (Resource Acquisition)
- Where the crews are being initially assigned (Resource Acquisition)
- Badges and decals (from Security)

Resource Management

- Badges for foreign and mutual assistance crews (from Security)
- CNP decals for foreign and mutual assistance crews and their vehicles

Resource reporting

- Check-in and check-out sheets from Resource Management group
- Receive requests for internal resources for EOP duty
- Receive resource re-assignment information

- Receive information on released resources from EOP duty
- Information in Employee Storm Roster
- Information on staff augmentation from operating areas Examples: GIS, Underground Locating

Tasks

Resource Management:

- Check-in:
  - Validate roster of personnel and equipment, and make adjustments as required and authorized.
  - Verify license plate information provided on the rosters or record the license plate and issuing state for all vehicles and trailers, if not provided on the roster (in support of the Tool Road procedures, see page 10, Section A.1.5.1)
  - Attach CNP decals near the back license plate (such as on the bumper below license plate or on the tailgate above license plate) on each non-CNP vehicle
  - Issue badges, fueling cards, and parking instructions
  - If available, enable GPS tracking of authorized vehicles
  - Make sure they go through the safety training and get handed off to the hotel coordination branch
  - Ensure that the mutual assistance/contract crews understand the check-out process
  - Re-route unexpected crews to appropriate site if required
- Check-out:
  - Ensure laundry has been picked up
  - Collect ID badges
  - Provide any additional logistical support required for departure
  - Log time departed in the EOP resource database (SharePoint)
  - If needed, disable GPS tracking of vehicles

- Other duties as assigned, as long as they stay on the staging site
- Receive demobilization information from Operations and Resource Acquisition (at least 24-hours in advance of demobilization, when possible)

Resource Reporting:

- Update EOP resource database (SharePoint)
- Run daily reports and ad-hoc reports
- Aligning requests for internal resources with internal resource availability
- Receive demobilization information from Operations and Resource Acquisition (at least 24-hours in advance of demobilization, when that is possible)

Outputs

Resource Management:

- Check-in:
  - Resource updates to the Resource Acquisition group
  - Completed check-in list for each contract and mutual assistance group
  - Lists of license plate information and issuing state for all non-CNP vehicles and trailers to the Security Branch Check-out
  - Resource updates to the Resource Acquisition group
  - Completed check-out list for each contract and mutual assistance group

Resource Reporting:

- Based on information from Resource Management group, updates for the EOP database, with any roster changes, equipment adjustments, or check-in/check-out information.

- Standard daily EOP resource report to Operations
- Daily resource availability reports
- Ad-hoc resource reports
- Contact information for check-in coordinators at each staging site (for Resource Acquisition)

D.3.3.4 GIS Resources Branch

This GIS resources branch is responsible for:

- Providing analysis, reporting, maps and applications to aid in damage assessment, restoration and communication internally and externally
- Helping with damage assessment as needed

Staffing

- Branch director (at the Incident Command Center)
- Manager (at DVAL)
- GIS Support - core GIS staff at the CNP tower to ensure integrity of system infrastructure, map and map copy production, data analysis and special requests
- GIS Support - developers at CNP tower for advanced GIS work such as complex analyses and processing of orthoimagery
- GIS Support – reassigned to the field for damage assessment and other EOP roles/activities
- GIS Support - to be located at Services Centers for GIS analysis and/or other support activities (includes specific assignments at EC/DC and Harrisburg at a minimum).

Inputs

Outage and restoration data from OAS in the short term, and

- Outage data from ADMS in the near future, and restoration data from replacement system to be named (by substation area, circuit, and circuit sections)
- Requirements for ad-hoc mapping and reporting requests

Tasks

- Produce maps, reports and analyses
- Maintain the hardware and applications for GIS
- Ensure that Outage Tracker is populated with outage and restoration data, and provide comparison and analyses of said data
- Provide various routine as well as ad-hoc reports

Outputs

- Additional 11" x 17" facility maps upon request for use as patrol maps or storm restoration tracking maps
- The availability of all maps required for inspection and documentation of circuits assigned to each Service Area, for field patrol use. Maps shall be of sufficient size and detail to allow field patrols to follow un-fused feeder main (backbone) and fused laterals.
- Web-based Outage Tracker application specifically designed to capture and display outages and estimated restoration dates for internal and external consumption. This application will have total failover capabilities should the equipment fail or if power is lost to the CNP Tower.
- Updated GIS information based on as builts received from field crews (post event)
- Ad-hoc reports as requested
- Web service feeds to DOE

D.3.4 Logistics Section

D.3.4.1 Introduction

The Logistics Section is responsible for all service support requirements needed to facilitate effective and efficient incident management, including: meals, lodging, facilities, laundry and miscellaneous resource needs. The organization is made up of a combination of CNP employees and select contractors.

