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June 1, 2006

HAND DELIVERED

Ms. Blanca S. Bayo, Director
Division of Commission Clerk and
Administrative Services
Florida Public Service Commission
2540 Shumard Oak Boulevard
Tallahassee, Florida 32399-0850

Re: Requirement for Investor-Owned Electric Utilities to File Ongoing Storm Preparednmess Plans and Implementation Cost Estimates; Docket No. 060198-EI

Dear Ms. Bayo:

Enclosed for filing in the above-styled matter are fifteen copies of Tampa Electric Company's 2006 Storm Implementation Plan. We will also submit this plan today in electronic format in case you may need extra copies.

Please acknowledge receipt and filing of the above by stamping the duplicate copy of this letter and returning the same to this writer.

Thank you for your assistance in connection with this matter.

Sincerely,

James D. Beasley

JDB/bjd
Enclosures

2006 STORM IMPLEMENTATION PLAN

DOCKET NO. 060198-EI

FILED: JUNE 1, 2006

Executive Summary

Tampa Electric's Storm Implementation Plan is an important part of Tampa Electric's and the Florida Public Service Commission's ("Commission") multi-pronged approach to review and improve the critical infrastructure of the statewide coordinated grid's ability to withstand severe weather conditions.

The Commission's Order No. PSC-06-0351-PAA-EI ("Order 06-0351") issued April 25, 2006 requires the filing of storm preparedness and implementation plans specifically addressing ten initiatives. Tampa Electric's 2006 Storm Implementation Plan sets out how Tampa Electric addresses these initiatives and thereby complies with Order 06-0351.

I. Tampa Electric's **Vegetation Management for Distribution Circuits Plan** provides a balance of trimming vegetation in the right-of-way and seeking customer cooperation in trimming vegetation outside the right-of-way that are in danger of falling onto the distribution facilities. The plan calls for every circuit to be trimmed every three years with special emphasis on critical trimming needed in areas identified by Tampa Electric's reliability based methodology.

   The incremental cost of this initiative is estimated to be $3,400,000 annually, a 37 percent increase based on current contractor rates. The plan calls for a phasing in of the three year trim cycle to stabilize costs and to reach the desired objective.

II. **Pole attachments** are an important consideration in ensuring the appropriate safety, reliability, capacity and engineering considerations being met regarding attachments by others to electric distribution poles. **Audit of Joint-Use Attachment Agreements** is an important step in making sure that nothing is attached to a pole that is not engineered to be there in advance. The necessity for audit arises due to the significant wind loading and stress pole attachments can have on a pole and the fact that some attachments are made without notice or prior engineering.

Tampa Electric will coordinate its audit procedures with: (1) its pole inspection procedures and (2) its joint-use and system data collection into its new geographic information system scheduled to go on line. The incremental cost of this program will be $5,000,000 per year.

III. **Tampa Electric's Transmission Structure Inspection Program** is a multi-pronged approach that identifies potential system issues using ground line, above ground and aerial inspection techniques. Deficiencies are entered into – database used to prioritize remediation. The incremental cost of this enhanced program of inspection is $2,970,000.

IV. Tampa Electric's plan will **harden existing transmission structures** in a prudent cost effective manner in conjunction with its inspection and maintenance programs. The plan calls for a systematic replacement of wood structures with non-wood structures and the construction of all new transmission using non-wood structures. This plan is consistent with Tampa Electric's current practice and there are no incremental costs associated with this activity.

V. Tampa Electric's new **Transmission and Distribution Geographic Information System** ("GIS") project which was initiated in the fall of 2005 is expected to fully be implemented by the summer of 2007. This system will replace and enhance a number of manual processes and will help the company manage and improve its operations by providing information on exact location of facilities and performance. The incremental cost of enhancements to this system needed to meet the Commission's specifications is about $400,000.

VI. Tampa Electric's new GIS will also enable the **post-storm data collection and provide a basis for forensic analysis** of representative samples of data to evaluate the cause of any equipment failures and assess future preventive measures. The incremental costs for this activity are estimated to be a one-time expenditure of $200,000 and a variable cost of $100,000 for each storm.

VII. Tampa Electric's plan includes a procedure for the **collection of detailed outage data differentiating between reliability performance of overhead and underground systems**. The enhancements to Tampa Electric's outage management system will be completed by June 1, 2007 at an estimated incremental cost of $500,000.

VIII. Continued **coordination with local governments regarding critical service and restoration** issues will continue and be enhanced under Tampa Electric's plan. There are important activities to be coordinated with local governments including storm preparation, restoration and vegetation management. As coordination is enhanced, a decrease in tree related outages is anticipated not only during times of hurricanes but the normal summer storm season as well. The plan also includes the development of educational data relating to undergrounding of electrical facilities. Finally, opportunities for local government involvement in reporting damaged or unsafe system conditions will be explored across the company's service area. The incremental cost of this activity is estimated to be $75,000 annually.

IX. Tampa Electric's plan supports the Commission's initiative to engage in a **collaborative research** on the effects of hurricane winds and storm surge on the electric system in Florida. Tampa Electric believes the Public Utility Research Center ("PURC") at the University of Florida should serve as the coordinator of this effort. The cost of this effort will be determined by the extent and duration of research projects undertaken.

X. Tampa Electric has a very detailed and **comprehensive natural disaster preparedness and recovery plan** designed to assure coverage of all aspects of emergency management addressed in NFPA 1600 – The Standard on Disaster/Emergency Management and Business Continuity. The disaster preparedness and recovery plan is updated annually, at a minimum and is provided as Attachment A to this document.

I. Vegetation Management for Distribution Circuits

The distribution portion of Tampa Electric's comprehensive vegetation management plan is comprised of several elements. The scope of the company's distribution vegetation management plan includes efforts to regain and/or improve the quality of line clearance. Clearance is dependent upon tree species, tree health, tree location in relation to conductors, soil type, cooperation of the property owner and the impact of local government tree-trimming ordinances. Recommended average minimum clearance, immediately following trimming, should average approximately eight to ten feet from beneath and adjacent to bare primary conductors subject to the above factors. Overhanging branches may remain where the tree is a hardwood species and structurally sound, with branch diameter that will provide significant support to prevent the branch from sagging or breaking under the weight. If overhanging branches are allowed to remain, the recommended average minimum clearance, immediately following trimming, should average a minimum of approximately 15 feet above the conductors subject to the above factors.

Typically, if the trunk of the tree is growing underneath or nearly underneath the overhead line and it cannot be trimmed in accordance with the American National Standards Institute ("ANSI") A300 standard while remaining viably healthy or aesthetically unpleasing, Tampa Electric will seek permission from the property owner to remove the tree. In addition, the company will seek permission from the property owner to remove dead, diseased or dying trees outside the right-of-way that are in danger of falling into the distribution facilities.

Recommended average minimum clearance, immediately following trimming, should average approximately four to six feet away from beneath or adjacent to open secondaries subject to the above factors. Where appropriate, limbs exerting substantial mechanical strain on cabled secondaries and services should be removed.

All Tampa Electric customers and property owners adjacent to the overhead lines are notified several days prior to the trimming operation via door hangers. Customers are instructed to contact the company's Line Clearance department to discuss any issues or meet with a Line Clearance supervisor at their home or business. Prior to any proposed tree removals, the property owner is contacted to discuss the removal of the tree(s).

Distribution circuits are prioritized for maintenance trimming based on reliability performance. A formula based on circuit SAIDI, MAIFIe, tree related outage and time since last trim is utilized to identify the worst performing circuits. When a distribution circuit is selected for maintenance trimming, the entire circuit is trimmed including the main feeder, open secondaries, cabled secondaries and appropriate services.

In scheduling and prioritizing the maintenance trimming schedule going forward, Tampa Electric will ensure that every circuit including the main feeder, open secondaries, cabled secondaries and appropriate services is trimmed every three years. The company will continue to utilize its reliability based methodology to prioritize its work within the three year time window. This process is intended to provide that the most critical trimming that will improve reliability is completed first.

Estimated Costs and Timeline

Transitioning from the company's current distribution vegetation management program to a three year program will result in an incremental cost increase of $3,400,000 annually, which is a 37 percent increase based on the current contractor labor and vehicle rates.

The company is planning a phased-in approach to transition from its current program to the three year program. Because Florida utilities will increase their vegetation management activity to implement the three-year trim cycle, labor shortages and decreased productivity is expected to increase the costs and extend the amount of time needed to transition to a three year vegetation management program. A two to three year transition plan will be implemented to stabilize costs, conduct training and reach the desired objective.

II. Audit of Joint-Use Attachment Agreements

Joint Use Agreements

Tampa Electric acknowledges that there is an opportunity for unknown foreign attachments to exist on facilities that place additional loading on the facility and may, in fact, create an overload situation. To help mitigate potential overload situations, all Tampa Electric Joint Use Agreements have provisions that allow for periodic inspections and/or audits of all joint use attachments to Tampa Electric facilities. In addition, all agreements have provisions that require the attaching party to build and maintain attachments within National Electrical Safety Code ("NESC") guidelines or Tampa Electric specifications, whichever are more stringent. All of Tampa Electric's existing joint use agreements require attaching parties to receive authorization from the company prior to attaching any cable to its facilities. However, there are attachments that have been made and will be made without notification or pre-approval. Tampa Electric is attempting to introduce a fee structure in its joint use contracts that will discourage this as new contracts are established or existing ones are renegotiated. However, given that the Federal Communications Commission currently regulates these contracts, the company's ability to impose such a fee structure is limited.

Joint Use and System Data

In 2001, Tampa Electric conducted a joint use attachment audit of its entire system which included acquiring GPS locations at each pole, an attachment count, and inventory data about the poles such as size, type, age and height. The data has been maintained in a database and will be input into the company's Geographic Information System ("GIS") scheduled to go online in January 2007. This data will also be validated and updated on an ongoing basis as pole inspections are performed and/or field personnel detect new information. In addition, Tampa Electric tracks and analyzes new attachments through the processing of new pole attachment requests when they are submitted by joint use companies.

Tampa Electric plans to leverage its GIS to enhance its joint use processes by centralizing the collection, verification and maintenance of Joint Use information. This consolidation of joint use information will improve data quality, assist in resolving discrepancies with joint users, and streamline basic operational activities (e.g., pole attachment requests, approval, engineering, construction and post-construction inspections).

Finally, the GIS will also provide the ability to view all pole and attachment information geographically. These maps will present a visual perspective of where problems may exist and will help the Joint Use department detect trends or patterns. Data filtering will exist allowing for viewing certain pole types, attachment types and joint users.

Pole Attachment Audits

Tampa Electric will audit all of its joint use poles (wood and non-wood) on an eight-year cycle. As part of the audit, data gathering and analysis will be performed. This will include identifying how many attachments exist, which joint user(s) is/are attached, pole information such as size, type, age and height, and performing a wind loading analysis where applicable. By including non-wood structures, this audit cycle and associated analyses exceed the Commission's inspection requirements outlined in Order No. PSC-06-0144-PAA-EI.

Tampa Electric has electric facility attachments to approximately 13,000 Incumbent Local Exchange Carrier ("ILEC") owned poles (e.g., Verizon and Sprint). Tampa Electric will enter into an agreement with the ILECs to either include the inspection of the poles in the company's joint use audits and perform a loading analysis on the poles or require reporting from the ILEC owners regarding the pole inspections where Tampa Electric is the joint user.

In 2007, Tampa Electric will perform its distribution and transmission engineering utilizing data within the GIS. When poles are being replaced, relocated, or have additional

equipment added to them, the engineering analysis will include a pole loading analysis. When unauthorized attachments or overload conditions related to joint use are detected, an automated notification will be sent to the Joint Use department. The Joint Use department will then investigate that occurrence as well as the possibility of other unauthorized attachments or overload conditions in that particular portion of Tampa Electric's service territory. In the event an overload has been found, the company will work with the attaching party(s) to address the overload.

Prior to 2001, Tampa Electric did not maintain attachment records by location. In 2001, Tampa Electric performed a comprehensive audit of its facilities. Among the many benefits associated with that audit, two apply directly to Tampa Electric's Storm Hardening Plan. First, upon reconciling unauthorized 'pre-2001' attachments, a baseline of authorized attachments was established. Second a comprehensive database was developed to track additions and removals of attachments (by pole location) prospectively. As unauthorized attachments are detected during future audits, Tampa Electric will work with the attachment owner to determine the age of the attachment. If the owner of the unauthorized attachment does not maintain records that definitively establish vintage, Tampa Electric will assume it was attached the day after the last pole attachment audit. In the case where an unauthorized attachment is detected on a pole that was installed after the 2001 audit, Tampa Electric will assume that the attachment was placed during the same year as the pole (indicated by its birthmark).

Estimated Costs and Timeline

Tampa Electric plans to significantly improve its day-to-day management of all joint use attachments by leveraging the capability of its GIS starting in January 2007. In addition, Tampa Electric will audit approximately 12.5 percent of all joint use poles each year including performing any required pole loading analysis to remedy overload situations that exist starting in the second half of 2006. Tampa Electric's incremental annual costs are estimated to be approximately $5,000,000 (a portion of which may be recoverable from third-party attachers).

III. Transmission Structure Inspection Program

The Tampa Electric transmission system inspection program is a multi-pronged approach that identifies potential system issues along the entire transmission circuit by analyzing the structural conditions at the groundline and above ground as well as the conductor spans. The program consists of the following formal inspection activities:

- Groundline Inspection
- Ground Patrol
- Aerial Infrared Patrol
- Above Ground Inspection
- Substation Inspections

Additionally, pre-climb inspections are performed prior to commencing work on any structure.

Groundline Inspection

Each year approximately 12.5 percent or one-eighth of all transmission structures (including both wood and non-wood structures) are inspected resulting in an eight year inspection cycle. This cycle is consistent with the Commission mandated groundline inspection program outlined in Order No. PSC-06-0144-PAA-EI.

Ground Patrol

All transmission circuits are patrolled by ground at least once annually. The ground patrol is a visual inspection conducted by an experienced Tampa Electric patrolman with a background in line work. The ground patrol is a general inspection for deficiencies including poles, insulators, switches, conductors, static wire and grounding provisions, crossarms, guying, hardware and encroachment.

Aerial Infrared Patrol

All transmission circuits are patrolled annually using infrared thermography and visual observation. The infrared patrol is performed by helicopter with a contractor specializing

in thermographic powerline inspections and a company employee serving as navigator and observer. This inspection identifies areas of concern that are not readily identifiable by normal visual methods as well as splices and other connections that are heating abnormally and may result in premature failure of the component. This inspection also identifies obvious system deficiencies such as broken crossarms and severely damaged poles. Since many of these structures are on limited access rights-of-ways, this aerial inspection provides a frequent review of the entire transmission system and helps identify potential reliability issues in a timely manner.

Above Ground Inspection

Above ground inspections are performed on transmission structures on a six year cycle; therefore, each year approximately 17 percent or one-sixth of transmission structures are inspected. This inspection is performed by a contractor specializing in above ground power pole inspection and may be performed by climbers, bucket truck or helicopter. The above ground inspection is a comprehensive inspection that includes assessment of poles, insulators, switches, conductors, static wire, grounding provisions, crossarms, guying, hardware and encroachment issues. This program provides a detailed review of the above ground condition of the pole and the associated hardware on the structure.

Substation Inspections

Substation inspections consist of a quarterly inspection of all substations as well as annual infrared and dissolved gas inspections. These inspections identify deficiencies with equipment in the station and are entered into a maintenance database. The database is reviewed by management for prioritization and facilitation of the remediation process across Tampa Electric's system.

Pre-Climb Inspections

While not a part of the formal inspection program outlined above, Tampa Electric construction crews are required to inspect poles prior to climbing. As part of these

inspections, the employee is required to visually inspect each pole prior to climbing and sound each pole with a hammer if deemed necessary. These pre-climbing inspections serve to provide an additional integrity check of poles prior to the employee ascending the pole and may also result in the identification of any structural deterioration issues.

Reporting

Standardized reports are provided for each of the formal inspections. Deficiencies identified during the inspections are entered into a database. This maintenance database is used to prioritize and manage required remediation. Deficiencies identified during the pre-climb inspections are assessed by the on-site crew and reported to supervisory personnel for determination of next steps.

Estimated Costs and Timeline

The annual incremental costs for the increased inspections and additional associated maintenance are approximately $2,970,000.

IV. Hardening of Existing Transmission Structures

Tampa Electric will harden the existing transmission system in a prudent, cost-effective manner utilizing its inspection and maintenance program outlined above. This plan includes the systematic replacement of wood transmission structures with non-wood structures during the company's annual maintenance of the transmission system. Additionally, the company will utilize non-wood structures for all new transmission line construction projects as well as system rebuilds and line relocations.

In the early 1990s, Tampa Electric made the decision to begin building all new transmission circuits with non-wood structures. This was based on a life-cycle cost analysis for new construction. Tampa Electric also decided to modify its transmission maintenance practices to a program of non-wood replacements for all transmission pole replacements.

Tampa Electric does not reinforce wood transmission structures as is allowed by the NESC; if a transmission structure requires reinforcement or replacement due to its condition, Tampa Electric changes out the pole to a non-wood structure. In most cases, this new pole provides strength in excess of the original strength of the wood transmission pole.

The criteria used to select poles for upgrades and replacements is straightforward. First, all new transmission circuits are constructed with steel or concrete poles. Over time, this new construction will result in a higher percentage of structures being non-wood across the Tampa Electric system. Second, whenever a transmission line is relocated due to a road widening or customer-driven relocation, the new poles installed are non-wood. Third, all poles replaced due to deterioration are replaced and maintained with non-wood structures.

Tampa Electric strongly believes that the replacement of sound wood transmission structures is not a cost-effective use of resources. The company estimates that it would cost in excess of $250 million to replace all its wood transmission structures. Wood structures that are in good condition and can meet NESC extreme wind requirements will not be replaced. The company believes that its approach to hardening the transmission system is an appropriate cost-effective program that provides a good balance of system hardening and prudent spending.

There are several limiting factors associated with the hardening of the transmission system. First, it is well accepted that there is a nationwide shortage of qualified journeyman lineman in the electric utility sector. This manpower shortage results in higher contracted labor costs during periods of heavy maintenance and construction. As the Florida utilities increase their levels of construction to further harden their transmission systems, there will be a corresponding increase in costs associated with this work. Additionally, there may be challenges related to the supply of steel and concrete poles for new construction and maintenance activities. While the current suppliers are able to keep up with the demand, a significant increase in activity across the state may present challenges related to the supply

of structures for this work.

Estimated Costs and Timeline

The program outlined above is consistent with Tampa Electric's current practice. As such, there are no incremental costs associated with this activity.

V. Transmission and Distribution Geographic Information System

In the fall of 2005, Tampa Electric selected Intergraph Corporation to implement a new GIS. As previously discussed, the new system will provide an open database architecture that will support the integration of 15 key applications, and improve data access for Tampa Electric employees such as project planners, engineers, inspectors, drafting staff and field construction and maintenance teams. The new system will improve service delivery and processes as well as provide a foundation to leverage the network asset data for the company's inspection, work management and outage management system ("OMS"). Because more users in the office and field will have access to current information, improvements in design, customer service, and operations and maintenance costs are expected.

The new system will replace various manual processes and will streamline design, cost estimating and scheduling activities by integrating with the company's existing design, work management and OMS. Additionally, it will help the company manage and improve operations through easier information exchange and access that will enable time savings and enhanced decision support, including shortening restoration times.

The field assets that will be incorporated in the GIS include all distribution, transmission, substation and lighting facilities for Tampa Electric's entire system. GIS, in conjunction with the current OMS, will provide information on location and system performance.

With the new GIS, the company will have the ability to view all major equipment along with its information geographically. These maps will assist engineers and operators with

identifying where problems may exist and help detect trends or patterns. Also, data filtering will exist which will allow viewing certain equipment types, construction types, manufacturers, and maintenance periods.

Estimated Costs and Timeline

The incremental costs associated with the enhancements needed to meet the Commission Staff's reporting criteria are expected to be approximately $400,000 and will be implemented by the summer of 2007.

VI. Post-Storm Data Collection and Forensic Analysis

Tampa Electric plans to implement a formal process to randomly sample system damage (following a major weather event) in a statistically significant manner. This information will be used to perform forensic analysis in an attempt to categorize the root cause of equipment failure. From these reports, recommendations and possible changes will be made regarding engineering, equipment and construction standards/specifications.

Data Collection

Operations personnel will patrol a representative sample of the damaged areas of the electric system following a major storm event and perform the data collection process. At a minimum, the following types of information will be collected:

- Pole/Structure – type of damage, size and type of pole, and likely cause of damage.
- Conductor – type of damage, conductor type and size, and likely cause of damage.
- Equipment – type of damage, overhead or underground, size, and likely cause of damage.
- Hardware – type of damage, size, and likely cause of damage.

Forensic Analysis

Engineering personnel will perform the forensic analysis of a representative sample of the data obtained to evaluate the root cause of failure and assess future preventive measures

where possible and practical. This will include evaluating the type of material used, the type of construction, and the environment where the damage occurred including existing vegetation and elevations. Changes will be recommended and implemented, if more effective solutions are identified by the analysis team.

Estimated Costs and Timeline

This process will be tested during the 2006 hurricane season and fully implemented by June 2007. Incremental system and implementation costs are estimated to be $200,000. The incremental cost to perform data collection and forensic analysis will vary depending on the severity of the storm and system damage. The current estimate is $100,000 per storm.

VII. Collection of Detailed Outage Data (Overhead *vs.* Underground)

Tampa Electric collects outage data from its OMS and imports the information into a Microsoft Access database. An application has been written that manages the Access database and produces reports requested by Commission Staff and for the day-to-day operations of the company. Field personnel categorize each outage into cause and equipment-type categories. The equipment (e.g., padmount transformers, reclosers, fuses, wire, etc.) is further categorized into overhead and underground areas. Presently, the company has limited reporting capability to compare overhead versus underground system performance. However, vendor programming for the OMS software, work process changes and field personnel training will be implemented to fully comply with the Commission Staff's initiative for the collection of detailed outage data differentiating between the reliability performance of overhead and underground systems.

Estimated Costs and Timeline

The vendor enhancements to OMS are projected to occur by June 1, 2007 at an estimated incremental cost of $500,000.

VIII. Utility Coordination with Local Governments

Tampa Electric has very good relationships with the local governments within its service territory. The company engages in ongoing discussions with local officials regarding critical issues such as storm restoration, undergrounding and vegetation management. Tampa Electric is committed to improving these relationships even further and will increase coordination in a number of key areas as outlined in this plan.

Storm Preparation

Tampa Electric participates with local communities regarding storm preparation activities. The company hosts storm preparation workshops with local government officials and fire and police personnel to review and update the company's storm restoration procedures. Specifically, the company reviews restoration priorities and seeks input from local governments related to the priority of critical infrastructure including lift stations and water pumping facilities.