𝔻.3.4.2 Logistics Resources Branch

The Logistics Resource Branch is comprised of three distinct groups, each with its own function. These groups are Hotel Coordination, Supply Chain and Staging Site Resources. Each is discussed in detail below.

3.4.2.1. Hotel Coordination Summary

Hotel Coordination is responsible for:

- Providing mutual assistance support as CNP crews travel to and from disaster areas (for mutual assistance events outside CNP's territory)
- Providing lodging assistance to CNP employees and retirees, incoming line crews and tree crews, and other support personnel as needed. (For disaster recovery within CNP's territory)

Staffing

- Hotel Coordination manager
- Hotel coordinators, including:
  - 4 geographic leads
  - 1 employee lead
  - 1 contracts lead
  - 1 resource acquisition liaison
- Hotel coordinators (the number depends on the size of the event)

Inputs

- Information on mutual assistance and contractor crews (number, gender, supervision, support), when lodging is needed and expected duration, and where

they will initially be stationed (from Resource Acquisition or utility requesting assistance)

- Hotel availability assessment (external 3rd-party and local information), including:
  - If the hotel is operational
  - If the hotel has limited operations (due to a power outage or flooding, for example)
  - The number and types of rooms the hotel has available
- Approved lodging options in addition to hotel availability (from Incident Commander)
- Hotel Coordination staff requirements for each staging site (from Operations)
- Notifications when resources shift in the territory (from Resource Unit)
- Notifications regarding resource demobilization (from Operations)
- Contact information for foreign crew leadership (from Resource Acquisition)

Tasks

General Hotel Coordination activities:

- Verify that Hotel Coordination has received needed information from Resource Acquisition
- Disseminate information (mainly contracts and staging sites that are affected) from Resource Acquisition to hotel coordinators
- Acquire contracts with hotels
- Provide contracted rooms and hotel names to appropriate hotel geographic leads
- Match room inventory with incoming crews, and making pre-arrival assignments
- Communicate assignments to group hotel liaisons
- Ensure that keys are ready before crews arrive

- Validate that the rooms that hotels provide match what they contracted with us for
- Provide the hotels with appropriate contact information and the CNP check-in process
- Complete daily reconciliation and problem resolution with hotels
- Coordinate check out process with hotels
- Coordinate hotel payments with Finance (by credit card or invoice)
- Enter required information into ESR
- Accurately complete daily forms 1-5 and issue log
- Participate in conference calls as needed Staging site

Hotel Coordinators

- Verify that crews that need hotels have received their badges
- Check in crews for room inventory and finalize hotel assignment
- Complete roster form and have crew lead sign it (this becomes the crew's check in authorization at the hotel)
- Communicate with busing about needs for crew transportation and hotel assignments
- Determine bus driver lodging needs, and assign rooms for drivers
- Handle any lodging issues
- Relocate crews when needed
- Assist with crew check out process

Outputs

- Where crews will be housed (for Staging Site Logistics)

- Rosters for hotels
- Busing needs (to Staging Site Logistics)
- Management reporting as requested
- Contract documentation
- Completed forms and logs

Supply Chain

Summary

Supply Chain has EOP responsibility to evaluate, plan, and execute the procurement, management, and delivery of restoration material to CNP and mutual assistance crews.

Staffing

Internal staffing:

- Manager
- Logistics leads
- Purchasing lead
- Material coordinator
- Materials management handlers
- Material handlers
- Purchasing storm team

Staff augmentation (depends on the size of the event):

Material handlers from:

- Employee storm roster
- Mutual assistance
- Contractors

- Trucking support

Inputs

- Official declaration of EOP (from Incident Commander)
- Current inventory levels from SAP
- Information on facility status from EOP briefing conference calls
- Information on incoming internal and external crews (from Resource Acquisition)
- When and where staging sites are opening (from Operations)
- Requests from Substation, Transmission, and Major Underground

Tasks

Pre-storm season:

- On an annual basis, evaluate and execute adjustments to the Central inventory in preparation for storm season.
- Prepare contracts for EOP services such as line skills, logistical needs, and vegetation management
- Update the Special Material Release with Engineering to ensure that the appropriate materials are included and updated
- Ensure that Staging Site Kits are complete, and re-stock them as needed

Pre-storm preparation:

- Pre-pack 5 Service Center Storm Kits and strategically pre-position them year round at selected Service Center locations.
- Pre-position approximately 7 Staging Site Kits for quick access prior to the hurricane season, and ship them to staging sites as directed.

- Once EOP has been declared, place the initial Special Material release at minus 6 hours to landfall.

Restoration:

- Manage logistics operations at the Service Centers, material depots, and staging sites with timely material replenishment.
- Work with Operations and Distribution Standards and Material for material substitution authorizations.
- Work with Environmental in support of hazardous material handling and disposition.
- Based on information from the following sources, Supply Chain will project the anticipated material needs for the remainder of the restoration:
  - Conference calls
  - Discussions with Operations management
  - Resource allocation
  - Historical data

    This calculation happens on a daily basis.
  - Information from Staging Site Logistics leaders

Outputs

Materials and equipment

Staging Site Resources Summary

The Staging Site Resources group is responsible for:

- Coordinating the following:
  - Transportation

- Laundry
- Meals
- Ice
- Drinks
- Parking
- Trash
- Port-o-cans
- Washing stations
- Lighting
- Other non-operational items such as dust control, etc.
- Temporary housing if required

- Working with vendors who provide those services on site
- Working with Purchasing to identify and contract with vendors who provide those services off site

Staffing

- Manager
  - Responsible for management and oversight of the logistics network
  - Oversees Lead Coordinators
- Staging site lead logistics coordinators personnel: Responsible for directing the activities of the logistics coordinators at the site and working with the Hotel Coordinators to resolve any hotel issues
- Logistics coordinators: Responsible for the coordination of logistic activities at CNP facilities and staging sites

Inputs

- Authorization to begin setting up staging sites (from Operations)

- Number of staging sites to be set up (from Operations)
- Number of arriving crew (from Resource Acquisition)
- Estimated arrival times for crews (from Resource Acquisition)
- Which staging sites crews are assigned to (from Resource Unit)
- Where crews will be housed (from Hotel Coordination)
- Where crews are re-assigned to (from Resource Unit)
- When staging sites will begin to be demobilized, and how quickly they will be demobilized (from Situation Planning)
- Signage (from Security)
- Busing needs (from Hotel Coordination)

Tasks

- Handle all creature comforts, as defined above
- Support vendors providing services
- This group is not responsible for fleet, fuel, materials, security, hotel coordination, or operations- related tasks (such as assigning work or mobilizing crews).

Outputs

- Information on financial implications of staging site logistics (to the Finance Section)
- Documentation of additional services above initial scope (to the Finance Section)
- Documentation of services agreed to and rendered (to the Finance Section)

D.3.4.3 Fleet and Shops Services Branch Introduction

Fleet and Shops Services is responsible for:

- Making sure that employees have the vehicles they need for emergency work
- Ensuring that those vehicles are properly maintained
- Fueling employee, contractor, and mutual assistance vehicles
- Coordinating the deployment, tracking, and return of light fleet rental vehicles
- Making all bargaining unit employees not directly involved with specific storm duties available to the Resource Unit for reassignment as needed for distribution system restoration

Fleet Services

Summary
Fleet Services is responsible for pre-planning activities and execution of EOP plans necessary to provide assistance to all CNP transportation and fueling-related activities.

Fleet Services will assist Mutual Assistance and Contract Crews with the following:

- The identification and contact of area Fleet Service providers to support mutual assistance crews and contractors with vehicle and equipment maintenance/repair needs
- Establishing communications links
- Arranging for unique fuel and assistance in coordinating maintenance requirements
- Locating local supplies of repair parts and tire repair for foreign vehicles

CNP is **not** responsible for the actual repair work on contractor or mutual assistance vehicles. CNP simply helps with communication links between contractors/mutual assistance and fleet services providers.