Storm Restoration Activities

Tampa Electric works closely with local communities during storm restoration. The company has and will continue to place personnel in key local Emergency Operations Centers prior to and during the storm restoration process. Based on the company's experience during the 2004 hurricane season, additional personnel will be assigned to serve at these local Emergency Operations Centers. Furthermore, the company is actively involved in local communities' training of their Emergency Operations Centers personnel. These liaisons provide ongoing communication between the company and local government leadership as the critical infrastructure serving the community is restored. Additionally, the company provides utility personnel to local governments to assist with search and rescue teams.

Vegetation Management

Tampa Electric will increase its effort toward effective vegetation management as part of a coordination plan with local governments. The relation between tree preservation and appropriate utility line clearance activities is a delicate balance and local tree ordinances provide an ongoing challenge to adequate storm preparation trimming. Tampa Electric has and will continue to work with the local governments to develop tree planting guides and to discuss company trim procedures.

Some discussion toward vegetation management has already occurred as part of recent franchise renewal discussions. Tampa Electric and local governments have discussed and agreed to language that addresses increased coordination, education and communication related to vegetation management.

The company will continue to address the need for better coordination of vegetation management with local governments in an effort to decrease the number of tree-related outages and improve restoration times. The resulting improvements will be experienced during times of hurricanes and normal summer storm season as well.

Undergrounding of Utility Facilities

Tampa Electric works closely with local governments to share information about undergrounding and provides estimates related to the undergrounding of facilities as requested. Tampa Electric will continue to work with the local communities in reviewing underground options for new construction as well as converting existing overhead facilities to underground. In addition, by fourth quarter 2006, the company will develop educational material related to underground facilities and make this information available upon request.

Local Involvement in Damage Reporting

While it is not practical to replace the skilled inspection or field assessment completed by utility employees and contractors after a major storm event, local government can be

involved in the reporting of damaged facilities during normal business operations. It is in the company's and the local communities' best interest to have local government representatives educated with a basic knowledge of the electrical system. Through this knowledge, local governments can assist in identifying damaged facilities prior to storms and reporting the information to Tampa Electric.

As part of Tampa Electric's commitment to work more closely with local governments in strengthening the electrical system, the company will extend offers to train government representatives in the identification and reporting of damaged or unsafe system conditions. While the company cannot require local participation in this activity, the benefits of having additional trained personnel in the field will be advantageous in the ongoing maintenance and hardening of the system.

Estimated Costs and Timeline

Tampa Electric has already initiated several of the steps outlined above. Attention is now being given to vegetation management and local involvement in damage reporting. This will require a systematic approach to the local governments and the development of educational and training materials. The estimated incremental costs for this activity are $75,000 annually.

IX. Collaborative Research

Tampa Electric supports the Commission's initiative for the state utilities to engage in a collaborative effort to conduct research and development ("R&D") on the effects of hurricane winds and storm surge to the electrical system of Florida. The company also supports the leadership of the R&D effort to be facilitated through a centrally coordinated effort managed by an entity within the state that can draw from various universities and research organizations not only in Florida but across the United States as well.

Tampa Electric believes the necessary leadership to serve as the R&D coordinator is available from PURC in the Warrington College of Business Administration at the

University of Florida. PURC is a long-standing research organization with a strong working relationship among the investor-owned utilities, cooperatives and municipals. Therefore, PURC is well positioned to either provide or secure the resources necessary for the R&D effort envisioned by the Commission.

PURC has been an active participant in the infrastructure hardening proceedings and has initiated a process for the R&D effort. The process includes an initial workshop with participants from the utility industry, government and academia. PURC's stated purpose for the workshop is "... to provide a forum in which utility managers and hazard research professionals can discuss means to prepare Florida's electric infrastructure to better withstand and recover from hurricanes. Researchers will learn the needs and priorities of the utility industry's hardening efforts, and how utilities currently prepare for and recover from hurricanes. Utility managers will learn about research capabilities from a variety of independent university programs and industry groups that focus on hazard research."

PURC's position within the university community of the state and the nation allows the organization to draw from a number of resources otherwise unknown to utilities. Therefore, by coordinating the overall R&D initiative, unnecessary duplication of effort and superfluous spending should be avoided. However, if a utility has a need for a specific type of research to determine a solution to its unique problem, the utility is not hindered from engaging in independent research on its own through a local university or research organization other than PURC.

Estimated Costs and Timeline

Tampa Electric believes the collaborative research plan described above meets the intent of the Commission. The incremental cost for this initiative will be determined by the extent and duration of R&D requested by the utilities.

X. Natural Disaster Preparedness and Recovery Plan

TECO Energy's Emergency Contingency/Response Plan in conjunction with Tampa

Electric's Energy Delivery Emergency Management Plan ("the Plans") are designed to assure coverage of all aspects of emergency management addressed in NFPA 1600 – The Standard on Disaster/Emergency Management and Business Continuity. The Plans are updated annually, at a minimum and are provided as Attachment A to this document.

Summary of Incremental Costs

Summary of Incremental Costs
2006 - 2015
($000)

Transmission & Distribution Hardening Initiatives [1]	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Vegetation Management - Distribution Circuits	$1,130	$2,270	$3,400	$3,502	$3,607	$3,715	$3,826	$3,941	$4,059	$4,181	$33,631
Audit of Joint-Use Attachment Agreements	2,500	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	53,300
Transmission Structure Inspection Program	1,485	2,970	3,059	3,151	3,246	3,343	3,443	3,546	3,652	3,762	31,657
Hardening of Existing Transmission Structures [2]	0	0	0	0	0	0	0	0	0	0	0
Transmission and Distribution GIS [3]	0	400	0	0	0	0	0	0	0	0	400
Post-Storm Data Collection and Forensic Analysis [4]	100	200	103	106	109	112	115	118	122	126	1,211
Collection of Detailed Outage Data (OH vs. UG) [3]	0	500	0	0	0	0	0	0	0	0	500
Utility Coordination with Local Governments	50	75	77	79	81	83	85	88	91	94	803
Collaborative Research [5]	--	--	--	--	--	--	--	--	--	--	--
Natural Disaster Preparedness and Recovery Plan [2]	0	0	0	0	0	0	0	0	0	0	0
Total:	$5,265	$11,415	$11,789	$12,143	$12,507	$12,881	$13,266	$13,664	$14,074	$14,498	$121,502

[1] Escalation rate of 3% applied to annual expenditures from 2008 forward
[2] No incremental costs
[3] One time costs
[4] Assumes one storm a year where data collection and forensic analysis would occur
[5] Annual costs dependent upon extent of research

Attachment A

TECO Emergency Contingency/Response Plan 2006

TECO Emergency Contingency/ Response Plan

2006

Version 7 April 2006

TABLE OF CONTENTS

This plan follows the NFPA 1600 guidelines - Standard on Disaster/Emergency Management and Business Continuity

FIRST STEPS

EMERGENCY RESPONSE FLOWCHART

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EMERGENCY NOTIFICATION

In the event of an emergency at a TECO Energy company, act immediately to assure the Health and Safety of Team Members, the stabilization of any victims, and the administration of first aid by qualified personnel. As soon as it is reasonably possible, contact, or be sure someone else contacts the TECO Security and Emergency Management Groups.

The Incident Command System will be used in the event where all resources and communications have to be streamlined (i.e., response to an emergency outside of daily operations).

ICS rosters and organizational charts are available on the TECO Energy intranet – Emergency Management Website. Roster information is updated daily using an extraction from the Human Resources (HR) Department system.

ICS ACTIVATION EMERGENCY CHECKLIST

Unified Commander

- ❑ Convene the TECO Unified Command.
- ❑ Establish communication protocol (phone lines, radio usage, cell phones) and frequency.
- ❑ Begin to assess the situation.
  - ➢ What is happening?
  - ➢ Who is involved?
  - ➢ What are the stakes?
- ❑ Identify critical requirements within the impacted area
  - ➢ Identify Contingencies.
- ❑ Examine all available courses of action. Determine Objectives.
- ❑ Identify needed resources.
  - ➢ Where will you obtain?
  - ➢ How long will it take?
  - ➢ Are there special requirements?
- ❑ Develop the appropriate response plan with the help of the TECO Department Commanders and the TECO Planning Section.
- ❑ Implement the appropriate plan with the help of the TECO Department Commanders and TECO Logistics Section.
- ❑ As the response progresses, obtain input from the TECO Finance Section.
- ❑ Communicate action plan to TECO Unified Command when TECO ICS is activated. Otherwise communicate status to the Chairman, President, and Chief Executive Officer, TECO Energy.
  - ➢ Status of personnel
  - ➢ Incident
  - ➢ Impacted Area
  - ➢ Organizational Assignments

TECO Environmental Officer

- ❑ Coordinate with Health Safety and Environmental Affairs and Energy Trading & Services
- ❑ Make appropriate notifications to agencies
- ❑ Respond to any questions regarding the Integrated Contingency Plan or Environmental Plans being implemented.– Annex 3 for all Department Commands

TECO Health and Safety/Security/HR Officer

- ☐ Activate appropriate plan (i.e., Pandemic, Medical, Critical Incident Stress Management, etc.)
- ☐ Coordinate with Department Command Health and Safety
- ☐ Report to TECO Unified Commander

TECO Regulatory Officer

- ☐ Coordinate with the State Emergency Operation Center
- ☐ Make appropriate notifications to agencies
- ☐ Respond to any questions regarding the Governor's Emergency declarations, if applicable.

TECO Community Affairs Officer

- ☐ Coordinate with local elected officials
- ☐ Respond to any questions regarding the emergency response

TECO Public Information Officer

- ☐ Assure that the local media is being monitored for TECO sensitive information.
- ☐ Disseminate information to media per Corporate Communications ECRP.

TECO Emergency Response Officer

- ☐ Facilitate implementation of ICS
- ☐ Determine which plans need to be implemented
- ☐ Coordinate with Department Command Emergency Management
- ☐ Liaison with EOC at Officer level

TECO Department Commanders

- ☐ Assess the condition of the impacted site and estimate recovery timeframe and resources needed.
- ☐ Communicate with your Incident Command Centers – status reports and needs
- ☐ Obtain information regarding debris AND damage to the site (s)
- ☐ Is the impacted site accessible by truck and/or car?

- What safety hazards, health hazards or environmental concerns exist at the site? See specific checklist in front of manual or Annex 3 for each Department Command.
- Are there other response groups at the site (National Guard, Law, Fire, EMS, etc.)?
- What power sources are available at site?
- Is plumbing available at site?
- Is water available at site?
- What types of communications are operational at this site (e.g., telephone, cellular phone, radio, runners, computers, fax machines, etc.)?
- Identify equipment, personnel, or other special requirements needed immediately.
- Determine Human Resource need.
- Obtain information regarding critical computing systems impacted by the disaster.
- Examine all available courses of action and identify possible actions to be taken.
- Coordinate restoration efforts with Department Command Logistics.
- Establish communications with Team Members and the Department Command Post.
- Assure the maintenance of records
- Assemble teams as necessary
- Establish information requirements and reporting schedules (e.g., How often do you meet with the other sections and the report formats).
- Report findings to the TECO Unified Commander and recommend the preferred course(s) of action.
- Deactivate Department Command once emergency response has ended.

TECO Planning Section Chief

- Set-up command post in support of TECO Unified Command.
  - Set up an Information Center layout to capture the following information: Incident facts, weather, tides/sunrise/sunset, situation map, need and deployment of resources, objectives, and organization, as applicable.
- Compile information on alternate strategies- update the Information Center
- Develop the Incident Response Plan (IRP) or General Plan.
- Establish communication with the Department Command Planning sections when ICS is activated.
- Maintain records.
- Help prioritize the TECO emergency response using the IRP/General Plan.
- Stay in communication with the TECO Logistics Section.

TECO Logistics Section Chief

- Activate Emergency Services once ICS is activated
- Secure communication lines, equipment and supplies.
- Implement *Get Ready!*
- Establish communication with the Department Command Logistics Sections and the Logistics Support Unit (LSU).
- Assure that adequate representation to the TECO LSU is in place.
- Coordinate distribution of resources through the LSU.
- Maintain appropriate records.
- Stay in communication with the TECO Planning and Department Commands.

TECO Finance Section Chief

- Identify financial resource needs to support tactical response.
- Establish communication with the Department Command Finance Sections when ICS is activated.
- Activate TECO Emergency PAR accounts.
- Coordinate tracking of expenditures in accordance with TECO standards.
- Prepare financial reports for submittal to the TECO Unified Commander.
- Participate in the tactical meetings with Planning, Logistics and Operations (Department Commands).

1.0 Introduction

The TECO Emergency Contingency/Response Plan (the Plan) has been designed to work in conjunction with the Emergency Management Program and the various TECO response plans (Annex 1 – 8) to assure coverage of all aspects of emergency management addressed in NFPA 1600 – The Standard on Disaster/Emergency Management and Business Continuity.

The Plan uses the Incident Command System (ICS) as a tool to respond to natural or other types of disasters that could threaten TECO companies. When activated, it assures support to the Department Commands tactical responses. See Appendix A – TECO ICS.

All departments with emergency responsibilities have Emergency Contingency/Response plans (ECRPs) and use the Incident Command System (ICS) to manage emergencies. The plans are used to respond to any type of emergency, whether natural or man-made. The TECO Logistics, Planning and Finance sections support all TECO Energy companies [I.e., Tampa Electric Company (TEC), Peoples Gas Company (PGS), etc.]

Plans are available on the TECO Emergency Management (EM) intranet Website. ICS Leadership has a copy of this plan. ICS Generic forms and DRT specific forms are available online on the TECO Energy Intranet, Emergency Management website.

1.1 Objectives

The objectives of the TECO Plan are to:

- Document the ICS structure as an emergency management tool.
- Inform TECO management how Unified Command is activated in the event of a disaster – Response steps.
- Establish communication protocols during an emergency
- Provide a detailed explanation of the ICS functions.
- Provide detailed information on plan maintenance and key contacts.

1.2 Plan Description

This Plan is intended to serve as a guide for teams responding to a disaster or the threat of a disaster that will impact systems (e.g., computing, generation, transmission and distribution) or an Incident Command Center (ICC). Disasters can range in size from a local emergency – such as a power system failure – to a major regional event – such as a hurricane. Therefore, this Plan is designed to be flexible enough to address any size situation or potential event that threatens the people, property, and systems within the company. This Plan details the ICS structure that will be used to prepare for or to respond to such an event.

The Plan can be activated on a stand-alone basis to address an event that impacts a single TECO Company or facility, such as a fire, chemical spill, local flooding, or a cyber attack. In such a situation, the ICS structure would have the Vice President or Director (as applicable) of the impacted area as the Department Commander.

The Plan can be fully implemented under the unified TECO ICS command structure. This level of activation would normally be associated with a major regional event, such as a hurricane or a pandemic. When the TECO ICS is activated, it is one of the company commands under the Operations Section of the overall command structure for TECO Energy. The TECO Unified Command can be deactivated as soon as systems are recovered.

1.3 Function

Use of this Plan will ensure that:

- Resources will be used in the most effective manner in support of emergency response efforts.
- Responsibility and authority for the implementation of the Plan is placed under the direction of those individuals/groups most competent to deal with the situation.
- A current, reliable, departmental emergency plan is always in place, and the ICS structure is on stand-by, ready for activation.

1.4 Scope

The scope of the Plan is the Unified Command under the Operations Section of the TECO Unified Command structure.

Corporate Compliance

All emergency response actions taken by Team Members, including those in the following sections, Safe Work Practices and Prudential Rule, shall comply with the standards and ethical guidelines as specified within the Corporate Compliance Plan.

Safe Work Practices

All emergency response actions taken by Team Members shall strictly adhere to the Safe Work Practices and procedures in order to ensure the Health and Safety of TECO Company Team Members and the public. THE SAFETY OF LIFE SHALL CONTINUE TO OUTWEIGH ALL OTHER CONSIDERATION.

Corporate Policies

All existing company policies will be followed to the extent that timeliness in reacting to an emergency situation is not affected. The Department Command general staff will have the authority to take exception to company policies if so required to effectively respond to an emergency.

Authority

Responsibility and concurrent authority is provided to the Department Command general staff to manage an emergency situation in accordance with the approved plans. In the absence of clearly defined action or direction, each Team Member shall follow routine company guidelines, policies, and procedures as closely as possible. However, the Prudential Rule (as defined directly below) shall remain in effect throughout the duration of the declared emergency.

Prudential Rule

A situation may arise that could necessitate a responsible Team Member to assume authority and, if necessary, lay aside company policies and/or procedures in order to respond appropriately to the circumstance. However, in doing so the Team Member shall not violate the Corporate Compliance Plan or the Safe Work Practices.

References

All gender references using "he," "him," and "his" are for editorial purposes only and shall be deemed to also include "she," "her," "hers" and/or "they," "them," and "theirs."

Unified Command Operating Location During an Emergency

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Prerequisites

Using an all-hazards approach, this Plan is based on an impact analysis that determined the potential for detrimental impacts on TECO facilities.

The following conditions ensure that this plan works:

- Have financial and administrative procedures to support TECO before, during and after an emergency and review processes periodically to ascertain vulnerabilities.
- Develop and maintain a mitigation plan to establish interim and long term actions to eliminate hazards or to reduce the impact of those hazards that have been identified but cannot be eliminated.
- Perform training/education to cover ICS, *Get Ready!,* and specific plans (Annex 1, 2...8).
- Document training
- The plan is available to all Team Members via TECOnet, and reviewed and updated at least annually to reflect any changes in external environments, as well as internal changes in both the workforce and organization.
- The departments assign personnel familiar with business operations that can implement this plan.
- Evaluate program plans, procedures, and capabilities through periodic reviews, testing, post–incident reports, performance evaluations and exercises. Exercises are designed to test individual essential elements, interrelated elements, or the entire plan.
- Ensure that corrective action is taken on any deficiency identified in the evaluation process and to revise the appropriate program plan.
- Ensure that there are procedures in place to disseminate and respond to requests for pre-disaster, disaster, and post disaster information, including procedures to provide information to the media and deal with their inquiries.
- Continue to provide public safety information regarding electric and gas hazards during any emergency, as applicable.

2.0 Types of Emergencies

2.1 Types of Emergencies

For the purpose of this plan, the emergencies referred to might be localized or corporate-wide in scope, and are grouped into two categories:

- Natural
- Other

It must be understood that we cannot attempt to plan for all possible emergencies or combinations of emergencies that could ever occur. Therefore, it is important to provide a flexible framework that can be used to effectively deal with any situation that may arise.

Natural Emergencies

Natural emergencies include weather but are not limited to:

- Storms which include hurricanes, tornados, thunderstorms, or any violent combination of wind and precipitation. See Annex 5 – Acts of God - Department Command specific.
- Floods may be in conjunction with or as a result of, other storm activity and may threaten the integrity of company facilities and/or services. See Annex 5 – Acts of God - Department Command specific.
- Weather Extremes that are not necessarily storm related, but are hot or cold, wet or dry, or may impact the ability of the company to conduct business in a normal fashion. See Annex 5 – Acts of God - Department Command specific and/or Annex 4 – Energy Emergencies – Load Curtailment Plan.
- Sink Holes or other types of natural environmental or geological emergencies.

Other Emergencies

Other types of emergencies may be caused by the combination of unusual circumstances or may be caused by individuals, such as crimes against the corporation:

- Terrorism, Kidnapping, Hostage Situation, or Extortion. See Annex 1 – Security Department Plan.
  TECO Unified Command will coordinate response to potential or real terrorist attacks. Confidentiality of those response actions is essential to the success of

the plan. The Health and Safety/Security/HR Officer (or his designee) will serve as the single point of contact to complete necessary response actions.

- Bombing, Explosions, and Major Fires which also may be an act of sabotage. See Annex 1 – Security Department Plan, Annex 2 – Health and Safety Plan – Fire Evacuation, and Annex 8 – Facility Emergencies – Department Command specific.
  Bomb threats will be handled in accordance with company policy as defined in the TECO Energy security policies that can be found on TECOnet.
- Civil Disorders such as riots or demonstrations against the company or its facilities (strikes, criminal acts,). See Annex 1 – Security Plan.
- Plane Crashes, which has either company personnel implications and/or facility damage. See Annex 1, 2 and 3 for specific response measures.
- Medical Emergencies. See Annex 2 – Health and Safety Plan.
- Pandemics. . See Annex 2 – Health and Safety Plan.
- Chemical Spills which can have serious environmental impacts. See Annex 3 – Integrated Contingency Plan or in the case where a facility does not have an ICP, this annex will contain other environmental related documents for use during response activities.
- Fuel Shortages for any number of reasons. See Annex 4 – Energy Management – Load Curtailment Plan.
- Cyber Attacks, Virus Infections, DOS Attacks. See Annex 6 – IT Emergencies – Department Command specific.
- Telecom System Malfunctions or loss of Telecom System. See Annex 7 – IT and Telecom Emergencies – Department Command specific.

2.2 Summary

The above mentioned emergency situations have extreme ranges of effects on the ability of the company to conduct its business. Some will have no impact on the delivery of service to the customer, while others will have an extreme effect on that aspect of business.

While every possible emergency scenario cannot be addressed here, this plan serves as a solid guideline to deal proficiently with any emergency situation.

3.0 Emergency - Communication

3.1 Modes of Communication

Modes of established communications include: land phones, cell phones, satellite phones, HAM radios, etc.

Each Department Command establishes its mode of communication and is compatible with the rest of the corporation communications. Emergency Management Group reviews each Department plan to ensure that modes of communication used are compatible with other parts of the corporation/company.

3.2 Notification

Initial situation reporting and activation is done through the above mentioned channels. If 911 is called, the Security Department may be contacted by Facility Security personnel, Supervisor on Call or the Team Member who has called 911. Different Departments of the company are organized differently for this type of communication.

The Security Department is responsible for coordinating response with Law Enforcement agencies; and TECO Health and Safety, Environmental and Emergency Management groups.

Upon receipt of the initial emergency communication, the Security Manager reports the situation to the TECO Health and Safety/Security/HR Officer who determines if the emergency needs to be kept confidential, as in the case of a hostage situation. In that case, he would inform the appropriate Officer levels and manage the situation in conjunction with the Security manager.

If the emergency is not of a confidential nature, the TECO Emergency Response Officer will call a meeting of TECO Unified Command. This meeting only includes the Departments impacted by the emergency.

- The TECO Unified Commander activates the Department Commands, other ICS sections and Legal, as appropriate.
- Each Department Commander activates their ICS structures as necessary and follows this plan.
- A GroupWise to All is sent out by the Emergency Management Group to TECO – informing Team Members of activation.
- Changes in Threat Alert Levels are also communicated to the company in the same manner.

3.3 Incident Mailbox

The off – hours TECO emergency phone is used by the Emergency Management Group or the TECO Unified Command to leave recorded messages for specific groups. A GroupWise to ALL is sent out when this phone is activated.

MIR3, intelligent voice recognition system, is used in the case a general broadcast or activation needs to be made.

An emergency telephone number will be provided to customers for wire down, gas leaks etc.

Customer response for power outages will be prioritized in accordance with Energy Delivery Department Response Plan. See Attachment A.

4.0 Emergency - Assessment

- NOTE -

The procedures listed in this section are the FIRST STEPS in responding to an emergency and MUST BE FOLLOWED by the actions/instructions covered in **Section 5.0 - Emergency Response.**

The specific responsibilities of the following parties are given below in detailed, sequential order:

- TECO Unified Commander
- TECO Staff and General Staff

4.1 Responsibilities – Unified Commander

Upon notification to activate this Plan, the TECO Unified Commander (or alternate) shall:

- Convene the TECO Unified Command initial meeting.

- Direct, if necessary, the staff and general staff to set up the Department command post. See EMERGENCY CHECKLIST - ICS Activation – Unified Commander and Planning Section Responsibilities.

4.2 Responsibilities - Staff and General Staff.

Upon notification to implement the Plan, the Staff and General Staff shall:

- Gather as much information as possible on the emergency prior to meeting with the TECO Unified Commander. Receive, if available, a detailed description of the emergency. See EMERGENCY CHECKLIST – ICS Activation.
- Meet with the Unified Commander.

At the discretion of the TECO Unified Commander, the staff and general staff will be convened at the pre-established Command Post in order to:

- Receive and provide information on the company's status and plan regarding the emergency situation.
- Assess the emergency, and/or undertake the recommended course of action.

In the absence of the appointed individual, a designated alternate will assume responsibility for assignments.

For concurrent emergencies (such as a generating plant emergency, which would cause implementation of the Firm Load Curtailment Plan and a transformer failure at one of the plants) the emergency coordinator, along with the vice president and/or appropriate company officer, will designate the appropriate plan(s) for implementation.

5.0 Emergency - Response

- NOTE -

The procedures listed in this section ARE DEPENDENT on the completion of the procedures covered in **4.0 – Emergency Assessment.**

Once the assessment phase is complete, the appropriate plan (annex) is activated. It is imperative that the team take this action in the most decisive and timely manner possible.

When an emergency occurs, the ECRPs are used and the Department/Facility Management, Security personnel, Safety Coordinator, Environmental Coordinator, and Emergency Management personnel are activated in accordance with the applicable call-out roster.

Once the Department ICS is activated, all emergency communications follow the established Department ICS organizational charts. Initial situation reporting and activation is done through the above mentioned channels.

An ICS reporting schedule is followed during emergencies. From emergency services (i.e., meal coordination, lodging services, etc.) to Department Response Teams all information is gathered and presented to TECO Unified Command twice a day, at a minimum.

1. The Unified Commander activates the Company Commands and other ICS sections and Legal, following the appropriate emergency checklist located in the **First Steps** portion of this plan. *(Please note, since this document will become a public document, the specific checklists are not included to avoid exposure to any TECO Energy company.)*

2. Each Company or Department Commander activates ICS structures as necessary and follows their Department ECRP. Whatever ICS functions were not activated before the ICS conference call may be activated after the ICS conference call.

3. The Department/Facility Safety Coordinator is responsible for protection of life and coordinates with Facility Management; HR; EMS; Department and TECO Security personnel; Department and TECO Environmental Coordinators; Department Emergency Manager; Peer Support Liaison; and Hospitals during an emergency.

4. The TECO Critical Incident Stress Management - Peer Support team may be activated on location or off-site by the TECO HR Critical Incident Stress Management Leader.

5. The Department Environmental Coordinator is responsible for the protection of the environment and communication with the TECO Environmental Department; HAZMAT teams; and Department Security, Safety, and Emergency Management personnel.

6. The Department Emergency Manager/Coordinator is responsible for coordinating ICS activation at Department level. The Department Emergency Manager/Coordinator contacts the TECO Emergency Manager or back-up who would report the situation to the TECO Emergency Response Officer. The TECO Emergency Response Officer may request an ICS conference or discuss situation with appropriate Officers.

7. The TECO Unified Commander activates, if necessary, TECO logistics support functions. If the emergency is localized, the Department Logistics would be activated by the Department Emergency Manager/Coordinator with support from the Logistics Support Unit (LSU) offsite. LSU functions include: Peer Support, Facility Services, Telecom, IT, etc.

8. The TECO Unified Commander is also responsible for activating, the TECO Public Information Officer or back-up and the Community Affairs Officer. The TECO Emergency Manager communicates with all emergency functions at Corporate level to ensure that everyone has been notified of the event.

9. Specific Hazard checklists are used for emergency response categories. Checklist are included in the **First Steps** section above. *(Please note, since this document will become a public document, the specific checklists are not included to avoid exposure to any TECO Energy company.)*

- Annex 1 Checklist – Security
- Annex 2 Checklist – Safety
- Annex 3 Checklist – Environmental
- Annex 4 Checklist – Fuels Management
- Annex 5 Checklist – Acts of God
- Annex 6 Checklist – IT
- Annex 7 Checklist – Telecom
- Annex 8 Checklist – Facility

If the Planning, Logistics and Finance Sections are activated, the Section Chiefs would call-out their personnel using the Emergency Management conference call rosters which are updated on a daily basis through SAP (the HR system).

TECO Unified Command will implement its plan in support of the activated Department Command plan(s) as quickly and effectively as possible.

The specific responsibilities of the following parties are given below in detailed, sequential order:

- TECO Emergency Response Officer
- TECO Department Commanders

5.1 Responsibilities – Emergency Response Officer

During the implementation phase, the TECO Emergency Response Officer will:

- Maintain two-way communication with the TECO Unified Commander
- Maintain two-way communication with the TECO Emergency Management group
- Function as point of contact to communicate and coordinate actions

5.2 Responsibilities – Department Commands

- Communicate and work in conjunction with the TECO Unified Command and the Incident Command Centers.
- Obtain information from the field, including modifications made to the plan(s) that were deemed necessary as changes developed during the emergency.

5.3 Communications

Once implementation has begun, all locations are expected to ensure a two-way communications flow with the TECO Unified Commander so that all involved parties are kept fully informed of the emergency's progress.

5.4 Personnel Relocation

When ICS is activated, personnel report to work according to their ICS assignments. Upon activation, facility floor plans will be posted at each of the emergency TECO facilities.

5.4 Incident Command Center

Each Department Command has Incident Command Centers and may have Incident Bases as well as Staging areas.

5.5 Emergency Response Activities

See the appropriate annex for specific emergency response manuals (i.e. storm, bomb threats, etc). Attachment A- is the Energy Delivery emergency response manual that would be used in a storm situation.

6.0 Emergency - Deactivation

ICS functions are deactivated as the emergency is resolved. After the company emergency response effort is officially deactivated all Sections and Department Commands

Department Commanders

- Notify their Section or Department Command that the emergency has ended
- Direct all groups, teams and units to compile a post emergency assessment report that will be presented to the General Staff, and
- Evaluate the report for the purpose of making any necessary modifications to the emergency plan(s).

7.0 Emergency Plan Maintenance

It is the responsibility of the Emergency Management Group, TECO Security to ensure that this Plan is maintained. In addition, each Department Command Emergency Coordinator is responsible for ensuring the maintenance of their ECRPs.

7.1 Responsibilities - TECO Emergency Response Officer

Assure that the plan is updated, reviewed, and approved by June1st of each year to reflect any changes in operating requirements. Support the coordination of emergency plans throughout TECO.

7.2 Responsibilities - TECO Emergency Manager

Update the Plan by May 1st of each year to reflect any changes in operating requirements. Assure the coordination of emergency plans throughout TECO.

7.3 Retention

The Plan is maintained in the IT Sharedata directory, uploaded to the EM site and backed-up at the SECURE Center. Copies of the plan and all supporting documentation is distributed to affected team members whenever significant changes are made.

7.4 Plan Testing

The objective of testing is to ensure that all identified personnel can respond to the emergency as stated in the various departmental plan(s).

At least annually, the TECO and Department Command Emergency Coordinators executes a comprehensive test scenario. The test scenario will be designed to allow critical phases of the plan to be implemented through simulations.

7.5 Plan Test Evaluation

The TECO Emergency Manager and the Department Command Emergency Coordinator oversee and critique the simulation and also prepare a report to include:

- Outline of the sequence of test events
- Comments on deviations from the published plans
- Overall evaluation as to the effectiveness of the plan(s), and
- Appropriate recommendations for plan revision.

Appendix A - TECO ICS

TECO Energy
Incident Command System

April 2006

Incident Command System

Introduction - ICS

The Incident Command System (ICS) is a modular organization with a manageable span of control. The ICS modular organization allows the commander of a structure to manage any type and size of emergency. ICS uses consistent terminology and an integrated approach to communications and resources.

The TECO Energy (TECO) ICS is comprised of a Unified Commander, Staff and General Staff. The Staff includes an Environmental Officer, Security and HR Officer, Corporate Communications and Legal Officer, Public Information Officer, Regulatory Officer, Community Affairs Officer, Fuels Management Officer, and an Emergency Response Officer. The TECO Unified Commander and Staff are responsible for crisis management in support of the General Staff incident tactical response. General Staff includes four sections: Operations (Company and Department Commands), Planning, Logistics and Finance.

The Operations Section is responsible for the incident tactical response and it includes the following Commands: Tampa Electric (TEC), Peoples Gas (PGS), TECO Transport and Guatemala. The TEC Command includes the Energy Delivery, Customer Services and Energy Supply Department Commands. TECO General Staff also includes two additional Department Commands: Information Technology and Telecom / Facility Services.

The Planning Section is responsible for developing the Incident Response Plan (IRP) also known as the General Plan; establishing the logistics and planning response at the Incident Bases and training personnel in new Logistics assignments. The TECO Planning Section maintains communication and may support the Operations Planning Sections. Communication between the different Planning Sections ensures an effective incident response. The TECO Planning Section houses several units: Documentation, Resource Situation, Legal, and Risk Management.

The Logistics Section is responsible for economizing and acquiring resources. Resources can be economized by prioritizing the use of emergency and non-routine resources. The TECO Logistics Section includes one unit and one department response team: Logistics Support Unit (LSU), Purchasing Department Response Team (DRT).

Like the Planning Section, the different Department Command Logistics Sections have a line of communication to the TECO Logistics Section. The LSU houses representatives from many TECO support Departments (i.e., HR Benefits, Security, Family Assistance, Environmental, Risk Management, etc.) and Emergency Services (i.e., Meal Coordination, Lodging Services, etc.).

The TECO Finance Section is responsible for streamlining payroll, accounts payable, documenting expenses and other financial functions during an emergency. Each department is responsible for communicating with the ICS Staff and General Staff, as necessary. Although communication can be free flowing, decisions are made in accordance with the implemented ICS line of authority. The above mentioned functional Departments will be activated based on the incident management needs. The five functional Departments are repeated throughout each ICS level and can be differentiated by the use of a modifier (i.e., TECO Planning Section, ES Planning Section, etc.).

I. Crisis Management

A. Unified Commander

The TECO Unified Commander is responsible for the activation of the ICS in response to a business disruption crisis. He is also responsible for the uninterrupted operation of a specific company, as determined during an emergency. The TECO Unified Commander is dedicated to supporting the General staff to ensure prompt and effective tactical incident response.

The Unified Commander is the President of TECO Energy or the President of the company most impacted by the emergency. *(Please note: The primary location for this office and its Staff as well as secondary offices are not included in this PSC submittal but are delineated in the master plan kept at TECO.)*

B. Environmental Officer

The Environmental Officer is responsible for ensuring precise environmental response to an incident or multiple incidents. During the course of the emergency he will also identify the global environmental issues that could impair the operations of the company.

The TECO Unified Commander, Staff and General Staff will be informed of the existing environmental hazards and the status of the response operations as it relates to all environmental releases or potential releases. In addition,

the Environmental Officer shall maintain communication with the various internal and external environmental agencies to ascertain compliance with all environmental regulations.

C. Security/HR Officer

The Security/HR Officer is responsible for ensuring safe responses to an incident or multiple incidents. During the course of the emergency he will also identify the global safety and security issues that could impair the operations of the company.

The TECO Unified Commander, Staff and General Staff will be informed of the existing safety hazards and the status of the response operations as it relates to the incident. In addition, the Security/HR Officer shall maintain communications with the various internal and external safety and security managers to ascertain compliance with all regulations and to ensure the safety of all our employees and contractors.

D. Corporate Communications and Legal Officer

The Corporate Communications Officer is responsible for ensuring accurate and timely dissemination of information.

The primary role of this office during an incident is to strategize the dissemination of current information on TEC system status to team members, as well as customers, the news media and other external constituencies.

(Please note: The primary location for this office and its Staff as well as secondary offices are not included in this PSC submittal but are delineated in the master plan kept at TECO.)

E. Public Information Officer

The primary role of the TECO Public Information Officer (PIO) during an incident is to gather current information on the impacted company status (i.e. storm damage reports, gas restoration updates, etc.) and other information of interest and importance to employees, customers and the news media. This information is disseminated as summaries to critical news media, employees and customers at regular intervals during and following an emergency.

The Public Information Officer also obtains information from the various Commands and Department Commands. The Department Commands may be asked, as communication needs warrant during an incident, to serve as subject matter experts, and on occasion convey system status and power restoration updates to the media with Corporate Communications' counsel, assistance and coordination.

The TECO PIO is responsible for keeping communication within the Department Commands to facilitate the visit of news media, where warranted, to the companies Incident Bases for the purpose of obtaining broadcast footage or photography.

F. Regulatory and Community Affairs Officers

The TECO Regulatory Officer is responsible for maintaining contact with state EOC to ensure the uninterrupted operation of our company and is also responsible for maintaining the TECO ICS Staff and General Staff informed of the status of applicable government declarations.

G. Regulatory and Community Affairs Officers

The TECO Community Affairs Officer is responsible for maintaining contact with local government officials. Community Affairs has liaisons to local EOCs which also serve as a communication conduit during infrastructure restoration.

The TECO Community Affairs Officer is responsible for maintaining the TECO ICS Staff and General Staff informed of the status of applicable government declarations.

II. Tactical Response

A. Operation Section

Each operation Department is classified as a Company Command or a Department Command (i.e. Tampa Electric, Peoples Gas, Energy Supply, Energy Delivery, Customer Services, etc.). Company Commands and Department Commands have developed comprehensive plans and are activated by their Commanders. Copies of these plans are available on the Intranet, the office of each of the Company Commands or Department Commands, or the office of the TEC Emergency Manager.

B. Planning Section

The TECO Planning Section Chief activates the TECO Planning Section. The TECO Planning Section is responsible for preparing the General Plan for the Logistics response. This plan is presented to the TECO Staff and General Staff daily in preparation for the next operating shift.

(Please note: The primary location for this function and its Staff as well as secondary offices are not included in this PSC submittal but are delineated in the master plan kept at TECO.)

The section is comprised of four units: Documentation, Resource Situation, Legal and Risk Management.

The Documentation Unit is responsible for compiling the reports received from the Incident Base Logistics response and the TECO Logistics Section. The Resource Situation Unit is responsible for maintaining the "storyboard" and ensuring that the status of the Logistics response is updated in an organized and timely manner, whether on the walls of the Unified Command or the Emergency Management website.

The Legal Unit provides council to the Section as it pertains to Real Estate and other topics, as necessary. The Risk Management Unit provides guidance regarding Worker's Comp. and other related issues. The Documentation Unit supports all the Planning units.

The TECO Planning Section is responsible for preparing daily activity section summaries and providing a status update to the TECO Unified Command Staff and General Staff in preparation for the next operating shift. The Generic Plan ICS Form can be used for this purpose. See Section below for specific responsibilities.

Responsibilities

The following is a list of responsibilities for the TECO Planning Section by function.

Section Chief or Deputy	Attending the TECO Unified Command Meetings

	Upon activation, contacting the Planning Section Personnel and setting-up the Section at the designated location.
	Upon activation, establishing conference call frequency for the section.
	Contacting the FERC Compliance Officer to notify that an emergency has been declared.
	Contacting the IT Emergency Coordinator to declare an emergency and have him call the Communication Trailer vendor.
	In the case of a storm, prior to landfall, verifying personnel emergency assignments and preparing the org charts that will be used at the UC Post, LSU and the Incident Bases. The Emergency Management Team will print org charts and deliver them to the ECC prior to storm landfall. See Rapid Activation wall in Security Dept.
	Communicating updates to the TECO Unified Command during scheduled meetings.
	Serving as back-up to the TECO Emergency Response Officer and in such a function facilitating the use of ICS throughout the structure.
	Documenting decisions regarding prioritization of common resources (logistics) formulated during TECO Unified Command meetings and presenting information to the TECO Planning Section.
	Operating the TECO Planning Section and providing support to the different Department Command Planning Sections, as necessary.
	Communicating with the TECO Unified Command Logistics section to determine resource availability and provide support as necessary.
	Assembling/disassembling teams to accomplish planning tasks. TECO Logistics can help with personnel assignment.

	Traveling to the Incident Bases to set-up the Logistics IB Section.
	Monitoring the use of resources in the field. Planning for the next operational period.
	Training new personnel, as necessary.
	Participating in the Department Command Tactics meetings, depending on the emergency.
	Working with outside agencies (e.g., Homeland Security – FEMA and USCG, EOCs, Local Mitigation Strategy group, etc.).
Resource Situation Unit	Setting up the UC Post (ECC2) prior to storm landfall. (See ECC drawings).
	Maintaining the LSU and ECC2 org charts – post changes in a timely manner – daily or more frequently.
	Setting up the Message Board and posts
	Working with Corporate Communications to release communication to employees.
	Recording and Maintaining the 24 hour emergency message line and the LSU recorded line.
Documentation Unit	Keeping a log of the personnel present in the Section by shift.
	Compiling information for the daily Unified Command call. Including alternate Logistics strategies.
	At the end of the emergency, collecting reports from the LSU and the IB Logistics. Organizing the document box and delivering box to Planning Section Chief.
	Updating the EM website (e.g., Emergency Services reports, Operations reports used by logistics).
	Working with IT to maintain the EM website.
	Duplicating media articles and posting on main entrance and hallways as requested by Officers.
	Maintaining records and activity logs.

Legal Unit	Providing council to the Section, as necessary, pertaining to Real Estate, Environmental, Security, Safety and other issues.
	Communicating pertinent issues to the Legal Department.
Risk Management Unit	Providing guidance to the Section regarding Workers Compensation and other risk issues affecting the company during the restoration effort.
	Communicating with the Risk Management Department to obtain status of the Logistics Support Unit – Risk Management Desk. Maintaining abreast of new issues encountered through the LSU.

C. Logistics Section

The TECO Logistics Section Chief activates the Logistics Section. This section is comprised of one unit and one DRT, as mentioned above.

The LSU includes an Operations Team, a Phone Bank, and a Resource Bank. The LSU also communicates with the Department Response Teams (DRTs). *(Please note: The primary location for this function and its Staff as well as secondary offices are not included in this PSC submittal but are delineated in the master plan kept at TECO.)*

The purpose of this unit is to assist the different Company and Department Commands in their restoration efforts by streamlining the TECO resource request process to ensure prompt service restoration before or after a business disruption crisis.

The Logistics Section Chief is activated during the Unified Command meeting. If the section Chief or back-up are not present, they will be activated using MIR3 (intelligent voice recognition system). This activation will be initiated by the TECO Energy/TEC Sr. Emergency Coordinator or backup.

The TECO Logistics Chief is responsible for contacting the LSU Leader and initiating the setup of the LSU at the designated location.

Department Command Logistics sections are activated by the appropriate Department Commander as necessary and may be activated in advance of TECO Logistics Chief.

TECO Logistics is responsible for preparing a resource status exception report twice a day. This status report is a compilation of the exception status reports from the different Department Commands and the LSU. Report is presented daily to the TECO Unified Command Staff and General Staff in preparation for the next operating shift.

The Emergency Management Website is used during response as a bulletin board and as a repository of emergency response plans, org charts, rosters, etc.

Emergency Services

There are a few emergency services worth expanding on; Laundry, Meals, Lodging, and Transportation. These services are crucial to response and are managed through the LSU.

Laundry Services

The TECO Energy (TECO) Laundry Services Coordination Plan is a plan for supplying laundry services to foreign crews, displaced home crews, critical employees and support personnel at TECO Incident Bases (IB) during an emergency.

The TECO Emergency Coordinator manages the Laundry Services Coordination function. The TECO Laundry Services Coordination Team has been formed to provide corporate laundry services coverage during an emergency.

When the service is activated, the Laundry Services process begins the day after the first crews arrive at an IB or the day after emergency response personnel arrive at the emergency response support scene. At the IB, the dirty laundry is picked up in the morning, cleaned and returned in the evening. Turn around time is 1-2 days maximum.

Lodging Services

The TECO Energy Lodging Services Coordination Plan is a procedure for securing hotel rooms and supplying laundry services to critical employees and support personnel at TEC facilities during an emergency. This procedure can include securing hotel space for families of critical employees.

The Lodging Services Coordination function is managed by the TECO Emergency Management in conjunction with the TECO Lodging Services Coordinator and Backup. The TECO Lodging Services Coordination Team and the Facility Lodging Services Coordination Teams have been formed to provide corporate/company - wide coverage during an emergency.

Meals Services

The TECO Energy Meal Coordination Plan is a procedure for acquiring and supplying meals to all employees and support personnel at TECO facilities during an emergency. For the purpose of this plan, twenty-seven (27) facilities have been identified for meal coordination.

The meal coordination function is managed by the TECO Emergency Management in conjunction with the TECO Meal Coordinator and Back-up. The TECO Meal Coordination Team and the Facility Meal Coordination Teams have been formed to provide corporate / company - wide coverage during an emergency.

Transportation Services

The TECO Energy Transportation Service Coordination Plan is a procedure for securing transportation for Foreign Crews, to and from hotels and Incident Bases or Incident Command Centers in support of power restoration within TECO service area during an emergency. This function also includes transportation of employees from Hillsborough Community College Dale Mabry Campus IB or University Square Mall IB to the Tri-area (Ybor Data Center, ECC, and Big Bend). Bus service includes day through evening service.

The TECO EM Coordinator manages this function. The TECO Transportation Services Coordinator, LSU – Transportation Resource

Planners, and IB Transportation Coordinators make up the *Transportation Services Coordination Team.* The Transportation Services Coordination team also works together to provide transportation such as amphibious vehicles, van, helicopter, taxi, limousine, and watercraft transportation.

D. Finance Section

The TECO Finance Section Chief activates the TECO Finance Section. The function of this section is to assist Operations, Planning and Logistics in their restoration efforts by streamlining payroll, accounts payable, and other financial functions during an emergency.

(Please note: The specifics of this section are not included in this document to minimize exposure to corporation. The primary location for this function and its Staff as well as secondary offices are not included in this PSC submittal but are delineated in the master plan kept at TECO.)

Appendix B - The *Get Ready!* Guidelines

I. Introduction

TECO Energy, specifically Tampa Electric Company (TEC) is an integral part of lifeline services to the community. TEC has a critical relationship with other emergency service agencies in our community, such as Fire, Police and Emergency Management Service. Our quick response in an emergency:

- Helps us fulfill our civic responsibility to protect our families, the community and the environment;
- Enhances our ability to recover from damages to equipment or business interruptions,
- Facilitates our compliance with regulatory requirements; and
- Enhances our company image and credibility with employees, Customers and the community.