Staffing

- Manager of Fleet and Shops Services

- The number of fleet resources will vary based on the severity of the storm. The remainder will be allocated to EOP roles.

Inputs

- Requests for vehicles from service centers
- List of staging sites that are open, and their fueling capacities
- Requests for repairs

Tasks

- Coordinate all CNP vehicle maintenance
- Provide fuel for all CNP, contractor, and mutual assistance vehicles Crews will be placed on 16-hour shifts at maintenance and fueling garages as necessary to support restoration efforts.
- Find and assign underutilized vehicles that are needed in the field
- Perform repairs on CNP vehicles as needed

Outputs

Operational and adequate fleet

Fleet Support Summary

Fleet Support is responsible for providing back-office support for both Fleet and Shops Services for restoration efforts, as it relates to procurement and accounting for fuel purchases and work order activities.

Staffing

- Manager of Fleet and Shops Services
- Lead
- Fleet support personnel

Inputs

- Information on Staging Site fueling activities
- Information on fuel capacities from fuel providers (Sun Coast)

Tasks

- Reconciling fuel usage and expenses
- Replenishing fueling supplies

Outputs

- Adequate fuel supply
- Reconciliation of fuel and expenses (to Finance Section)

Shop Services

Summary

Shop Services is responsible for:

- Providing preplanned assistance in services and personnel to repair or replace CNP tools involved in restoration efforts.
- Repairing and providing replacement parts for damaged sectionalizing equipment needed to restore the transmission, substation, and distribution systems
- Performing custom repairs/fabrication of parts for substation equipment
- Assisting with field response and repairs to IGSDs as needed

Staffing

- Manager of Fleet and Shops Services
- The number of Shops resources will vary based on the severity of the storm. The remainder will be allocated to EOP roles.

Inputs

- Requests for custom fabrication work and repairs to the distribution infrastructure (from the field)
- Requests for field force tool repairs (from the field)
- Requests for grounds

Tasks

- Fill the orders for custom fabrication work and repairs
- Issue protective grounds
- Build additional grounds if required

Outputs

- Working equipment
- Fulfillment of requests for repair work
- Adequate supply of grounds

D.3.4.4 Facilities Branch Summary

Facilities is responsible for:

- Preparing facilities in advance of an event
- Coordinating the repair of damages at CNP-owned facilities
- Ensuring that CNP-owned facilities have adequate facility supplies and services

Staffing

- Manager
- Site EOP Facilities Coordinators (one per staging site)

- Facilities Support personnel (contractors), responsible for assisting the Facilities Coordinators as needed

Inputs

Requests for repairs or services

Tasks

Repair facilities as needed

Outputs

- Operational facilities
- Status reports as requested

D.3.4.5 Security Branch Summary

Corporate Security is responsible for:

- Maintaining a safe and secure work environment for all personnel and vehicles involved in EOP recovery.
- Securing assets during EOP Coordination and deployment of contract guards and off-duty police officers
- Acting as a liaison with law enforcement or other governmental agencies
- Coordinating police escorts of crews and materials
- Prompt handling of all incidents of a security nature
- Traffic control for AM and PM crew truck movements at staging sites
- Coordination of toll road procedures with Harris County Toll Road Authority (HCTRA)
- On-going maintenance, monitoring, and responses to electronic security systems

Staffing

In the field:

- Security Coordinator Lead
- Senior Security Coordinators
- Security Coordinators

At the tower:

- Manager
- Security Technical Coordinator Lead
- Security Billing Contractor Coordinators
- Security Technical Coordinators

Inputs

Security Coordinators (Lead and Seniors):

- Which staging sites will be opened (from Operations section chief)
- Traffic control needs at staging sites (from Staging Site manager)
- Which restricted roads CNP needs access to (from Operations)
- Any security incidents that occur (from Staging Site manager or Operations)
- Which crews and materials will need police escorts (from Operations and Supply Chain)
- Which assets will need protection (from Operations and Staging Site manager)

Security Billing Coordinators:

State and plate numbers of foreign and mutual assistance crews (from Resource Unit