To respond efficiently during an emergency situation, TECO has established a comprehensive Emergency Contingency/Response plan. Planning is mandatory and it is an annual effort to ensure our activities are effective and up to date.

Although TECO is responsible for assuring business continuity, employees have the responsibility of working together during an emergency situation to ensure that the business is restored efficiently. For that reason, it is critical that every employee develop a family emergency plan before an emergency situation arises. It is the employee's responsibility to be prepared.

We recognize that all of us are concerned foremost about the safety and well being of our families during an emergency situation and fully understand the need to take care of family matters first.

This guide contains information that will assist every employee in their planning efforts.

Literature such as the annual *Get Ready! Guide*, *the Critical Worksheet, Stay Safe During this Storm Season Guide*, and the *Hurricane Guides*, are made available to employees by TECO as planning tools.

Employees are responsible for developing a Family Preparedness Plan that includes information on employee, family and home preparation. The plan should cover the actions that would be taken to keep they family safe and ensure the employee's prompt return to work.

A. Employee Preparedness

1. TECO Energy Emergency Management (EM) Assignment

All employees are expected to report to work in accordance with their primary emergency job assignment and their Department's Emergency Contingency/Response plan. EM Assignments are activated whenever the Incident Command System (ICS) is activated.

If your emergency assignment location is at a secure location, remember that you need clearance and training. Contact your Emergency Coordinator for assistance.

ICS does not have to be fully activated in order for you to be activated. It is important to know your EM Assignment at all times. Your EM Assignment tells you what your responsibility will be during or after an emergency and also tells you where you report in case of an emergency. Update or develop your Family Preparedness Plan. If you have changed your address, phone number or emergency contact, please update your personal information through ESS as soon as possible. If the company needed to contact your family, are the right numbers on file?

You can view your assignment on the intranet and can change your skill inventory through MyTeconet.

In case of a storm situation, Team Members will be released as follows:
Team Members may be released in several stages, based on the situation and individual needs. The overriding considerations for Team Member release are the balance of protecting life and property against the need to serve our customers. Final decisions on the sequence and timing of releasing Team Members will be made by each Department Head or Department Commander.

Release times will be based in part on the following considerations:

1. Severity of the wind. Everyone must be released in time to reach his or her destination before sustained winds reach 40 m.p.h.

2. Severity of approaching storm. Larger storms may require longer lead times for evacuation. Team Members closer to the coast will require additional time.

3. Severity of incident.

4. Time of day and day of week of the possible storm strike. Weekend and night strike times will impact the timing of releasing Team Members to prepare.

5. Emergency Managers will declare evacuation orders, both voluntary and mandatory to Department Commanders. Team Members responsible for family members in evacuation zones may need time to prepare and/or evacuate.

6. Road and bridge closures. Bridges may be closed before evacuation orders are issued. Team Members who traverse bridges need time to adjust schedules.

7. The ability of a facility to withstand the approaching storms. Severe storms will mandate the evacuation of the facility.

2. Transportation

Transportation after a major storm or hurricane may be difficult because of road conditions and other limitations brought on by the storm. Employees in remote areas are encouraged to take into consideration the road conditions between their homes and work locations, the amount of trees on the route that may block transportation, and their personal vehicle availability and readiness. Special plans should be made in advance to minimize the potential of being stranded.

a. Evaluate vehicles before storm season and make any necessary arrangements to reduce the risk or exposure to severe damage.
b. Additional materials, equipment, and alternate arrangements should be made to expedite repairs after a storm or emergency.
c. Remember to contact the insurance company in order to learn more about the requirements and restrictions of the policy after an emergency. This inquiry should include such questions as:

- In the event my vehicle is damaged by a storm, what am I required to do to protect/secure the vehicle until it can be properly inspected and repaired?
- Can I use and/or make repairs to my vehicle prior to an inspection by the claims adjuster?
- Are there any restrictions or requirements for the Repair Company that will repair my vehicle? (i.e., licensed, bonded, prior approval by insurance company, etc.)

B. Family Preparedness

1. Introduction

Before developing this section of the Family Preparedness plan, each employee should learn about the emergency management plans and activities in their community in order to know:

a. How the local government is protecting the community from possible hazards;
b. How to coordinate your plan with those of the community; and
c. How to use resources available in the community.

Informational brochures are available to citizens from numerous agencies to help guide home and family preparation. These guides are available through merchants, printed in newspapers, and are generally found throughout the community and on our Emergency Management web site. Please refer to all Emergency Planning information distributed by Emergency Agencies before finalizing your plans.

2. Type of Information

a. Alternate shelter for the employee and dependents ("dependents" are defined here as those for whom the employee is directly responsible)
b. Missing Persons
c. Medical Information
d. Cash & Scarce Resources
e. Pet Care
f. Evacuation zones and flood zones
g. Geographic conditions that may affect your home (i.e., trees, rivers, creeks, remote area, etc.)

To create this plan you can use the Get Ready! Critical Worksheet.

You should have two additional contingency plans on hand in case the situation changes and the primary plan is no longer effective.

Note: Early evacuation to emergency shelters is strongly recommended.

3. Dependent Care

Family is a top priority for all of us. The well being and safety of our families during an emergency dictates our prompt return to work for service restoration efforts.

a. Each employee is responsible for planning emergency dependent care in advance for children, elderly dependent(s) and ill family members. Prepare one plan with two additional contingency plans for dependent care needs. The plan should include a family emergency meeting location (primary and secondary). Male sure all contact numbers are up to date and programmed in cell phones.

b. If an employee's family member (adult/special needs dependents) requires supplemental shelter care the employee is encouraged to pre-register their dependent for care at one of the "special needs" shelters listed below. Hillsborough County Emergency Planning Operations sponsors Special Needs Shelters below:

- ❖ USF Gymnasium (next to SunDome))
  4202 E. Fowler Avenue, Tampa, FL 33612

- ❖ USF Dialysis Center (FMHI Bldg. A)
  4202 E. Fowler Avenue, Tampa, FL 33620

- ❖ Riverview High School
  11311 Boyette Road, Riverview, FL 33569

- ❖ PCHD Specialty Care Units
  1255 Brice Boulevard, Bartow, FL 33830 (Bartow/Winter Haven)

- ❖ Stambaugh Middle School
  226 N. Main Street, Auburndale, FL 33823 (Auburndale/Winter Haven)

- ❖ Zephyrhills High School (Dade City)
  6335 12th Street, Zephyrhills, FL 33542

These shelters can also be found in the appendix of the Get Ready! Guide.

Note: An emergency shelter should be your last option. You should plan ahead
by arranging emergency housing with friends or family members.

4. Medical/Dental

All the TEC medical and dental providers will have methods in place to deal with an influx of calls during emergency situations. Employees should call the established local phone numbers for their medical or dental provider during an emergency situation.

a. Your Plan should include the following information:

- Determine which substitute physician, if any should be contacted in an emergency situation if the primary physician is unavailable.
- Have available a copy of medical records for each family member. Records should include current prescription dosages. Keep an address and telephone number of the nearest hospital.

b. Medical Emergency

- In the case of a medical emergency, employees should seek immediate care at the nearest health care facility.
- Your Get Ready! Critical Worksheet, with the primary care physician's phone number, should be kept handy. If time permits, call the primary care physician before going to the emergency room. Or, if a prior call is not possible, contact the primary care physician from the emergency room for further direction.

c. Supplies/Special Medical Needs

Employees with special medical needs or those who are taking prescription drugs should consult with their physician or pharmacist for such details as storage of prescription or non-prescription medications (i.e. baby formula, insulin, heart medication, etc.) in the event of an emergency situation.

5. Cash and Scarce Resources

a. Cash

Consider a plan to obtain cash. Cash requirements may greatly increase for everyone during an emergency situation. The potential exists for the local economy to resort to a "cash base society".

b. Regular Payroll

- It is the intent of the Payroll Department to maintain the normal payroll schedule. This includes normal direct deposit processing.
- If the mainframe is not available, all employees will be issued checks.
- Payroll checks and direct deposit pay stubs will be delivered to normal work locations if mail is being processed or held for pickup at the main office or where payroll is located.

c. Emergency Cash Advances & Employee Purchases

Depending upon the nature and severity of the disaster, Accounts Receivable Miscellaneous (ARM) purchases will be provided for employees, handled via departmental approvals and based upon emergency availability for purchases. Approval will depend on verification of hardship.

d. Payroll Cash Advance

- Departments will be able to provide cash advances to employees, with an approved request, for an amount up to one month's salary for their emergency needs. A voucher request for this will be processed through payroll. After a delay of two months, this advance will be deducted over a six-month period.
- Departments requiring emergency cash shall designate a representative who will be responsible for acquiring a check from Accounts Payable. The representative may have alternates.
- At the onset of each storm season, representatives shall submit an approved cash advance request to Accounts Payable in the name of the person who will be responsible for cashing the check (include alternate names if not sure).

- Upon activation of the Incident Command System, the representative will contact Accounts Payable (extension 34793, 31356, 34825, 34829) to activate the cash advance in the appropriate name.

6. Missing Persons

The Red Cross handles requests for locating missing persons in the event of an emergency. Employees should contact their local Red Cross Chapter if a family member or friend needs to be located.

7. Pet Care

It is the Employee's responsibility to make plans well in advance for the safety and emergency care of their pet(s). The company is not prepared to provide pet care.

Hillsborough County will not open pet shelters.

8. Family Safety

The STAY SAFE this Storm Season brochure provides many steps to assist you in preparation before, during, and after a storm.

a. Warnings to Consider

- Leave early if you must evacuate. Authorities will tell you if you need to evacuate.

- Before leaving your house, disconnect electrical appliances except for refrigerator and freezers. Secure and lock your house.

    - Follow instructions carefully offered by local authorities and travel with care. Watch for flooding and avoid crossing flooded areas.

Attachment A – Tampa Electric Company – Energy Delivery Emergency Management Plan - Annex 1 and 5

Energy Delivery Emergency Management Plan 2006

Table of Contents

Energy Delivery Incident Command System

Overview and Summary

It is imperative that Energy Delivery have a plan to restore the electrical system in the event a disaster of any sort causes major damage. The rebuilding of the community and resumption of normal living are dependent on the available supply of energy. Every Tampa Electric employee is needed to assist in the restoration effort and every employee must know his or her duties in this Incident Command System (ICS) Plan.

The decision to implement the plan, and to what degree, will be determined by Tampa Electric Company Command. This decision is based on the amount of damage to the power system and the man-hours estimated to restore it. If the damage is severe, the incident base and foreign crew concept will be implemented. If the restoration effort does not require incident bases and foreign crews, the plan will be implemented to the extent deemed necessary. The plan may be implemented to a different degree in each Service Area, reflecting the restoration effort needed in each.

When the plan is fully implemented, the restoration of service will be directed by Energy Delivery Area Command and carried out by System Service, the Service Areas, System Operations, Transmission Operations and Substation Operations with the support of other TEC departments.

When the plan is partially implemented, as in a tropical or "ticket" storm, the restoration of service will be directed by Energy Delivery Area Command and carried out as noted above. Differences include lower staffing levels in Energy Delivery Area Command and Service Areas being more directly involved in the management of the restoration work.

ICS Structure

ICS is a management system, developed around specific design criteria and modern management concepts. There are five functions in the system - Command, Operations, Planning, Logistics, and Finance - that improve communications, accountability and effectiveness. These functions exist at each level of the ICS organization as it is planned and put into action. Because ICS uses an incident action planning process that is systematic and comprehensive, multiple agencies and emergency response disciplines can be integrated into a common organization using the process.

Tampa Electric's plan is organized according to these five functions and this manual is organized in the same manner. Energy Delivery is aligned with the ICS reporting structure of Tampa Electric Company.

Full ICS Implementation

The strength of the Incident Command System is the ability to scale the size of the operation to fit the incident. Only resources necessary to achieve timely system restoration should be activated. A major incident that causes extensive damage to the electrical system would necessitate full ICS implementation.

Two factors differentiate full ICS implementation from a lesser or partial implementation. The first is the implementation of incident bases to support a large contingent of foreign crews to ensure timely restoration. The second is the decision to cease the use of the Outage Management System for handling trouble calls and cease the use of WorkPro for work management and implement manual circuit patrols for damage assessment. At the same time, Customer calls are no longer received live in Customer Care and an explanatory message is put on the voice response unit or through the high volume call answering system. In addition to the explanatory message, an "emergency" phone number is provided for true emergencies, such as an arcing wire down. Normal operations resume at the time restoration is considered complete.

The ICS plan, as presented in this manual, other than what follows immediately, is directed at any major disaster that requires a full ICS implementation.

Partial ICS Implementation

Partial ICS implementation occurs when the damage to the electric system is such that full restoration can be achieved utilizing Tampa Electric crews, local contracting personnel and a small number of foreign crews. It is also possible that some service areas would utilize an incident base concept while others operate out of their respective operation center.

When it is declared that partial ICS implementation is in effect:

- Service Area Analysts will dispatch crews, coordinate the delivery of materials to crews and coordinate crew needs such as personnel changes, meals, equipment breakdowns etc.
- Service Area Field Engineering personnel will assist the Service Area Analysts in coordinating service restoration in the field.
- Line Clearance crews will assist line crews with clearing downed trees or limbs on the lines to facilitate the crews' restoration work.
- Crews will call System Service for all switching, tagging or clearance needs using our normal procedures. Foreign Crews will follow this procedure through the Foreign Crew Leader (TEC personnel) assigned to them.
- The Service Area Analysts will monitor the Crew Job Log in PragmaCAD for jobs entered by Troublemen via mobile data terminals. They will then dispatch crews and complete the balance of the log through the actual time of completion. In the event that PragmaCAD is not available, System Service will call or FAX this information to the Service Area Analyst. The Service Area Analyst will then complete the manual Crew Job Log as the jobs are completed and will call or FAX the information back to System Service.
- System Service and the Service Area Analysts will continually monitor the number of outstanding crew jobs on the Crew Job Log, the estimated crew hours and the number of crews in each area. When the concentration of workload shifts from one area to another it will be necessary to shift crews or re-assign jobs.
- Trouble tickets may be assigned to Field Engineering personnel to pre-check. Drivers with vehicles containing mobile data terminals will be made available for field engineers so that information pertaining to system damage may be quickly entered into the system. Tickets that require a crew should be entered as a "crew job" and given directly to the Service Area Analyst. Tickets that require tree trimming should be entered as a "crew job line clearance" and given directly to the Service Area Analyst.
- The primary goals are to restore service to critical customers first and to do the work that restores service to the greatest number of customers in the shortest amount of time. Situations that endanger life or property will take the highest priority. System Service will be responsible for establishing crew job priorities.
- The Work Pro System will be used for restoration work in this status.

Pre-Emergency Preparations and Planning

To be prepared for any emergency situation, there are activities that must be in place prior to the need to implement this plan. We must be prepared as individual employees and we must have our families, homes and company facilities secured and safe before the disaster strikes, to the degree that we have

advance notice.

Each Department Head is responsible for ensuring that their department plan and support functions are kept current as changes occur and that their employees know the procedures and their personal responsibilities.

Each Department Head should encourage their employees, as strongly as possible, to read the "Get Ready" document thoroughly and develop their family emergency plan to provide the best possible protection for their families. Doing this will help them be available to report to work and restore power to our customers.

During hurricane season and whenever necessary at other times, Energy Delivery Area Command will track approaching storms. When there is sufficient probability of landfall in our service territory, ED Area Command will notify Tampa Electric Company Command to initiate the installation of storm shutters on company buildings and the securing of company property.

At this time also, other initial activities begin, such as initial calls to other regional mutual assistance groups, other utilities and contractors to seek commitment for Foreign Crews, procurement activities and other appropriate preparations outlined in the Incident Command System Plan.

Declaration of Emergency: ICS Activation

In the event of a major disaster, with or without advance notice, where substantial damage is done to the power system, the Tampa Electric Company Commander will declare that a state of emergency exists.

Energy Delivery Area Command tracks all tropical storms and hurricanes that occur each season. When one is predicted to make landfall, or impact our service territory with hurricane force winds, the Tampa Electric Company Commander will declare a state of emergency exists, and that Tampa Electric is activating the ICS plan at either a partial or full level of implementation. He will attempt to make this declaration 12 hours prior to the Governor's evacuation notice. This declaration initiates the preparation for, and the activities of the Incident Command System. This allows time for supporting departments to begin preparation before the public evacuation causes severe traffic problems.

The above declaration is made in a conference call with Tampa Electric Officers and various ICS section leaders. This call is followed by an Energy Delivery conference call with ED management staff and selected ICS section leaders. Departmental meetings follow this call to inform all ED employees of the activation.

COMMAND FUNCTION

ED Area Command

Energy Delivery Area Command is the lead team that directs and coordinates the Energy Delivery restoration effort after a disaster has occurred. This team is located on the 2nd floor of the Energy Control Center with associated teams dispersed through the ECC building. Energy Delivery Area Command functions around the clock prior to a disaster occurring until restoration of the electrical system is complete. Energy Delivery Area Command is divided into a Day Shift and a Night Shift, with different functions described below.

The responsibilities of Energy Delivery Area Command include the following:

- Initiate the declaration of emergency status for Energy Delivery
- Direct the restoration planning activities
- Direct changes in operating procedures
- Coordinate resource allocations with service area managers
- Decide how many foreign crews to request and notify the Foreign Crew Coordination Team
- Resolve radio usage conflicts
- Make personnel assignments to Energy Delivery Area Command and to various other positions in the Incident Command System Plan
- Communicate with Unified Command at TECO Plaza
- Evaluate Customer requests that cannot be satisfied at the first line contact point and determine the priority status in coordination with Customer Services and Marketing.

Day Shift in ED Area Command

The Day Shift is comprised of the ED Area Commander, the Energy Supply Coordinator and members of the Source Restoration Unit and other support personnel.

- Normal work schedule - 0600 hours through 2000 hours
- Report on Day 1 as soon as the storm clears if by 1600 hours (4 PM), otherwise report on Day 2
- Day 1 is the day the storm/incident clears or passes and it is safe to travel
- Day shift function is the management of the restoration, establishment of priorities and interfacing with Customers, elected Officials and Media. ED Area Command works closely with customers, governmental entities, media, internal departments, Tampa Electric Company Command, Operations Command and Unified Command.

Night Shift in ED Area Command

The Night Shift is comprised of the ED Area Commander, members of the Source Restoration Unit, the Damage Assessment Unit and other support personnel.

- Normal work schedule - 1800 hours through 1000 hours next day
- Report on Day 1 as soon as the storm clears if by 1800 hours, otherwise report on Day 2
- Day 1 is the day the storm/incident clears or passes and it is safe to travel

Night shift function is primarily the assessment of damage to the electrical system and the reporting and analysis of the progress of the restoration. This group works closely with the Service Areas and the Foreign Crew Coordination Unit to monitor the uniformity of the restoration and adjust resources as necessary.

ED Line Operations Area Command

Summary

This plan is for severe incidents that require full ICS implementation, including:

- Tampa Electric Company employees, which include Service Area engineering and operations personnel and supporting department personnel, will initially report to the assigned Incident Command Center (Operations Center) and will operate from either the Incident Command Center or from an Incident Base.
- Each Incident Command Center will assign field engineering personnel to patrol distribution circuits and report storm damage.
- Based on reported storm damage, remote Incident Bases will be set up in each service area receiving enough damage to require the use of foreign crews to achieve timely restoration of service.
- A Line Supervisor will be assigned to each Incident Base to coordinate work with the Foreign Crews, supervise an engineering and clerical support staff, and report restoration progress to Service Area Command at the Incident Command Centers.
- Each Incident Command Center will report restoration progress to the Damage Assessment Unit at ED Area Command.

Note: See Operations Function - ED Line Operations for detailed operating information at the Incident Command Centers (service areas).

Mutual Assistance

Mutual Assistance Command

The purpose of the Mutual Assistance Command System Plan is to establish a set of organized procedures to effectively facilitate the acquisition of outside resources required to support the recovery from an emergency event. The plan has been developed to aid in restoring electric service when it has been disrupted and cannot be restored in a safe and timely manner by Tampa Electric Company alone.

Storm Emergency Plan

Purpose, Concept, and Overview

The purpose of the Mutual Assistance storm plan is to establish procedures that will support the timeliest and most cost effective acquisition of crews required to support the restoration of electric service after a hurricane or major storm event which has impacted the electric service area. Tampa Electric Company is an active member of the Southeastern Electric Exchange ("SEE") Mutual Assistance Committee and Edison Electric Institute Mutual Assistance Committee which have an approved mutual assistance procedure and guidelines process. These processes are intended to minimize risk to all parties and support the acquisition of crews, both personnel and equipment, whereby they are offered in support and response on a not-for-profit basis by other electric utilities within and outside the impacted region.

Pre-Emergency Preparations and Planning

The Mutual Assistance Storm Plan commences whenever the Energy Delivery Incident Command System Plan has been initiated and the company believes that it is at risk of being impacted by a hurricane or major storm event. As per the SEE guidelines, the company would initiate a regional joint mobilization conference call which will be the basis for requesting mutual assistance support.

During the joint mobilization conference call, the company will be prepared to specifically request the type and quantity of resources needed. Assuming there are multiple companies that are expecting to be impacted by a weather event and will also require foreign crew support, a call to allocate available resources will be completed and mobilization to the area will commence.

Prior to mobilization, the company will coordinate the exchange of contact and reporting locations and will solicit and receive the responding company information, including rosters and related crew information. Once this information exchange process has been completed, responding company crews will begin mobilization toward Tampa Electric's service area prior to storm landfall.

Completed responding company roster information is handed off to the Foreign Crew Coordination Unit for coordination during the mobilization period.

Personnel (See ICS Roster in Appendix)
SEE Mutual Assistance Coordinator
Back-up Mutual Assistance Coordinator

Environmental Response Procedures

Purpose

The purpose of this section is to instruct TEC personnel and Foreign Crews of their post disaster/storm environmental responsibilities. Specific details of each phase will be provided below. The following definitions are needed to understand this section:

Definitions

OFE - Oil-Filled Equipment

PCB - Abbreviation for the polychlorinated biphenyl molecule. The three levels of PCB classifications, as defined by the U.S. EPA are:

- Non-PCB: 0-49 ppm (Blue Decal w/white letters)
- PCBC: (PCB-Contaminated) 50-499 ppm (White Decal w/blue letters)
- PCB: 500 ppm + (Yellow Decal w/black letters)

Red "GC-Tested" Decal - indicates that the PCB concentration has been established by a Gas Chromatograph (GC) test, performed by TEC Environmental Health & Safety (EHS) – Laboratory Services.

White "Lab-Test Pending, Handle as PCBC" Decal - applied when a GC test of the fluid is in progress because the equipment is of an "unknown" PCB concentration.

Sensitive Areas - Waterways, sewer systems, storm drains, grazing lands, vegetable gardens, ponds, and high contact residential areas such as schools, playgrounds, etc.

Critical Spill - Large spills (>25 gallons); spills involving PCBs' and/or spills impacting surface waters such as ponds, ditches, small creeks, or wetlands and all other sensitive areas.

Non-Critical Spill - small Non-PCB spills in non-sensitive areas.

SWS - Specialized cleanup contractor for cleanup of known PCB, over 25 gallons, or sensitive "Critical Spills".

Environmental Response Team - A team comprised of Environmental Health and Safety (EHS) Compliance personnel; located at ECC or the Incident Base (IB) for restoration support.

Incident Command Center - Service Area Operation Centers (ex: CSA, ESA, and WSA).

Incident Base – Previously Called Staging Areas in the Energy Delivery Restoration Plan before the plan was converted to ICS terminology.

Incident Base Environmental Coordinator – responsible for assisting with the coordination of environmental activities at their assigned Incident Base.

Logistics Support Unit - Where all calls are received for logistical support needs, located in the ECC Assembly Room.

Staging Area Manager - A "Stores" representative at the material area of each Incident Base.

Circuit Patrols
Immediately after the storm has passed, the Incident Command Centers will use circuit patrols to assess system damage and prioritize electrical restoration to customers. Circuit patrol teams will note the following on primary maps:

- Equipment oil spills will be indicated with a solid blue mark.
- Circling equipment with blue mark will indicate spills observed in a "sensitive area". These will be handled as Critical Spills.

For Critical Spills
- Circuit patrol teams will radio the Incident Command Center Supervisor, or representative, immediately if they observe "Critical Spills": those involving either PCB, PCBC, all spills estimated to be >25 gallon, or in a "sensitive area".
- The Incident Command Center Supervisor, or representative, will contact Logistic Command at the ECC and a specialized environmental cleanup contractor will be dispatched.

For all non-critical spills, the Incident Command Center Supervisor, or representative, will:

- Mark sequential Oil Spill Numbers given by the IB Environmental Coordinator, starting with 501 (ex: WS-501-99); and Grid Number of spill location on E-502 Test Report Form.
- Deliver E-502 Test Report Forms to cleanup contractors at the appropriate Incident Base.

Procedures, Departments and Activities

Incident Base (IB)
Incident Base Commander
- Oversees and is responsible for all activities relating to the restoration of the transmission, distribution system, incident base, operations center and etc.
- Works with ED and EH&S employees on oil-spill and salvage activities

Line Crew Supervisors or Dispatcher
- Dispatches employees to survey damage, patrol circuits and markup circuit maps
- Give copies of marked up maps to the Environmental Coordinator
- Sets priority on which circuits to restore first

Line Crew Supervisor or Lead Craft Person in the field

Non-Leaking Oil-Filled Equipment
Place on ground next to pole, road or accessible place, mark oil-filled equipment N/L for non-leaking

Leaking Oil-Filled Equipment
- Notifying (IB) or EH&S Environmental Coordinator of any oil-spills or leaking oil-filled equipment
- Notifying (IB) or EH&S Environmental Coordinator of any oil-spills that reach a sensitive or high contact area
- Obtain Oil-Spill Number from Environmental Coordinator
- Mark leaking transformer with oil-spill number
- Place leaking equipment in double plastic bag
- Place leaking equipment next to the pole, road or an accessible place

- Note: Any used or leaking oil-filled equipment that may be brought back in whether it is by TEC or Contract Crew should be dropped off at the designated area at the nearest Operations Center.

Salvage Activities

- Place all poles, cross arms and etc. that are taken out of service next to road or an accessible place (Don't leave in ditch, cattle pin and etc)
- Cut loose any wires that aren't going to be reused, drop to the ground
- Remove any guide-wire anchors that aren't going to be used
- If wire is to be reused roll it up and tape to pole
- Note: Any salvageable or scrap materials such as poles, cross-arms, wire and etc that are brought back in whether it be by TEC or Contract Crew should be dropped off at the designated Salvage Area.

Salvage Activities - Investment Recovery Crews and Contractor Crews

- Most of the TEC Investment Recovery employees will work at the Salvage Sites
- They will also supervise contract employees such as Terry's Electric crews working in the field and at the salvage sites (this will be a joint operation TEC employees and contract employees working together)
- Separate materials that may be salvaged and have salvageable materials picked up
- Dispose of waste such as poles, cross arms, porcelain, trash and etc.
- Have small TEC crew stays at COC Investment Recovery for salvageable materials being sent back
- Note: The main salvage process will be handled by contractors working in the field under the Incident Bases ES Environmental Coordinator or Lab Employee guidance, all non usable materials left behind by the restoration crews will be picked up, and brought to the salvage site

Leadership

Director of Safety, Environmental, Health and Training & Manager of Energy Supply Environmental Land & Water Departments.

ED Environmental Coordinator

- Reports to Director of Safety, Environmental, Health and Training and and Manager of Energy Supply Environmental Land & Water Departments and LSU on Environmental and Salvage activities that may be of concern or that need to be reported to the Agency
- Give assistance to the ES Environmental Coordinators, ES Lab employees and Contractors assigned to the Incident Bases and those working in the field Note: the ES Environmental Coordinators will have day-to-day responsibility for the oversight of all environmental activities at the Incident Base, Operations Center, Staging Area, Salvage Area and etc. in their Service Area
- For multiple major oil-spills or environmental concerns set priority
- Work with Facility Services on scheduling oil-spill cleanup activities (area with most critical concerns)
- If notified by Facility Services that they need additional resources, call LSU and bring in contractors
- Work with LSU if TEC needs additional resources (employees, contractors, supplies, equipment and etc.) in other areas of the company for Emergency Responses such as a OPA-90 spill at one of our power plants
- Work with Investment Recovery on setting up salvage areas, bringing in TEC employees and contractors to pickup salvageable materials,
- Work with Investment Recovery and contractors salvaging materials
- Work with TEC Employees and contractors to obtain roll-offs, transport trucks and for the dispose of waste such as poles, oil-soil and etc.
- After emergency reviews contractors invoices for Environmental & Salvage Activities prior to payment
- Give initial Oil-Spill Training to TEC and Contract employees
- Give initial guidance of what will be expected from TEC employees and contractors for Salvage Activities

ES Environmental Coordinators

- Has day-to-day responsibility for the oversight of all environmental activities at the Incident Base, Operations Center, Staging Area and etc. in their Service Area
- Works with the Incident Base Commander on all environmental concerns and will notify the ED Environmental Coordinator of any significant environmental or salvage concerns, problems, conflicts and etc.
- Obtains copies of marked up circuit maps and distributes them to TEC and contract crews performing oil-spill cleanup or salvage activities
- Assigns and Tracks Oil-Spill Numbers for their service area
- Fill out, complete and track "Oil and Oil-Filled Equipment Spill Notification Form (DRC102) for all oil-spills
- Fill out complete and track "Oil-Filled Equipment Test report" Form E502 for all oil-filled equipment
- Fill out complete and track "Oil and Oil-Filled Equipment Transport Report" Form F152 for all oil-filled equipment
- Prioritizes oil-spill cleanup activities for their service area and informs Facility Services which spills take priority
- Prioritizes salvage cleanup activities for their service area and informs Investment Recovery or the contractor which take priority
- Informs LSU on a daily basis of oil-spill and salvage activities
- If Incident Base closes check area for environmental concerns, if concerns see that they are corrected, then move to the Operations Center
- Once Salvage Area is no longer needed check the area for environmental concerns, if concerns see that they are corrected
- Make a copy of all completed oil-spill forms and give a copy to the service area's Oil-Spill Coordinator
- Give contract employees training such as Oil-Spill and Salvage Procedures if needed

ES Environmental Lab Employees

Primary Functions:

- Works in the field under the direction of the ES Environmental Coordinator
- Fill in for the ES Environmental Coordinator if needed
- Primary function is overseeing oil-spill cleanups activities by TEC employees and contractors.
- Assist the contractors in reading circuit maps, grid book and local maps to locate oil-spills and salvageable materials
- Overseeing the bringing in of oil-filled equipment both leaking and non-leaking
- Making sure all oil-filled equipment is taken to the closest operations center and placed in the proper area
- Take oil samples if needed
- Assist the ED Environmental Coordinator in completing required forms (DRC102, E502, F152 and etc.)
- After completing proper forms make arrangements to send oil-filled equipment to COC Investment Recovery – Transformer Repair Shop.

Secondary Functions:

- Overseeing salvage cleanups activities by TEC employees and contractors.
- Overseeing the bringing in of salvageable materials to the Salvage Area
- Make sure there aren't any environmental concerns at the Salvage Area

Facility Service – Oil-Spill & Salvage Crews:

Primary Functions:

- Works in the field under the direction of the ES Environmental Coordinator and ES Lab Employee
- Primary function is oil-spill cleanups activities performed by a combination of TEC employees and contractors.
- If task becomes to large, divide Facility Service Crews and supervise contractors performing oil-spill cleanups
- Bring in all oil-filled equipment both leaking and non-leaking that isn't going to be used

- Making sure all oil-filled equipment is taken to the closest operations center and placed in the proper area
- Note: A Facility Service Manager or one of his Supervisors will notify the ED Environmental Coordinator if they can't keep up with oil-spill cleanup activities so that additional contractors may be brought in.

Secondary Functions:

- Bring in salvageable materials at the sites where oil-spill cleanup activities are taking place
- Take salvageable materials to the Salvage Area
- Assist with salvage activities if not performing oil-spill cleanup activities

Oil-Spill Cleanup Contractor

SWS has been secured to respond to oil spills throughout our service areas. SWS and Facility Service employees will be working together under the direction of Energy Delivery.

Our incident bases will be set up after two to three days and our foreign crews will be arriving thereafter. It is during the first two to three days after the storm that we have targeted having the spill contractors remove the majority of downed transformers from the system. When the foreign crews begin arriving most of these transformers should already be removed from the system.

The crews will be instructed to transport oil-filled equipment and associated cleanup debris to the nearest Incident Command Center store yard, with the preferred location being Investment Recovery at COC. Poles, pole line hardware, wire, conduit and associated debris should be taken to Store's designated salvage area. These non-critical contracted crews are under the direction of Energy Delivery.

Spill Categories:

Non-Critical Oil Spills on Land

After receiving the E-502's from the Incident Command Supervisor or representative, the cleanup contractor has the responsibility to:

- Place all oil -filled equipment in plastic bags, if not already bagged by line crews, and place all oily soil and cleanup debris in plastic bags or drums.
- Document the serial number of the equipment and PCB contents, if known, on the E-502.
- Mark the oil spill tracking number on both the equipment and cleanup debris containers.
- Transport equipment and cleanup debris to the nearest Incident Command Center store yard or Investment Recovery at COC.
- Segregate the known non-PCB equipment and cleanup debris from the PCB, PCBC or "unknown" (pending GC test).
- Deliver completed E-502's to Incident Base Supervisor or representative.
- Stores will have salvage contractors come to each Incident Command Center and pick up the non-PCB equipment.

Critical Oil Spills on Land/Water

Critical spills and any spill on an inland body of surface water such as a pond, ditch, small creek, or wetland, will be handled SWS.

Investment Recovery Crews – Salvage Activities at Salvage Area:

- Most of the TEC Investment Recovery employees will work at the Salvage Sites
- They will also supervise contract employees working at the site (this will be a joint operation TEC employees and contract employees working together)
- Separate materials that may be salvaged and have salvageable materials picked up
- Dispose of waste such as poles, cross arms, porcelain, trash and etc.
- Have small TEC crew stays at COC Investment Recovery for salvageable materials being sent back
- Note: The main salvage process will be handled by contractors working in the field under the Incident Bases ES Environmental Coordinator or Lab Employee guidance, all non usable materials left behind by the restoration crews will be picked up, and brought to the salvage site

Salvage Cleanup Contractor
Contractors will furnish vehicles, equipment, supplies, trained qualified employees and etc. for salvage activities. The contractors will be secured and work under the direction of Investment Recovery and they should be capable of working with TEC employees or if needed perform the jobs turnkey.

Notifications
The Environmental Response Team will be responsible for compiling spill information and performing regulatory notifications once a week. PCB spills are expected to be minimal because most of the distribution oil-filled equipment (OFE) contains non-PCB mineral oil.

Safety

Before the Storm - Preparation
Storm preparation consists of monitoring the strategy for TEC's recovery operations; acquiring adequate supplies that will be needed during recovery efforts; advising employees of supplies and equipment that will be needed during storm recovery to ensure for their safety and health; evaluating the need for preventative inoculations; developing a strategy for coverage (Safety field oversight).

Post Storm - Restoration in TEC Service Territory

Foreign Crews (Line Crews and Tree Trimmers)

- ED Safety (or qualified TEC employee) will provide all foreign crews (line crews, tree trimmers, etc) with a Safety Orientation (usually at the out-of-state staging site or Incident Base) prior to assigning work. The Safety Orientation consists (at a minimum) of a video that provides pertinent information about Tampa Electric's system. Safety contact information will be provided to the foreign crew leads.
- In those instances where safety personnel cannot meet arriving foreign crews to provide safety briefings, it becomes the responsibility of the Incident Base Leader to assign a qualified employee to deliver the briefing. A video is available that will provide the safety information that foreign crews need in the briefing.
- Although responding crews will follow their own safety and personal protective grounding practices, Energy Delivery Safety will be making as many crew visits as possible to ensure compliance and provide Safety briefings as needed. All accidents and incidents, regardless of how small, shall be reported to the ED Safety. Energizing of feeder circuits and fused laterals shall be done only through the Foreign Crew Leader and System Service Department. (See "Switching and Tagging" for a more detailed discussion of this topic.)

Post Storm - Restoration for "Mutual Assistance" Activities (assisting other Utilities)
ED Safety will send support to those traveling to assist other utilities with storm restoration. The type and number of Safety staff sent will depend on the number of line crews/damage assessors traveling to assist others. ED Safety will work with Operating Management to ensure adequate coverage. Upon arrival at target destination, ED Safety will work host utility Safety Personnel to ensure adequate training is provided to TEC's employees. ED Safety will work continuously with Host Utility Safety Personnel, throughout the duration of the visit, to ensure safety issues area adequately and promptly addressed.

OPERATIONS FUNCTION

ED Line Operations

Summary

This section details the general inspection and repair processes for the restoration of the Energy Delivery System following major damage to Energy Delivery infrastructure. The section describes the incident base concept, pre and post storm activities, as well as key personnel responsibilities during storm restoration activities.

Incident Bases
For major disasters where the scope and duration of restoration is projected to be lengthy, Foreign Crews will be needed to restore power in an acceptable time-frame. To support the efforts of the Foreign Crews, we will implement and perform field operations from Incident Bases.

Incident Bases are temporary, remote operation centers managed by an Energy Delivery supervisor. They are staffed with employees from Energy Delivery and various other Tampa Electric departments for the purpose of supporting the restoration efforts of Foreign Crews located there. They become operation centers responsible for a given geographic area, substations and circuits. They report to the Service Area Command of the Service Area they are located within.

The incident base concept de-centralizes the restoration process, gives the physical space needed for the number of personnel and vehicles involved, and removes traffic and confusion from the operation center. The concept also focuses the restoration effort closer to the field where the problems and challenges are located. Another benefit is less travel time to work sites, which is particularly beneficial in the traffic congestion that occurs after a disaster.

All needs of these Incident Bases are listed in the Common Requirements Document and will be purchased by ED Purchasing & Contract Services and put in place by Stores Operations and Facility Services.

Incident Base Staffing
Each Incident Base should be staffed with two Line Supervisors, two Field Engineering Technicians, a Customer Service Representative, clerical support, and Stores personnel. The disaster recovery contractor will provide labor for Stores activities as well as supervisory and clerical personnel for operating the incident base.

Below is a list of current Incident Base Sites and Locations:

1. University Square Mall (CSA)
   2200 E. Fowler Ave., Tampa, Florida

2. Brandon Town Center (ESA)
   459 Brandon Town Center Brandon, Florida 33511
   Intersection of Interstate 75 and SR 60 (Adamo Drive)
   S.E. Corner of Mall located by Sears

3. Dade City Operations Center (DCA)
   14520 Fifth Street
   Dade City, Florida 33523

4. Florida Strawberry Festival Grounds (PCA)
   2504 W. Reynolds Street, Plant City, Florida 33566
   N/Side of Reynolds at Ritter Street
   S.W. Corner of Festival Grounds

5. Old CSX Railhead Yard (WSA)
   South East Corner of Anderson Road & Sligh Avenue Tampa, Florida 33634
   Gate Code: 0357

6. Orange Dome (WHA)
   210 Cypress Gardens Blvd. Winter Haven, Florida 33880
   South Corner of Cypress Gardens Blvd. and Cletus Allen Blvd.
   S/Side of Orange Dome, extending to W/Side and N. to Cypress Gardens Blvd.

7. South Hillsborough (SHA) 223 TECO Road, Ruskin, FL 33570
   Property adjacent to SHA Service Center (South)

8. Mulberry Materials Staging Site
   1300 Moores Road, Mulberry, FL 33860

8. Plant City Airport – Transmission IB
   4007 Airport Road
   Plant City, FL 33566

ED Line Operations Pre-Storm Activities

The following actions will be performed prior to storm landfall. Local Service Area management is responsible to ensure that the following activities are completed as outlined below

Annually - Prior to June 1

- Review Incident Base to ensure proper contacts, accessibility, and identify any unique field conditions.
- Review Service Area, Incident Base, and support personnel assignments. Contact support personnel and their supervisors for availability verification.
- Conduct Emergency Management Plan review meeting with all service area personnel
- Verify employee contact information and emergency contact information
- Review and verify circuit priority lists and priority customer locations
- Verify petty cash funds

36 Hours Prior to Predicted Landfall

- Cease all non-critical work to conserve material
- Release Search and Rescue employees for personal preparation
- Verify all employee contact information
- Secure loose material and objects in yard
- Fuel all vehicles
- Fuel and check emergency generator
- Verify supply of storm maps and critical supplies and store in plastic bags
- Check operation of truck radios including emergency channels
- Hold employee information meetings to review reporting procedures and work expectations
- Install Building Storm Shutters
- Release employees 24 hours prior to landfall for personal preparation

ED Line Operations Storm Landfall Activities

With the exception of Search and Rescue employees, or as otherwise directed, ED Line Operations employees will not be assigned to specific activities during the course of the storm. Search and Rescue assignments are detailed in the Search and Rescue section of this document.

ED Line Operations Post-Storm Activities

General Restoration Philosophy
The general design of the system restoration plan is to provide flexibility to allow for varying degrees of damage to and across the Tampa Electric system. Decentralized decision making and centralized reporting of information are key elements to this plan. The restoration of the distribution system is decentralized during severe storm damage situations. Individual Service Area restoration will be directed by local Incident Command Centers and overall system restoration priorities and re-assignment of foreign crews between service areas will de directed by ED Line Operations Central Command. Cconference calls will be conducted twice-daily to review restoration activities and manpower needs. In the event of a lack of phone availability, local Incident Command Centers are empowered to make all decisions appropriate for the safe and reliable restoration of service.

Reporting and Work Schedules
- Prior to landfall, ED Line Operations Area Command will meet to determine initial staffing needs at various service areas. The required personnel will then be notified of when to report for work.
- In the event home telephone service is disrupted, all Incident Command Center personnel and supporting department personnel will report to their assigned work location within two hours of the storm leaving our Service Territory. If this occurs at night, the reporting time will be at daylight the following morning.
- The storm will be considered to have left the area only after the winds and rain have diminished to the point where it is safe for personnel to travel to their assigned area.

Initial Restoration Activities

- Immediately after the storm, TEC crews will be used to respond to public safety situations and to restore highest priority circuit feeders and priority customers.
- The Service Area Analyst will dispatch the crews with input from System Service. Most crews should be on the job site working from daylight until dark. Each Service Area should also schedule an appropriate number of night crews to cover emergencies.
- Line Clearance personnel should be sent ahead of line crews to facilitate the restoration process.
- The initial work on any circuit should be to restore only the feeder and any work needed to restore critical facilities.
- After the feeders and critical facilities are restored, all other feeders will then be restored.
- Finally, crews should begin again at the substation and restore all services and laterals as they go. Only those customers who are not ready for service would be passed by.

Damage Assessment and Reporting
- Before the storm, Mapping Services will provide one complete set of primary maps (includes key, detail and insert sheets) and composite maps to each service area (four sets to South Hillsborough).
- Depending on the extent of system damage, initial high-level damage assessment will be accomplished with helicopters. Detailed circuit patrols in be conducted by ground patrols in all affected Service Areas.
- Two helicopters will be assigned for initial patrol of storm damage to the distribution system. One will patrol the Western Service Area, Central Service Area, Eastern Service Area and South Hillsborough and one will patrol Plant City, Dade City and Winter Haven Service Areas.
- Each helicopter will be staffed with the appropriate line personnel and a video specialist.
- Immediately after the storm, Field Engineering Technicians will conduct an initial circuit patrol of one circuit per substation in damaged areas. Each Service Area is responsible for determining which

circuits will be selected for the sample patrol. This decision may be based upon it being a priority circuit or may be based upon the area of damage.

- Damage will be recorded on primary map detail sheets by patrol personnel. These maps will be designated as the PATROL/CREW CIRCUIT MAPS.
- Patrol units will be staffed with Field Engineers, former Field Engineers, former Linemen and experienced retirees utilizing support personnel as drivers.
- All circuits will be assumed to be out of service for the purpose of coloring the maps.
  - Yellow Highlight: No damage.
  - Red Circle: Damaged area. Record damage on D-280 and number each circled area to match the
  - D-280.
  - Green Highlight: Tree trim needed.
  - Blue Highlight: Oil filled equipment spill.
- In areas where damage is so severe that patrols are impractical, ED Area Command will make the decision to use the helicopter patrol estimates.
- Field Engineers are to patrol one circuit per substation in its entirety including main feeders and laterals. On the first day, patrol information should be brought in by noon so initial data will be ready for the 4 P. M. Report to the Damage Assessment Unit.
- During the patrol, Field Engineers mark damage on the circuit maps and record on the D-280 form. These documents are delivered to Service Area Command at the service area for data entry. The data is sent to the Damage Assessment Unit ("DAU") at Energy Delivery Area Command. The DAU will use this initial assessment data to estimate the overall Service Area damage. The data is transmitted by Local Area Network to the DAU, if available, by 4 PM on the first day or on disk by a runner.
- The initial assessment of damage, which will be made by the Damage Assessment Unit, will include estimated percent system damage, estimated number of customers out and expected restoration time in man-hours.
- The initial assessment will be utilized to determine Foreign Crew requirements and Incident Base requirements.
- Field engineers will complete patrols of all circuits to initiate work orders to rebuild the system. The work orders will consist of the marked up primary map and a numbered D-280 related to each circled area on the primary map. During this emergency response, ED's WorkPro system will not be used. Circuit numbers will serve as the work order number; 13050-1, 13050-2, etc.
- As the patrol of each circuit is completed, the data is transmitted to the DAU at Energy Delivery Area Command by midnight each day. The circuit map and the associated D-280's are turned in to the Service Area.
- Clerical personnel are entering data from individual D-280's each day. The remaining D-280's are entered into the system upon receipt and three copies of the marked up PATROL/CREW CIRCUIT MAP are made.
- The three copies of PATROL/CREW CIRCUIT MAPS and the corresponding D-280 printouts and crystal reports are bundled together and sent to the appropriate Incident Base. The original map is kept on file at the Service Area.

System Restoration and Reporting

- The order of system restoration will be determined by the circuit priorities, the substations available for service and the amount of system damage in an area.
- Each circuit is assigned to one foreign crew, one line clearance crew and one Foreign Crew Advisor (TEC Lineman). These individuals are given one PATROL/CREW CIRCUIT MAP and the associated D-280 information.
- At the end of each day, the Foreign Crew Advisor is responsible for reporting restoration progress to the Incident Base Supervisor. The composite map is marked with daily progress and completed D-280 forms are turned in. The completed D-280 forms are sent to the Service Area for data entry each day. When a circuit is complete, all maps are also returned from the Incident Base to the Service Area.
- Additional PATROL/CREW CIRCUIT MAPS are provided for environmental and salvage operations, as well as an extra to be held by the Incident Base Supervisor.
- The Service Area clerical personnel will update the D-280 SUMMARY and the Service Area SUMMARY and transmit it to the Damage Assessment Unit each day by midnight.
- When a circuit is completely restored, both maps and all related D-280's and any other papers should be packaged together as that circuit's records and sent to the Documentation unit.

- A Service Area composite map will be updated each day.

Service Area Operations
Service Area Command will be responsible for all TEC and Foreign Crews working in their area. The TEC crews will be dispatched by the Service Area Analyst and the Foreign Crews by the Incident Base Supervisor. Service Area Command will gather the daily restoration progress information from the Service Area Analyst and from the Incident Bases and report to the Damage Assessment Unit at the end of each workday by midnight.

Service Area Command and Energy Delivery Area Command will have to determine when Foreign Crews can or should be released or reassigned to other areas. As these crews leave, TEC crews will be put back together to finish the restoration under the direction of the Service Area Analyst.

Responsibilities of Service Area Personnel

Service Area Manager
Will be notified by the Energy Delivery Area Commander or his designated alternate that the Service Area's assistance is required. The Manager of each Service Area is responsible for the total restoration effort in their Service Area.
- Assist in determining the number of customers out of service.
- Assist in determining the priority of circuit restoration.
- Responsible for overall coordination of Service Area restoration.
- Responsible for delivery of daily status reports on damage assessment and service restoration to Damage Assessment Unit.
- Ensure that line personnel are adequately staffed and equipped, fed, supervised, and otherwise provided for.
- Maintain safety and discipline of the crews.

Supervisor Field Engineering/Engineering and Services
- Assist in determining the priority of circuit restoration.
- Oversee and implement the circuit patrols for damage assessment.
- Compile, evaluate and report the information secured from the patrols to Service Area Command.
- Maintain records, time keeping and work orders and retain for the Documentation Unit.
- Cover phones and FAX and provide couriers as needed.
- Provide necessary forms and patrol supplies.
- Responsible for photocopying all required documents.

Field Engineers
- Perform initial patrols to develop estimate of damage.
- Patrol all circuits, recording damage and work required on circuit maps and D-280 forms.
- Provide technical assistance to Foreign Crews.

TEC Support Personnel Coordinator
- Coordinate and assign TEC personnel as drivers, clerks, runners, and guides.

Operations Engineer
- Assist in determining the priority of circuit restoration.
- Maintain a comprehensive report of the status of service restoration.

Line Supervisors
- Each year, prior to storm season, assure that a supply of area maps and the special summary specification manuals are available for Foreign Crews.
- Coordinate and supervise individual Incident Bases. Includes assuring that all materials, supplies, support facilities and personnel are available at the Incident Base.

- Supervise Foreign Crew Advisors to ensure TEC construction standards are met to the extent possible and paperwork is properly processed. Time sheets are to be sent to the Documentation Unit daily.
- Gather daily progress reports from each crew and provide to Service Area Command.
- Maintain records of all temporary restoration work that will require return visits for permanent repairs.
- Supervise Incident Base engineering and clerical support personnel responsible for the processing of D-280 information.
- Coordinate activities of contractor salvage crews to go behind the line crews after they have restored service.

Service Area Analyst
- Aid in evaluating patrol reports and organize and dispatch work to crews.
- Responsible for updating, on a continual basis, the estimate of time to restore all service.
- Responsible for assigning work to night crews.

Environmental Coordinator
- Responsible for working with various TEC personnel, contract environmental crews and the Energy Delivery Area Command Environmental Coordinator to ensure Tampa Electric's proper response to environmental spills.
- Create E-502 document for each oil spill noted on marked up circuit maps and keep a summary log of E-502 all documents created at the incident base.
- Log E-502 documents that are returned to the incident base and send them daily to the Environmental Response Team at the Energy Control Center.

Meals Coordinator
- Coordinate all meal requirements for TEC and Foreign Crews with the Tampa Electric Company Meal Coordinator and ED Purchasing & Contract Services.
- Coordinate with Line Supervisors and Foreign Crew Coordinator.
- Document meal number counts, process and send invoices to the Financial Services group at Energy Delivery Area Command.

Service Area Foreign Crew Coordinator
- Act as the single point of contact for all the needs of Foreign Crew assigned to the Incident Base.
- Work closely with the Logistics Coordinator to provide for the needs of the Foreign Crews.
- Work closely with the Foreign Crew Coordination Team at Energy Delivery Area Command to coordinate the arrival of Foreign Crews.
- Send copies of expenses and time sheets to Financial Services at ED Area Command on a daily basis.

Individual Foreign Crew Advisors
- Direct Foreign Crews to build per TEC Construction Standards to the extent possible.
- Responsible for noting on primary maps any changes made in units of property during reconstruction.
- Responsible for reporting work progress of Foreign Crews to the Incident Base Supervisor.
- Distribute work assignments.
- Document all temporary restoration work on system that will require return visits for permanent repairs,
- Responsible for handling and processing Foreign Crew time cards. Assure that a copy of the time cards is sent to the Documentation Unit daily.
- Responsible for switching in of completed work when safe to do so. All switching is to be coordinated through System Service. Exceptions will be made when necessary. See Switching and Tagging discussion in the Command section of this manual.

Family Assistance Contact
- Receive and relay emergency messages from employees and family members.
- Serve as Foreign Crew Family Assistance Contact for crews assigned to their Service Area.

Responsibilities of Support Personnel

- Support Personnel will report to assigned Service Areas.
- Each Service Area will assign a Support Personnel Coordinator to be responsible for individual assignments.

Support personnel at the Service Area will be used to:

- Prepare damage information from D-280s and transmit to the Damage Assessment Unit.
- Make copies of reports, summaries, primary maps, etc.
- Deliver meals, pick up field documents, etc.
- Provide telephone coverage.

Support personnel at Incident Bases will be used to:

- Deliver meals and materials, guide crews to jobs and function as crew liaisons.
- Function as a Customer Service representative.
- Function as clerical support for Incident Base Supervisor.

Accounting Requirements for Reconstruction

- See details and account numbers in the chapter entitled Finance Function.
- The intent is to rebuild the electrical system following a major disaster or storm as it presently exists, an in-kind replacement.
- In ALL instances where materials (units of property) other than what was originally in that location are installed, those changes must be noted on the PATROL/CREW CIRCUIT MAP. This is important to update our property records and the rate base after restoration is complete.
- Replacements other than in-kind must be accounted for on normal improvement account numbers and may not be charged to the designated emergency account numbers, which are to be cleared to the storm reserve account.

Disconnects During Flooding - OH and UH Systems

- Tampa Electric recognizes there is a significant chance that some equipment may become submerged or flooded during a major storm. Although specific locations and severity of flooding cannot be pre-determined, Tampa Electric may choose to de-energize potions of its system if it is in the public's best interest, and can be done safely. Tampa Electric will also de-energize portions of its system if directed by the appropriate governing authorities.
- The majority of components for Tampa Electric's Downtown Network are designed, purchased, and installed to operate submerged. The temporary flooding of the Downtown Network due to storm conditions should not hinder equipment operation. Note that potions of Downtown are served by UCD (Underground Commercial Distribution), not "Network."
- Each Service Area will notify System Service of any known submerged energized equipment. System Service and/or the Service Areas will review the flooded areas and determine if it is in the public's best interest to de-energize the equipment.
- If significant flooding occurs, a flood team at each service area will be established to coordinate the restoration of flooded areas.
- Prior to re-energizing flooded switchgear, the switchgear should be visually inspected and cleaned with fresh water if saltwater intrusion has occurred. The switchgear's fuses should be replaced if the flood levels exceeded the height of the fuse barrels.
- Whenever switching is performed, normal switching and tagging procedures shall be followed. Each Service Area will be responsible for maintaining accurate and complete logs.
- All meters that have been submerged shall be replaced prior to re-energizing. If a replacement is not immediately available, the customer may be cut in flat. The service can be re-energized after the customer requests it, and only after the water has receded and the meter-socket and main disconnect have been visually inspected. Tampa Electric's Inspection jurisdiction is limited to the meter, meter-socket and main disconnect.

Reconnections after Physical Damage

- An engineer will be available at COC, at extension 36055, for coordinating between the Service Areas and various cities or counties when questions arise concerning reconnections.
- Major storms can cause damage to customer owned equipment such as pipe mast, switch gear or meter socket, such that service is discontinued. In this case the TEC representative finding such damage will be responsible for notifying the customer that service cannot be restored until they acquire the services of an electrical contractor to make the appropriate repairs.

Line Clearance

Line Clearance Section

If the overhead electric power system is damaged severely by a storm or other disaster, it is likely that trees will be a major factor in the damage and the subsequent restoration of service. The Line Clearance Department will assist Service Areas, Incident Bases and System Service with the restoration effort using our native contractor resources and by bringing in additional contract crews as needed under the Mutual Assistance Plan.

Foreign Crews
Tampa Electric Company maintains a native line clearance work force in excess of 225 line clearance contractors, which are comprised of bucket crews, climbing crews, troubleshooter crews and supervision. We have arrangements with all of our contractors and through the SEE Mutual Assistance agreement to get additional crews from the property of other regional utilities. The manager, Line Clearance & Inspections and appointed Right-of-way supervisor designates will serve as Foreign Crew Coordinator for Line Clearance and will make the calls to secure the number of crews desired, typically one line clearance crew per two foreign line crews. They will under the direction of the Foreign Crew Coordination Unit regarding the meeting, assignment, and orientation of arriving crews.

Operation
Following acquisition of the needed crews, each Supervisor, Right-of-Way Maintenance will have Service Areas assigned as their responsibility for line clearance operations. They will be the contact for any problems or needs that may arise in their assigned area. Native and foreign tree crews will be assigned as needed to the Service Areas and Incident Bases to complement the foreign line crews. The Line Clearance Coordinator will work directly with the Foreign Crew Coordination Unit, Service Area Analysts and System Service in coordinating line clearance resources.

Field Locating Services

Experience has indicated the need to locate and mark existing underground cables to protect them from being damaged in the restoration process. We will carry out this function using internal staff and contract locators as needed.

Foreign Crews
Depending on the severity of the disaster or storm, normal Contract locator staff levels may be insufficient to cover the scope of restoration work on a timely basis. Additional contract locators will be used to supplement the normal workforce. In a severe disaster or storm, the number of Foreign Crews brought in to restore the system will require a large number of locators to adequately protect the underground cable system. Contractors will be required to have their own locating equipment and vehicles. They will be utilized only if needed and as long as that need exists.

Pre-Storm Preparation
When the possibility exists that a storm may make landfall in the TEC service territory, ED Construction Services contractor coordinators will stock their vehicles with all the equipment and supplies they will

need during the restoration. Personnel driving company vehicles will take those vehicles home to be able to report to their assigned area immediately after the storm clears the area.

Prior to a storm, if needed, ED Construction Coordination & Services will coordinate with Mapping Services and Document Services to initiate couriers to deliver storm maps to their assigned Service Areas (see Mapping Services).

During the Restoration Period
During the restoration a field locator, either company or contractor, will be assigned to every Incident Base or operation center in the affected areas. The locator will report functionally to the ED Construction Services Contractor Coordinator responsible for that area.

Contract Locators will be directed on a daily basis by the ED Construction Services Contractor Coordinators or service area planners given the work requirements for each day of the storm restoration. The intent is to keep the locator ahead of the restoration crews.

Depending on the volume of work in each area, locators will be moved to the area of greatest need by the ED Construction Services Contractor Coordinators.

If the damage sustained is severe enough, normal operations through Sunshine State One-Call of Florida may be suspended. That would depend on whether or not other excavation activities were going on as normal. When the restoration is completed, normal One-Call operations would be resumed.

Administration
The Coordinator Field Locating Contractors, Energy Delivery Construction Services, will serve as Foreign Crew Coordinator for Underground Locators and make the calls to secure the number of locators desired.

Meter Services

Overview

The Director, Meter & Lighting Services will initiate the ED Storm Plan (EDSP) after the Vice President – Energy Delivery, has declared an emergency. The Managers of Field Credit Operations (FCO), Meter Operations (MO), and Meter Reading Operations (MRO) will initiate the Meter Services Storm Plan. These initial activities consist of general preparations for all Meter Services activities before, during and after a storm or other disasters.

Prior to the storm, each area will review all field activities and ensure proper communication is made to all impacted TEC departments. After the storm, each department will be called upon by the Coordinator for Meter Services to implement after-storm patrolling, security and runner activities associated with ED storm assignments.

Preparation prior to Storm Season

- Assign personnel to critical functions and review responsibilities associated with such functions and review "Get Ready" packet with employees.
- Family Assistance Coordinator will update family assistance and emergency contact information.
- Participate in Energy Delivery Mock Storm activity.
- Communicate with company departments to coordinate appropriate pre-storm requirements (meter readings, reconnect activity, and other meter activities)
- Review before/after-storm responsibilities and reporting procedures with all employees.
- Complete checklist for all pre-storm requirements for Meter Services.

Reporting to Work

All Employees will report to the designated service area after the storm, when it is deemed safe to travel.

Immediately following the storm, Meter Services employees are responsible for assisting the damage assessment teams as drivers for patrol duty, and runners for TEC and foreign crews.

The Meter Services Coordinator will work with the management teams from Meter Operations, Field Credit Operations, and Meter Reading Operations to ensure employees are appropriately assigned.

Storm Responsibilities

Leadership

- Team Leader: Storm Coordinator, Meter Services
- Back-up Leader: Manager, Meter Reading Operations
- (Management from Field Credit Operations, Meter Operations, and Meter Reading Operations will be utilized in directing the employees to their assigned responsibilities.)

Post-Storm Activities

- Meter Services employees will assist with any runner duties assigned by service area leadership or Incident Base leaders.
- Meter Services Coordinator will update the Director of Substation & Meter Services with status of operations and employee utilization.
- Management from all Meter Service Areas will communicate with upper management to determine when normal activities will resume.
- Provide feedback to respective storm teams to improve ED Storm Plan processes.

Stores

The intent of the Stores Emergency Preparedness Plan is to ensure that the most efficient and effective use is made of the Company's resources, while supporting other departments' materials and warehousing needs. The plan defines the response actions to company emergencies. As a supporting department, Stores will assist the Energy Delivery Incident Command System by providing resources and services as needed.

All Stores sites will ensure that their implementation plan is coordinated with the Stores EPP and provide a single point of contact for communication.

When the Tampa Electric Incident Command System is being implemented due to a major disaster or storm, the Tampa Electric Company Commander will notify the Vice President, Energy Delivery, giving him the information that is known or expected concerning the emergency. The Vice President, Energy Delivery will notify the Director, Energy Delivery, Engineering & Field Services who will then notify the Stores Department Emergency Response Team to implement their plan.

Stores Department Emergency Response Team

At the discretion of the Director, Energy Delivery, Engineering & Field Services, the Emergency Response Team (ERT) will be convened in the Emergency Coordination Center in order to provide information on the Company's status and plan regarding the emergency situation, to access the emergency and/or to undertake the recommended course of action.

Stores Department Emergency Coordination Center

The Stores Emergency Response Team Coordinator (or their alternate) is responsible to notify the Energy Delivery Emergency Response Team as to which Stores Emergency Coordination Center is in service.

Implementation

The Stores Department reviews and updates the Emergency Preparedness Plan during the first quarter of each year. The update is completed and reviewed by the supervisors by May 1st of each year.

Prior to a Major Disaster or Storm

Preparation may be unique for each individual area due to their specific functions and includes, but is not limited to, the following:

- Coordinate storm plan communication and implementation plans to critical department employees. Place appropriate employees on call.
- Secure seven (7) motel rooms at Motel 6, Mulberry.
- Secure additional cellular phones/batteries, if needed.
- Replenish petty cash funds.
- Review storm stock material list and update as needed.
- Review and update personnel list with home phone numbers.
- Ensure all personnel have adequate rain gear, and other PPE.
- Secure the area and remove any material that could become airborne during a storm.
- Ensure adequate supply of bottled water is available.
- Provide Service Area Meal Coordinator with the number of employees working so that meals can be provided.
- Secure Stores vehicles.
- Secure all doors.

During A Storm

The managers and supervisors of the warehouses, or their alternates, are responsible to direct and coordinate emergency response activities for warehouse facilities. They are responsible for two-way communications with the reporting staff and the Stores ERT. During the storm, Stores employees will return to their homes and care for their families.

In the event of an approaching major storm, all managers and supervisors will be considered to be "on call" and shall monitor weather reports and notify their manager of how and where they can be reached. In addition, all "leave" (non- productive) time will be canceled, as appropriate, until the emergency situation is terminated or the restoration of service is complete.

Work schedules for managers and supervisors will be determined between the managers and supervisors as appropriate.

All warehouse facilities will initially provide service on a 24 hour basis, working 12 hour shifts, until the designated Incident Bases become operational. At that time, the warehouse facilities located at operation centers will be closed and Stores personnel will be shifted to the Incident Bases.

Incident Bases will have Stores personnel initially manning them 24 hours a day and will work in 12 hour shifts, until the Stores Emergency Response Team Coordinator approves other schedules more appropriate. Whenever possible, foreign crew materials specialists will be utilized along with Tampa Electric Materials Specialists.

Central Energy Delivery Warehouse will remain open to assist only the Substation crews with their needs.

The Mulberry Operation Center located on Moores Road will serve as the Stores material distribution center receiving and distributing materials to the Incident Base Sites.

Pole, transformer and conductor quantities as well as delivery locations will be decided after circuit damage assessment patrols have been completed by the respective damage assessment teams.

Foreign crews will be requested to bring their own tools. Foreign crews will be issued material from an approved list provided by Energy Delivery Standards.

A list of materials needed to operate the Incident Bases efficiently has been developed by Purchasing & and Energy Delivery. This will allow Stores to supply the foreign crews with the proper amount and type of materials to begin restoration.

Incident Bases

The Manager of Stores will coordinate the stocking of distribution and transmission Incident Bases, respectively, including the transportation between areas. They will work with the Service Area Coordinator and the Incident Base supervisors to provide logistical support to the restoration crews.

Accounting
All material moving into Incident Bases will be charged directly to the account numbers provided by the Plant Accounting Department (see ED Financial Services Section of this manual).

Customer Complaints or Requests
Incident Base Stores personnel will be instructed to refer all complaints or requests not pertaining to materials to the Customer Service representative or Incident Base Supervisor.

Foreign Crew Assistance
Incident Base Stores personnel will be instructed to give every possible assistance and courtesy to members of foreign crews.

Housekeeping
The Incident Base Stores Materials Specialist will be responsible for keeping the Incident Base materials area maintained, to promote safety and public relations.

Material Availability
Circuit inventories will be needed to determine the number of poles by size and type, the footage of conductor by size and type, the number of insulators by size and type and the number of transformers by size and type. Incident Bases will be stocked according to this information. Initial inventories will be planned and implemented by Purchasing, Energy Delivery and Stores, respectively.

If telephone communication is available between Incident Bases and the Mulberry Operations Center, the Incident Base Materials Specialist will call in their requests for materials to be replenished to the Service Area Incident Base Sites. If there is no communication available, material requests will be hand carried between the Incident Base Sites and Mulberry Operations Center. The Mulberry Stores representative will then communicate the requests to the Purchasing team.

Material Identification
Incident Base Stores personnel will use TEC stock numbers to identify material items, even for substitute materials. Materials received at the Incident Bases will be marked by the most simple and quickest means. Temporary signs with generic descriptions may be used to help new personnel who are not familiar with the materials.

Incident Base Layout
Each Incident Base layout has been designed by the team that will work it and all involved departments represented. Wide aisles and multiple locations will be provided to facilitate crews loading materials such as poles, conductor and transformers. Consideration will be given to deployment of some poles to areas outside of the Incident Bases. Access to storage areas of items that need control will be intentionally limited.

Vehicles
The following vehicles will be required for each Incident Base: two gasoline or diesel powered forklifts of 1-8,000 lb. and 1-13,000 lb. capacity (transformer loading adapter to be furnished by Stores.)

The following vehicles will be required the Mulberry Operation Center: three gasoline or diesel powered forklifts of 2-8,000 lb. and 1-13,000 lb. capacity (transformer loading adapter to be furnished by Stores.)

Meals
The meals for Stores personnel in Incident Bases including Mulberry will be coordinated and provided by the Service Area Meal Coordinator.

After the Storm or Disaster

When notified by the appropriate Officer that the emergency is ended, The Director, Energy Delivery, Engineering & Field Services will notify the Stores Emergency Response Team (ERT) and direct the ERT to compile a post emergency assessment report for the Director.

After being notified that the emergency is ended, the ERT will inform all Stores operating locations and prepare the post emergency assessment report. They will evaluate the report and make any necessary modifications to the emergency plan. Supporting departments are expected to participate in the review process and help improve the process.

Substation Operations

Introduction
The Manager in coordination with the Director, Project Management & Substation Services will initiate the Substation Operations Storm Plan (SOSP) after the Vice President – Energy Delivery, has declared an emergency. SOSP consists of general preparations for Substation Operations before, during and after a storm or other disasters.

Substation Operations will obtain input from the Damage Assessment and Source Restoration Units prior to implementing any restoration work. This restoration work will be based on system needs, availability of materiel, manpower and equipment.

Preparation for the Storm Season:

- Assign personnel to critical functions and review responsibilities associated with such functions.
- Participate in Energy Delivery Mock Storm activity.
- Substation Operations Family Assistance Coordinator will update family assistance information.
- Substation Operations Meal Coordinator will participate in Energy Delivery meal coordinators meeting and obtain updated information on the meal plan.
- The primary Family Assistance Coordinator will be Martha Barnes and Meal Coordinator will be Lana Washburn. They will act as backup for each other.
- Contact neighboring utilities or other suppliers for mobile substations that may be available.

Reporting to Work
Employees will report to Substations Operations, COC when it is safe to travel.

The day shift reports on Day 1 as soon as the storm clears the area if that occurs before 4 p.m., otherwise they shall report at 6 a.m. on Day 2. The normal day shift will be between 6 a.m. and 8 p.m.

The night shift reports as soon as the storm clears the area if that occurs before 6 p.m. and 8 am, Day 2, otherwise they shall report at 6 p.m. on Day 2. The normal night shift will be between 6 p.m. and 8 a.m.

Damage Assessment Unit ("DAU")
After a storm or disaster the DAU will be stationed in Substation Annex building (War Room) and in consultation with Source Restoration Unit (SRU) will direct Substation Operations Planner for the restoration of substation facilities.

Substation Patrols
Substation Crews in two person teams. In case of a Category 5, storm, pair a substation electrician with an apprentice or engineer.

Patrols shall inspect all substations for equipment and fence damage, washouts, and environmental hazards. Priority will be generation substations, transmission and distribution substations, and switchgear serving TEC's relay customers.

Substation Engineering

- Support Substation Operations in patrol efforts based on severity of the
- storm.
- Support engineering and material procurement efforts.
- Support CSA distribution line patrol efforts
- Vehicles required for distribution line patrol: 3
- Cell phones required for distribution line patrol: 2

Implementation of a Storm Plan

- Secure $10,000 cash advance for supplies.
- Insure that the generators at the Substation Annex and Central Service Area buildings are fully fueled and operational.
- Order a triple supply of bottled water for both buildings.
- Have 300 copies of the Substation Damage Assessment forms ready for field use.
- Secure the yard and shop areas and tie down any equipment and material that could move in high winds. Cap the drain pipes at Port Sutton substation around the distribution transformer. The pipe caps are on the south side of the transformer foundation.
- Move mobile equipment such as generators (at COC and Big Bend Substation) oil filters, SF6 cart, battery carts etc. into the shop.
- Install window shutters on Substation Operations building at COC.
- Notify Fleet Services to fuel all necessary trucks and equipment.
- Distribute family assistance information to all employees.

Restoration after the Storm:

- Substation Operations Planner will contact Grid Operations to obtain a list of critical substations that must be inspected.
- Substation Operations will dispatch trouble trucks to assist System Operations with switching.
- Substation Operations will dispatch patrols to assess damages at the critical substations followed by all other substation facilities.
- Field personnel will record damages on Substation Damage Assessment form (S-280). They will then return to Substation Operations with the completed forms.
- Substation Operations will enter this information into the Dart System. This information will be utilized by DAU and SRU to recommend sequence of restoration for effected substations.
- Dispatch crews to restore
- DAU recommended substations.
- Substation Operations will complete the Substation Damage Status Update from each day of the restoration period and send it to DAU.
- As personnel become available, Substation Operations will provide manpower to System Service and the Distribution Department to support restoration efforts.

After Complete Restoration

- Tabulate the costs associated with Substation restoration efforts.
- Update Cascade database for new or repaired equipment.
- Review the performance of Substation Operations and implement any required changes.

Grid Operations/Grid Planning & Operations Support

Overview

Grid Operations/Grid Planning & Operations Support (GPOS) will be responsible for directing the priorities for patrolling and restoring the transmission system, substations, RTU, and Telecommunications and making recommendation to Energy Delivery Area Command for restoration priorities. The team also coordinates the restoration of any damaged generation facilities with Energy Supply. These

recommendations will be made with a focus on Community, Customer, and system needs. Some other functions include:

- Immediately following the storm, prioritize patrol efforts for Transmission, Substation, and RTU Operations.
- Determine the available generation and the repairs or switching required for startup or export of generation to the system.
- Determine the repairs or switching required to import power, if available and needed, from other companies.
- Review data from substation, transmission, RTU, and telecommunication line patrols.
- Prioritize substation/transmission/RTU/Telecommunication restoration efforts in order to meet Community, Customer and system needs.
- Provide input to Energy Delivery Area Command for allocation of crews as well as status reports.
- Run loadflows to identify contingencies while system is configured abnormally.

Pre-Storm Activities

- Work with Energy Supply and the FRCC to coordinate any generation shutdown.
- Review and update the Load Forecast.
- Calculate and post new ATC's given the generation shutdown schedule.
- In coordination with Transmission Services, identify any outstanding transmission maintenance/construction that may be impacted by the storm.
- Obtain additional system maps from Transmission Engineering.
- Check the operation of the radio with each of the power plants.
- Check the operation of the satellite phone with FRCC.
- Identify the personnel that will report to the ECC prior to the storm based on expected intensity and ability to travel post storm. Minimum requirements are:
  - Manager, Grid Operations
  - Manager, Grid Planning & Operations Support
  - 4 Energy System Operators
  - Loadflow Analyst
  - Transmission Coordinator
  - Substation/RTU/Telecommunications Coordinator
  - 2 Substation Electricians
  - 1 RTU Electrician
- Identify/Notify the personnel that will report to the ECC following the storm.

During Storm Activities

- Monitor Transmission system outages and make decision on whether to leave out of service or attempt to re-energize.
- Obtain Fault Location data from System Protection.
- Create a list of Transmission circuits that operate and/or are out of service, including fault location data and patrol priorities.
- Print the Substation Alarm Report including patrol priorities.
- Create a list of RTU outages, including patrol priorities.
- Create a list of Telecommunication failures, including patrol priorities.
- Post transmission outages on OASIS that affect firm transmission service.
- Staff the Transmission Desk 24 hours.

After Storm Activities

Following the storm, the team will work to balance the resources and demand and to restore the transmission system in a safe and expeditious manner that returns the community to a fully functioning condition.

- Provide patrol priorities to Substation, Transmission, RTU and Telecommunications.
- Review damage assessment data from Substation, Transmission, RTU and Telecommunications.
- Prioritize restoration activities for Substation, Transmission, RTU and Telecommunications in coordination with System Service.
- Notify System Service prior to energizing substations and transmission circuits.
- Maintain documentation regarding restoration priorities including daily restoration updates.

- Coordinate with Energy Supply the return to service of generating units.
- Update Load Forecast as necessary.
- Update and post ATC's as necessary.
- Coordinate restoration activities with FRCC and other companies.
- Restore the system utilizing the Tampa Electric System Restoration Procedure.
- Staff the Transmission Desk 24 hours until the system is sufficiently restored.

System Service Operations

System Service will maintain responsibility for the distribution system until a disaster occurs or until a storm has passed through the Service Area and the implementation of the Incident Command System has been declared. At that time, responsibility for affected areas is handed off to Energy Delivery Area Command and the procedures of this plan are in effect.

During the disaster, System Service will accumulate data as to the condition of the distribution system, status of circuits and status of the Priority Customers. Immediately after the incident, they will communicate this information to both Energy Delivery Area Command and the Service Areas and provide a preferred restoration sequence. When the Service Areas begin the restoration, System Service will begin functioning as described below.

Priority Call Response
Responding to priority calls such as wires down, poles down or other public safety conditions are a very necessary operation both during and after a disaster. This activity can exceed the number of Troublemen available. To supplement the number of Troublemen and allow them to be used where their skills are most needed, Servicemen, Substation Electricians, Meter Mechanics and other field personnel may be used, when they are available, to respond to calls and protect the public. They will take the appropriate action such as to make the condition safe, or keeping the public away from the unsafe area, and will communicate to the Distribution System Operators what action was taken and what is needed to restore service.

Operation During Daylight Hours
System Service will organize its work areas based on the circuits assigned to System Service vs. the Service Areas or Incident Command Centers. Distribution System Operators are responsible for the analysis of system problems, switching and clearance requirements for all areas. They will continue to respond to emergency calls such as fires, wires down and other public safety hazards. They also will maintain normal service on those parts of the system not affected by the disaster and those that have been restored. System Service will record the crew jobs initiated or completed by Troublemen in OMS, and refer those jobs to the appropriate Service Area Command.

Day Shift

Manager of System Service
Oversee and coordinate restoration within System Service. Communicate with Energy Delivery Area Command, EOC's and Customer Service.

Storm Boss
Track, coordinate and document system restoration. Manage Troublemen, DSO knock-off times, sleep-in times and appropriate reporting times; manage the 24-hour work rule. Assist in analyzing trouble and respond to emergencies in the field as needed. Help take emergency phone calls when appropriate. Walk the dispatch floor to be aware of issues that could turn into larger problems. Contact correct personnel when telecommunications or system issues arise. Review the ETR web page to ensure set at correct time. Help DSOs to review ETRs in the system and work with Contact Center to ensue correct messages are being given to customers.

Restoration Supervisors
Supervise emergency response field personnel. Response to critical emergency issues in the field. Help manage field personnel 24 hour rule.

Trouble Specialists
Answer emergency phones, analyze and communicate outage information to internal and external emergency responders. Assist System Service with outage identification.

Temporary Support Team
Answer emergency phones and help coordinate restoration activities.

Operation During Night Hours
At night there will only be a limited number of line crews available for outage or emergency work. System Service will respond to any crew jobs with these crews or with Troublemen working as a crew. Switching to facilitate the next day's restoration work will be performed at night.

System Service will update maps, the OMS system and records nightly from information received from Energy Delivery Area Command and the Service Areas.

Night Shift

Storm Boss
Track, coordinate and document system restoration. Manage Troublemen, DSO knock-off times, sleep-in times and appropriate reporting times; manage the 24-hour work rule. Assist in analyzing trouble and respond to emergencies in the field as needed. Help take emergency phone calls when appropriate. Walk the dispatch floor to be aware of issues that could turn into larger problems. Contact correct personnel when telecommunications or system issues arise. Review the ETR web page to ensure set at correct time. Help DSOs to review ETRs in the system and work with Contact Center to ensue correct messages are being given to customers.

Restoration Supervisors
Supervise emergency response field personnel. Response to critical emergency issues in the field. Help manage field personnel 24 hour rule.

Trouble Specialists
Answer emergency phones, analyze and communicate outage information to internal and external emergency responders. Assist System Service with outage identification.

Temporary Support Team
Update OMS GEO Map System with updated data from Area Command and Service Areas. Answer emergency phones and help coordinate restoration activities.

Resume Normal Operation
When the system has been restored to the point that normal operation can be resumed, Energy Delivery Area Command will inform System Service and the Service Areas that the Incident Command System is rescinded and operating responsibility is returned to System Service.

Emergency Operation Center Interface
Tampa Electric has personnel assigned to the various EOC's for the different counties that we serve. Those employees are located in the respective EOC facility. Their function is to communicate emergency needs to System Service and /or restoration priority requests to Energy Delivery Area Command.

Service Area/Incident Base Interface
System Service will communicate with Service Areas and Incident Bases relating to switching, clearance and customer matters on both the affected and unaffected areas of the system. Substation circuit breakers will be operated remotely by EMS if available. Troublemen will perform switching as needed. All line devices that are assigned a switch number shall be under the control of System Service. Before opening or closing a device, field personnel shall communicate with System Service and follow standard company operating practices regarding switching, tagging and clearance. All other devices not assigned a switch number, such as cutouts for overhead radial lines, can be operated without notifying System

Service. If a crew wishes to work the line or equipment as de-energized they must switch and tag the line or equipment using normal procedures and receive clearance. They must ground the line before working on it.

Flooding
The Service Areas or Customer Inquiry will determine the severity of reported flooding and will notify System Service as to the number, location and anticipated time of disconnects due to flooding. Customer Inquiry or System Service will update the OMS system with the appropriate information. System Service will follow normal switching and tagging procedures.

Prior to a Storm
System Service will operate the distribution system until the storm has passed and will transfer the control of the areas affected to Energy Delivery Area Command when it is initiated. Restoration activities will be by normal procedures up to the time of landfall. All System Service personnel will be briefed on the storm and the Incident Command System regarding individual responsibilities and be given time to get personal affairs in order. All trucks will be checked and maintained by Transportation personnel. Storeroom supplies will be checked and replenished as needed by Stores personnel. The kitchen will be stocked with sufficient food and beverages. All computer based systems and telecommunications equipment will be checked for proper operation. The generator fuel tank will be checked and topped off if necessary by Transportation personnel.

During the Storm
System Service will work during the storm. They will monitor the system and accumulate data as to the status of the system and critical facilities affected. No restoration will be attempted once it is determined that it unsafe to work.

System Service may place circuit breakers on "non-auto" or de-energize portions of the distribution system during the storm in order to minimize damage to the system.

Following the Storm
Immediately after the storm, or disaster, System Service will communicate system status and restoration needs to Energy Delivery Area Command and the service. Field personnel will be organized as follows to facilitate restoration.

- Individual Troublemen will respond to reports of public safety hazards and other emergency situations, restore high priority customers, and perform circuit switching. Lighting Operations and Substation Operations personnel will be assigned to System Service to assist with service restoration (as they are available).
- As restoration progresses, personnel assignments will change with the current needs, such as two man service crews.
- All System Service personnel will be scheduled to work 16 hour shifts.

Transmission Operations

Transmission Control Team (TCT)
The Transmission Control Team (TCT) will be responsible for receiving the circuit patrol reports and reporting damage summaries to the Damage Assessment Unit at the ED Area Command in the ECC. Damage summaries will be sent to the Damage Assessment Unit via GroupWise e-mail or fax at x40244. A summary will be made of all 69kV, 138kV, and 230kV circuit damage; it will be forwarded, along with an estimate of the numbers of days to restore the transmission system, to the Damage Assessment Unit at the ECC by 11:00 P.M. the first day after the storm. Each subsequent day, there will be made a summary of work completed daily and number of days remaining to restore the transmission system; it will be forwarded to the Damage Assessment Unit at the ECC by 11:00 P.M. The TCT will be based in the ESA Assembly room. The phone numbers in the assembly room are: x41146 and x41792.

Members of the Transmission Control Team (TCT)

- Manager Transmission Engineering & Operations
- Lead Transmission Line Supervisor
- Transmission Line Supervisor
- Transmission Services Operations Engineer
- Transmission Engineering Lead
- Transmission Technician
- Transmission Engineering Technical Assistant
- Transmission Services Senior Technician
- Draftsperson
- Transmission Planner/Analyst
- Transmission Services Administrative Specialist

Pre Storm Preparations

- The Manager of Transmission Engineering & Operations notifies the TCT of the implementation of the storm plan.
- Hold ESA Employee information meeting.
- Notify all support employees via GroupWise or telephone.
- Check paper supply - all copy sizes plus toner.
- Have copy machines serviced.
- Set up assembly room as TCT center.
- Check computer program for transmitting storm data.
- Check with the garage regarding vehicle readiness.
- Have Building Service check generator.
- Reproduce the appropriate number of T-280-01, 02, 03 forms and circuit maps needed for circuit patrols.
- Place road contractors and mat suppliers on alert.
- Advise Logistics to contact and put helicopter services on notice.
- Place plastic bags over TCT control room computers.
- Estimate material requirements for procurement.

Following the Disaster

Transmission Operations will provide System Operations with line patrolmen to sectionalize faults and restore transmission line service where possible. The TCT will receive from the Energy Control Operators all data pertinent to transmission circuit operations (including instantaneous trips and lines locked out). The Source Restoration Unit will inform the TCT of the order in which transmission circuits should be patrolled.

Line Patrols

The result of the circuit patrols will be a set of marked-up circuit maps (11"x 17" format) that have sufficient details about circuit damage to determine crew time required for repair, materials needed, and the location of damage. Each patrol team will mark up circuit maps using the method outlined in the "How to Mark Up a Circuit Segment (PAIN)" section and summarize the information they collect as outlined in the "How to Complete a Damage Report (T-280)" section of this book. The TCT will use this information as input into a computer program that will generate various reports concerning the total extent of damage and total materials and total crews needed to restore the transmission system.

A complete patrol of all 230kV, 138kV, and 69kV lines will be made by helicopter as soon as possible after the storm has passed. Central Control will coordinate requests for helicopters from the service areas through System Operations to insure that the helicopters are assigned according to the highest priority. Helicopters will be secured by the Transportation Department. If helicopters are not available, circuits will be patrolled by ground vehicles as described in the Option "B" section (see page *xx*).

Line patrol teams will consist of two persons each. Conditions found will be communicated to the Transmission Engineering lead member of the TCT at ESA by use of marked up circuit maps and Damage Reports (T-280).

The primary goal is to patrol and report the status of all circuits in less than one full day.

Evaluation of Line Patrol Reports

The TCT will evaluate line patrol reports and estimate crew size, equipment, and time required to make necessary repairs to return the lines to service.

Priorities for Circuit Restoration

The Source Restoration Unit at ED Area Command will set priorities on circuit restoration and inform the TCT as dictated by the need to maintain system integrity. The need for individual circuit restoration depends upon the system configuration and system support requirements as well as the capabilities of neighboring systems after a storm has passed. In general, to maintain the transmission system integrity and system-wide voltage, all 230kV and 138kV circuits must be restored as quickly as possible. Some 230kV and 138kV circuits and/or sections may be left out of service if neighboring utilities' systems can be utilized to carry portions of Tampa Electric's load. Restoration of 69kV circuits will be based on the premise of providing one radial feed to each substation.

Restoration

The TCT will dispatch crews as needed for preliminary restoration. As information becomes available, the Source Restoration Unit at ED Area Command will set priorities on circuit restoration and inform the TCT as dictated by the need to maintain system integrity.

Storm Staging Areas

Following the passing of the storm, there will be two transmission staging areas that will be automatically set up. These sites will be combination sites with distribution. The major responsibilities of site set up will fall on the distribution staging area supervisor. The transmission staging area supervisor will take care of the additional measures necessary to add transmission specific restoration work to the site (different materials, additional administrative work, etc.). Following the evaluation of total system damage, additional transmission sites may be set up in various geographical areas near areas of significant damage.

Initial Staging Area Bases

Fairgrounds (I-4/US 301)
Strawberry Festival Grounds (Plant City)

Possible Additional Staging Area Bases

Citrus Park Mall (NW Hillsborough)
Tampa Bay Mall (Airport/Stadium area)
Carter Park or Mulberry Sub (Mulberry/Winter Haven)
Sebring Phillips Plant

Personnel assignments for the Initial Staging Area Bases follow at the end of this section. The Additional Staging Area Base assignments will be determined as the openings of these sites are authorized.

Foreign Crews - Assumptions

We will utilize up to 75 foreign crews. Lodging and food will be made available in close proximity to the Incident Bases for the crews assigned there.

A qualified TEC person will be assigned and responsible for 2-3 foreign crews. This person will have a vehicle equipped with a company radio. He/she will be responsible for daily work assignments, ensuring that construction is done according to company specifications, assuring proper work procedures are followed (tagging, receiving clearance, and grounding) and assuring that completed work is reported to headquarters (staging areas) at the end of the day.

Foreign Crew Make-up

Manpower per Foreign Crew **Equipment - Foreign Crews**

1 Supervisor
3 Lineman
3 to 4 Support Personnel
-GEOs, SEOs or Apprentices
1 Qualified TEC Person per
2 Foreign Crews
2 TEC Support
-Metermen or Meter Readers

1 Line Truck
2 Bucket Trucks
1 Hole Digger or Boom Type Truck
1 Grove Crane with auger
1 Pole Hauler per 4 crews
1 Radio Equipped Vehicle for
-Qualified TEC Person
2 Pickup Trucks for TEC Support

Assignment of Work to Crews
The Transmission Engineering and Operations manager will be in control of equipment and personnel assignments. Hi-ranger buckets assigned to CSA and WSA may be temporarily transferred to Transmission Operations (if needed.)

If additional workers are needed for transmission work, ESA and Plant City Distribution personnel will be assigned to Transmission. Any distribution personnel displaced at ESA or Plant City will be at least partially replaced by distribution personnel from other areas so the workload is as evenly balanced as possible.

In the event of conflict with distribution under-build on transmission poles, the distribution facilities may be cut in the clear in order to expedite the restoration of transmission circuits where necessary and only to the extent that is reasonably required. This must be done with prudent judgment so as not to unnecessarily add time or expense to the distribution restoration effort.

The TCT will develop a schedule of all transmission jobs according to priorities set by the Source Restoration Unit at ED Area Command. They will coordinate material acquisitions and deliveries with the Supervisor of ESA Stores; they will coordinate maintenance, repair and movement of equipment with the garage.

Eastern Service Area/Transmission, Staging Area #1, State Fairgrounds
Foreign Crews 15 Crews
Tree Trim Crews 7 Crews
Foreign Crew Liaison
Runners

Eastern Service Area/Transmission, Staging Area #2, Plant City Fairgrounds
Foreign Crews 10 Crews
Tree Trim Crews 5 Crews
Foreign Crew Liaison
Runners

Lighting Operations

Summary

- To distinguish between non-working lights as compared to a general power outage, Lighting damage assessment and restoration requires a working power source. Accordingly, restoration of Tampa Electric's Outdoor Lighting System will follow the system restoration of the Distribution System.
- Initially, Lighting personnel are assigned as Distribution damage assessment resources. As Distribution restoration progresses, Lighting personnel are reassigned to the Lighting Department for lighting damage assessment and restoration.
- Notes:
- Lighting damage assessment and repair must wait for localized distribution power restoration to distinguish between non-working lights as compared to a general power outage.
- Only street facing lights are assessed. Backyard lighting is anticipated to be customer reported.

Phase 1 Distribution Damage Assessment.
Incident Bases are OPEN. Lighting Field Personnel are assigned to Service Areas for Distribution restoration support.

Phase 2 Lighting Damage Assessment and Restoration I.
Lighting Field Personnel are released from Service Area and Incident Base Assignment. This will happen individually. Incident Bases are OPEN.
Night damage patrols begin with temporary employees, identifying damaged street facing lights.

- Repairmen and Contractors begin night patrol/repair.
- Office and Engineering personnel support repair personnel.

Phase 3 Lighting Damage Assessment and Restoration II.
Lighting Field Personnel are assigned to Lighting. Incident Bases are CLOSED. This will happen in stages.
Night damage patrols continue with temporary employees, identifying damaged street facing lights.

- Repairmen and Contractors begin day repair.
- Office and Engineering personnel support repair personnel.

Prioritization

- Lighting restoration will follow the system restoration of the Distribution System, the power source for the lighting system.
- Every attempt will be made to replace fixtures like with like, based on material availability.
- Initial priority will be determined by Distribution's Priority 5 and the amount of system damage in an area. Priority 5 includes:
  - TECO properties. Maintain existing fixtures as first priority for security purposes.
  - Hospitals, fire and police stations, and shelters. Install 1000-w MH or 250-w HPS Cobras.
  - Roadway lighting, primarily City and County streetlights. Install 250-w HPS Cobras for all major roadways, and 400-w HPS fixtures at intersections if 250-w HPS fixtures are scarce.
  - State Road (County/City/Other)
  - Airports: TIA and Peter O' Knight. TIA currently has mostly 250-w HPS Cobra fixtures that are fed by 480 volts. (These materials may need to be specially ordered.)
  - Lights will be fed with an overhead service, unless conduit is easily accessible and in good condition. Lights will be installed on existing and restored distribution poles when available. Poles include concrete 35' and 45', wood 35' and breakaway aluminum.

Details

Pre Storm Season (by May 31)

Task	Action	Assigned
1	Update ESS online with personal Emergency Contact information.	ALL Personnel
2	Complete or Update Get Ready! Employee form and submit to Supervisor/Lead.	ALL Personnel
3	Get Ready! at home: Supplies (food, water, gasoline, generator, plywood), backup housing, childcare and pet care arrangements, etc.	ALL Personnel
4	Request complete sets of 11x17 circuit maps from Mapping. Organize in file folders by substation/circuit number.	Storm Coord
5	Request a second complete set of 11x17 circuit maps from Mapping. Keep on reserve with folders and labels.	Storm Coord
6	Inventory and replace Street Finders and City Maps for Tampa, Brandon, Plant City, Dade City, and Winter Haven.	Storm Coord
7	Inventory and have on hand Spec Books and Material Catalogs (and/or appropriate sections) for Contractors distribution.	Storm Coord
8	Prepare a master folder with 1 original each of City Maps for Tampa, Brandon, Plant City, Dade City, and Winter Haven. Include set of Night Patrol Instructions.	Storm Coord
9	Inventory storm patrol kits and replace missing items. Spot light with battery, reflective vest (DOT requirement), yellow tape, scissors, lighting brochure.	Storm Coord
10	Assemble damage patrol packages. Highlighter markers, Lighting damage assessment forms, one copy of base maps, time and expense sheets, Street Finder, list of emergency phone numbers, lighting brochure, reference sheets w/ stock numbers	Storm Coord
11	Communicate preliminary storm material needs to Purchasing - first wave, second wave, third wave.	Office Supervisor
12	Secure retainer contracts and purchase orders with contractors for storm first response.	Storm Coord/M
13	Secure retainer contracts and purchase orders with temporary agency for night patrollers for storm first response.	Storm Coord/M
14	Identify vehicle needs and notify LSU (transportation). E.g. Pickups for Repairmen, Night Patrollers, Buckets for Svc Area needs.	Storm Coord/M
	one week	
15	Contact Storm Contractors to give notice of storm alert.	Storm Coord
16	Contact Transportation to give notice of storm alert.	Storm Coord
17	Contact Suppliers to give notice of storm alert.	Office Supervisor
	3 Days	
18	Notify "First Call Response" list, Marketing Manager and Business & Industry teams not to schedule appointments for work until after the storm restoration is complete.	Storm Coord/ Manager
	2 Days	
19	Verify Primary Contractors have secured all on-site TEC equipment and/or paper files to protect from storm/water damage.	Office Supervisor
20	(Follow guidelines of local service area.) Secure desk, files, PC, etc. Gas vehicles, charge cell phone. Backup necessary files on LAN, and CD if required immediately.	ALL Personnel
	Prior to leaving office	
21	Update voice message, lock files, and unplug electrical equipment. Be sure to have TEC ID, take all appropriate files.	ALL Personnel
	x Days	

22	Notify Procurement/Suppliers to order materials for first wave response. Communicate second wave plans.	Office Supervisor
23	Contact Transportation to request leased vehicles, give detailed vehicle requirements.	Storm Coord
24	Maintain communications with ICS Command; participate in ED conference calls for Lighting Assignments and Storm Status.	Manager
25	Communicate as needed with key personnel re storm assignments. Update Lighting Message Line for storm assignments.	Manager
26	Check Lighting Message Line regularly for storm assignments. Contact Supervisor/Team Lead as instructed.	ALL Personnel

During the Storm

27	Care for yourself and your families. Each employee is expected to report for Storm Duties and Responsibilities as soon as possible after the storm passes.	ALL Personnel
28	Communicate as needed with key personnel re storm assignments. Update Lighting Message Line for storm assignments.	Manager

After the Storm

Immediately

29	Communicate as needed with key personnel re storm assignments. Update Lighting Message Line for storm assignments.	Manager
30	Update Sr. Administrative Specialist re your status for reporting to Storm Duty. Includes Lighting Field Engineers assigned to other areas.	ALL Personnel
31	Communicate PAR accounts for appropriate Storm charging.	Manager
32	Notify Purchasing/Supplier to deliver first wave materials, where, what, how many, when.	Office Supervisor

Phase 1 – Damage Assessment. (Incident Bases are OPEN.)

Lighting Field Personnel are assigned to Service Areas.

33	Notify Purchasing/Supplier to request second wave material based on Damage Assessment and Locality of Damage.	Office Supervisor
34	Review status of "paper" work orders completed when system was down.	Office Supervisor
35	Notify Transportation to deliver leased vehicles. where, what, how many, when.	Storm Coord
36	Report to assigned service area or incident base for distribution damage patrol.	Lighting Field Engineer
37	Report to ECC to pick up assigned vehicle. Report to assigned service area or incident base for distribution damage patrol (with lighting assessment on the side). Repair lights as assigned for Priority 1-4.	Repairmen
38	Report to ECC.	Office/Admin
39	Notify Primary Contractors to report, where and when.	Office Supervisor
40	Notify Storm Contractors to report, where and when.	Storm Coord
41	Coordinate with LSU to provide housing and transportation for Storm contractors upon arrival.	Storm Coord
42	Notify Temp Agency to provide Night Patrollers, to report where and when.	Storm Coord

Phase 2 - Light Restoration. (Incident Bases are OPEN.)

Lighting Field Personnel are released from Service Area and Incident Base Assignment and report to Lighting to begin Lighting work.
This will happen individually.

43	Return to Lighting upon release by service area management.	Lighting Field Engineer
44	Return to Lighting upon release by service area management.	Repairmen.
45	Coordinate with meal coordinators for Contractors and Night Patrollers.	Storm Coord
46	Coordinate with meal coordinators for Repairmen working Light work.	Storm Coord

47	Coordinate with meal coordinators for Lighting Staff working Light work.	Storm Coord

Phase 3 - Light Restoration. (Incident Bases are CLOSED.)

Lighting Field Personnel are assigned to Lighting. This will happen in stages.

48	Coordinate with LSU to provide meals for Lighting personnel and contractors upon closure of Incident Bases.	Storm Coord

Storm Restoration - After the Storm

Begin cycle of night patrol/fix.

Initially Repairmen will work nights to patrol and repair lights as they go.
Night Patrollers will begin patrolling to build a backlog of light tickets to repair.
Upon sufficient backlog, Repairmen will transition to work days, to fix lights already reported.

Task	Action		Assigned
	Phase 1		
49	TECO Properties	Existing fixtures.	Priority 5
50	Hospitals, fire and police stations, shelters.	1000W MH or 250W Cobra	Priority 5
51	City and County streetlights. Follow Distribution's restoration plan. - State Road - Count - City - Other	250W HPS Cobra - major roadways. 400W HPS for intersections if short 250W HPS.	Priority 5
52	TIA	250W HPS Cobra @ 480 Volts.	Priority 5
53	Tickets as reported and assigned.	Per ticket.	Priority 5
	Phase 2		
	Identification		
54	Patrol circuits as assigned for street facing lights. Tag and document lights out.		Night Patroller
55	Coordinate night patrollers.		Storm Coord
	Repair		
56	Circuits as assigned: Night Patrol/Repair.		Repairmen
57	Circuits as assigned: Night Patrol/Repair.		Primary Contractors
58	Circuits as assigned: Night Patrol/Repair.		Storm Contractors
59	Coordinate Storm Contractor assignments. Liaison for material and work issues.		Lighting Field Engineer/ Field Supervisor2
	Phase 2 & 3		
60	Tickets as assigned: Day Repair.		Repairmen
61	Tickets as assigned: Day Repair.		Primary Contractors
62	Tickets as assigned: Day Repair.		Storm Contractors
63	Oversee restoration assignments. - Direct Dispatchers and Coordinators. - Primary contact for material availability. - Manage issue and return of restoration ticket paperwork.		Office Supervisor
64	Oversee and make Repairmen field assignments. - Direct Repairmen. . - Primary liaison for material and work issues. - Distribute and collect paper work if MDTs are not functioning.		Field Supervisor1
65	Oversee and make Primary Contractor field assignments. - Primary liaison for material and work issues. - Distribute and collect paper work.		Office Supervisor
66	Oversee and make Storm Contractor field assignments.		Field

	- Direct Lighting Field Engineers and Storm Contractors. - Primary liaison for material and work issues. - Distribute and collect paper work.	Supervisor2
67	Coordinate Storm Contractor assignments. Liaison for material and work issues. Approximately 1:3 ratio. One Lighting Field Engineer w/pickup truck per three Storm crews.	Lighting Field Engineer
68	Administer ticket dispatch to Repairmen, and manual ticket paperwork assignment to Contractors (Primary and Storm)	Dispatcher/ Coordinator
69	Administer ticket processing for closure, discrepancy resolution, updating FIMS as necessary.	Office/Admin
70	Process Primary Contractor invoicing. Assure proper charge accounts, obtain approvals, process for payment.	Office Supervisor
71	Process Storm Contractor invoicing. Assure proper charge accounts, obtain approvals, process for payment.	Storm Coord

Logistical advance requirements

Logistical Support Unit – LSU
Lighting - Advance Requirements

Quantity	Required Time	Description
Foreign Crew Coordination		
TBD	Plan Activation	Foreign Utility Lighting Repairmen & Buckets
LSU Lead		
TBD		As Needed. See Lodging, Laundry, Temp Workers, Meals, Transportation
Purchasing/Stores		
TBD	Plan Activation	Rand McNally
TBD	Plan Activation	City maps for Brandon, Dade City, Mulberry, Oldsmar, Plant City, South Hillsborough, Tampa, Winter Haven
TBD	Plan Activation	Specified Storm Patrol Kit ingredients
TBD	Plan Activation	Site Prep for "East of ECC Field"
Temporary Workforce Management		
TBD	Date/ Time/ Report Location:	Night Patrollers - Contact Temporary Help Agent to activate request for night patrollers meeting the already specified criteria, beginning on (date), for a period of (xx) weeks. Arrival time: (x:xx pm), Report to: (name).
Facility Services		
TBD	Plan Activation	Site Prep for "East of ECC Field"
Fleet Services		
TBD	As Lighting begins Lighting Repairs & Distribution begins restoration of services.	40ft reach insulated bucket trucks to be utilized by Distribution for restoration of distribution services. (2004 appropriated Lighting buckets for distribution service work.)
7	When Storm clears area	Non-white pickup trucks, 4WD optional. (Qty = 1 per 2 repairmen) For use by Lighting Repairmen for Dist and Lighting Damage Patrols. Use until released to do Lighting Repairs.
Family Assistance		
TBD		As Needed.
Meals		
TBD	When Storm clears area	ECC - Lighting office personnel and mgmt
TBD		Lake Earl - Lighting Repairmen

TBD		TBD1 Incident Base - Lighting Contractors
TBD		TBD2 Incident Base - Lighting Contractors
TBD		TBD3 Incident Base - Lighting Contractors
TBD		TBD - Night Patrollers
Lodging		
TBD		Rooms for Contractors.
	Plan Activation	
Laundry		
TBD		For Contractors, see Lodging.
	Plan Activation	
Transportation		
TBD	Plan Activation	For Contractors, see Lodging
Security		
TBD	Plan Activation	Site Security for "East of ECC Field"

Material Salvage Operations

A major disaster or storm will leave behind a large amount of damaged transmission and distribution equipment that will need to be picked up in the field and brought to a designated area for the salvage operation. This will be a joint effort between TEC Technology & Support Services, Energy Delivery, and Environmental Affairs.

It is important that the salvage operation be done as quickly as possible to avoid theft of the equipment and to clean up the area. It is also important that the picking up of the equipment be coordinated to occur after the restoration work has been completed in an area. This is necessary so that equipment that is re-usable can be put back in service by the line crews for the least cost and most efficient restoration of service to customers.

It is also desirable that the line crews, either Foreign or Tampa Electric's, not pick up or handle any salvage material except for the material which can be re-used on site. Their efforts need to be totally focused on the restoration of service to customers.

Several cleanup contractors have been secured to follow restoration crews and bring in oil-filled equipment, poles, pole line hardware and conduit from the field. These contractors will also clean up non-critical oil spills. For information on the Environmental Response procedures for oil filled equipment, and the selected contractors.

All oil - filled equipment (OFE), both leaking and non-leaking, will be returned to the nearest Incident Command Center (Service Area Operation Center) store yard. The preferred location is the Investment Recovery location at Central Stores, if the travel time is the same, or less, as going to the Incident Command Center. Stores will have salvage contractors come to each Incident Command Center to pick up the equipment on site after proper oil/PCB testing and documentation has been completed.

The cleanup contractors picking up non-reusable material will be equipped to pick up heavy equipment/materials and will work out of the Incident Bases. The Incident Base Supervisor, or a representative, will coordinate the cleanup contractor's work with the line crew operation. Information on oil-filled equipment and oil spills will be marked on the primary maps by the circuit patrols and will be source of planning the pick up of that equipment.

It is thought that the pickup of oil filled equipment and critical, high priority spill cleanups, will be completed the first or second week of the restoration. This should coordinate well with the Foreign Crews beginning to have areas restored and being ready for the salvage pickup operation to follow.

Investment Recovery will disassemble and sort the materials at the designated salvage area. Refurbished items will be sent to Stores for reissue. Investment Recovery will dispose of all unusable materials in the most cost-effective way.

Prior to Storm Season

Beginning January 1st of each year, to be completed before April 30th, the Supervisor of Investment Recovery will initiate and complete the following:

- Revise Investment Recovery Response Team contact information list as required.
- Provide updates to the Common Requirements Matrix for the following information:
  - Size and location of potential site for the designated Salvage Centers.
  - Physical location of the designated Salvage Centers.
  - Potential security needs (guards, fencing, etc.) at the designated Salvage Centers.
  - Communication needs for designated Salvage Centers.
  - Vehicle needs for the designated Salvage Centers.
  - Fuel needs for designated Salvage Centers.
  - Office trailers
  - Tents
  - Trash containers
  - Hazardous Materials containers
  - Portable generators
  - Portable light trailers
  - Portable toilets
  - Water
  - Ice
  - Requirements for temporary general labor needed at the designated Salvage Centers.
  - Confirm list of Foreign Salvage Crews.
  - Confirm meal service requirements for the Foreign Salvage Crews and Investment Recovery personnel.
- Send out notices to scrap processors that currently have agreements requesting "letter of intent" to provide services as required after storm. Send sample letter with notice. When letter of intent is received, follow-up with confirmation letter. The following is a list of current scrap processors:
  - Scrap All of Tampa
  - Finer Scrap Processors
  - Gulf Coast Metals
  - Miami Transformers
  - Zeta International
  - TRC America, Inc.
- Distribute a revised copy of the Investment Recovery Response Team Emergency Preparedness Plan to each member of the team.

Post ALERT, Before the Storm

Upon notification of and upon activation of the TEC Emergency Preparedness Plan (EPP) Incident Command System (ICS), the Investment Recovery Response Team Coordinator will initiate the designated Salvage Center preparations and instruct all Investment Recovery personnel to begin pre-storm securing of facilities.

The Supervisor of Investment Recovery will:

- Notify Investment Recovery Response Team personnel of the situation and review Emergency Preparedness Plans as they apply.
- Verify employee ID cards.
- Verify with the Security Coordinator all plans for temporary ID cards for contractors and foreign salvage crew personnel.
- Ensure that all personnel have adequate rain gear.
- Advise all employees to take home hard hat, gloves, safety glasses, and steel toe shoes.
- Review and update Emergency Response Team contact list.
- Discuss personal emergency plans with entire group.

- Notify Investment Recovery personnel when and where they should report after the storm has passed. Some Investment Recovery employees may serve as Incident Base Sites Foreign Crew Salvage Site Coordinators.
- Notify Investment Recovery Team leaders to secure work area and remove any material and equipment that could become airborne or otherwise pose a threat during a storm.
- Secure cellular telephones and/or radios as needed.
- Contact scrap processors to have containers picked up before and returned after the storm.

Post ALERT, Before the Storm
Investment Recovery - Response Team

- Provide manpower assistance requests to the TEC Logistics Support Unit Human Resources Temporary Help Desk.
- Check Storm Stock gang boxes and replenish as needed.
- Fuel all vehicles, check lights, windshield wipers, turn signals, horns, emergency markers kits, etc.
- Clear all storm-water runoff areas and storm drains.
- Fold up wire cages and store inside.
- Turn all steel reels on side.
- Block pole top transformers against wall by making a wall around them with three phase padmount transformers.
- Push floats inside building.
- Secure street light area.
- Secure transformers in Investment Recovery yard.
- Relocate switchgear in Investment Recovery yard (single stack).
- PCB Building: Move equipment to diked area inside; Flood floor with Oil Dry; Block doors with three phase padmounts; Secure doors.
- Fasten plant scrap bins and cardboard bins together.
- Turn off electrical breakers.

Post ALERT DRT, Before the Storm
Investment Recovery - Transformer Repair Shop

- Fuel all vehicles, check lights, windshield wipers, turn signals, horns, emergency markers kits, etc.
- Clear all storm-water runoff areas and storm drains.
- Remove transformers from elevated positions on storage racks.
- Bring all loose sills, doors, etc. inside shop.
- Bring all loose pallets inside shop.
- Bring outside work-table, tools and supplies inside shop.
- Check Storm Stock gang boxes and replenish as needed.
- Turn off all electrical breakers (except MESA 200 tester).

Post Storm Activities
After the storm, the Investment Recovery Response Team coordinator Willie Shoats will perform the following actions:

- Contact the Investment Recovery Supervisor to get storm assessment and discuss recommended course of action; i.e. which designated Foreign Salvage Crew sites will be opened.
- Preview the River Substation Salvage Center to determine if the site is usable.
  - If the sites are usable, notify Investment Recovery personnel to report to the designated work locations.
  - If the sites are not usable, request an alternate site from Investment Recovery Supervisor.
- Initiate Salvage Center preparation and implementation procedures.
  - Notify Investment Recovery personnel to implement site preparation plans for the Pole Line Hardware Salvage Center and Pole Salvage Center.
  - Notify TEC Substation Operations Team coordinators Ralph McLeod and Dan Sylvester to implement site preparation plans for the Transformer Salvage Center.

Post Storm Activities
Investment Recovery Center

- Coordinate Pole Line Hardware, Pole Salvage, and Transformer Center site set up.
- Coordinate set-up of a portable office trailer.
- Coordinate setup of portable toilets.
- Set up traffic patterns.
- Arrange for security assignments as needed.
- Set up light trailers.
- Instruct Temporary Help on Safe Work Practices at Salvage sites and issue safety gear.
- Coordinate work of temporary employees.
- Coordinate work schedules of Foreign Salvage Crew employees.
- Assure appropriate work/rest cycles – work days no longer that 16-hours per day.
- Review Salvage Center sites for unsafe working conditions and report to Coordinator.
- Load all materials to be taken to the designated Salvage Centers.
- Coordinate location of Scrap Containers at the Pole Line Hardware and Pole Salvage Centers.
- Coordinate Pick up of Scrap Metal/Wire Containers.
- Load and transport materials to be taken to Salvage Centers.
- Coordinate communications at Pole Line Hardware and Pole Salvage Centers: telephones, computers, printers, radios, fax machines.
- Coordinate setup of generators, fuel.
- Coordinate storage of water and ice.
- Coordinate setup of trash containers.
- Arrange for delivery of oxygen and acetylene if required.
- Unload and salvage wood poles
- Coordinate deliveries at Pole Salvage Center: fork truck, prentice loader.
- Maintain chain saws at Pole Salvage Center: chains, oil, fuel, and security
- Unload and salvage of wood poles.

Post Storm Activities
Transformer Salvage Center

- Coordinate site preparation for Transformer Salvage Center operations, which entails:
  - Delivery of fork trucks, vehicles, office trailer, light trailer, and portable toilet.
  - Set up of generator and fuel.
  - Storage of water and ice.
  - Set up trash containers.
- Coordinate work schedules of all employees.
- Coordinate work schedules of foreign crew personnel.
- Calibrate MESA 200 Tester if required.
- Ensure material and equipment is loaded and ready for transport to Transformer Salvage Center.
- Coordinate communications at Transformer Salvage Center: telephones, computers, printers, radios, fax machines.
- Maintain contact list of key Materials Management/Procurement key personnel.
- Set up pole mount work area at Transformer Salvage Center.
- Establish inventory of pole mount repair parts.
- Coordinate moving vehicles to the Transformer Salvage Center.
- Set up padmount work area at Transformer Salvage Center.
- Maintain records of transformers handled.
- Maintain supplies daily.
- Set up loading and unloading areas.
- Coordinate loading and unloading of transformers.
- Monitor all fuel needs.

Key Personnel
In the event of an emergency, all Investment Recovery personnel will be assigned to designated salvage

centers; i.e. COC Investment Recovery, a designated Incident Base Site Salvage Centers, and or River Substation Salvage Site Center. As a support group, personnel may also be utilized to respond to additional requirements as they are identified. All personnel will be required to work no longer than 16-hours per day up to seven days a week.

1	MRC Personnel (Pole Salvage Center)
8	MRC Personnel (Material Recovery Salvage Center)
2	MRC Temporary personnel
3	TRS Personnel
2	TRS Temporary personnel
1	Foreign Salvage Crew (21 people) skilled at Investment Recovery functions.

Additional manpower is to be provided by contract labor. Ten to twenty temporary general labor personnel for salvage work (wire and metals).

Facilities
Three central salvage centers have been identified as follows:

1. Pole Line Hardware Salvage Center

10 acres; 16-hour per day operation; self supporting facilities; secured; Company property preferred but not required.

Primary Location: Davis Road at McRae Road (River Substation)

2. Pole Salvage Center

10 acres; 16-hour per day operation: self supporting facilities; secured; Company property preferred but not required.

Primary Location: Davis Road at McRae Road (River Substation)

3. Transformer Salvage Center

5 acres; 16-hour per day operation; self supporting facilities; secured; paved Company property preferred but not required; environmentally safe for storage of oil filled equipment.

Primary Location: Davis Road at McRae Road (River Substation)

Equipment - Pole Line Hardware Salvage Center.

1	Mobile Office Trailer 10 x 30, furnished
3	Desks and Chairs
1	Table and 10 Chairs
1	Work Area Tent 80 X 80 (with or without sides)

Communication Equipment - Pole Line Hardware Salvage Center

2	Cellular Phones
4	Portable 2-way Radios
2	Telephones (when Available)
1	Fax Machine (and line when available)
2	PC Computers for Mainframe MMIS and OVVM
1	Printer

Vehicles - Pole Line Hardware Salvage Center

1	Car/Utility
2	Trucks, Pickup 3/4 ton 4x4
2	Trucks, 20' stake body

2	Fork-trucks; all wheel drive with large pneumatic tires and night-lights, Capacity = 8,000 lbs.
6	20-yd. containers for trash
1	10-yd Hazardous Material Container
2	20 KW portable generator with fuel supply
4	Portable light trailer
2	Portable toilets

Water/Ice supply for 2 Shifts of 10 people each

Hand Tools & Misc. Supplies (Storm Stock) - Pole Line Hardware Salvage Center

3	5-Gal. Gas Cans	12	Batteries, 6-Volt Lantern
1	Portable Air Compressor	48	Insect Repellents
6	50' Air Hoses	4	Cases Of Rags
6	Air Impact Guns, ½" Drive	20	Sets Of Rain Gear
1	Portable Band Saw	1	First Aid Kit
6	Blades, Band Saw	2	Fire Extinguishers, 5 Lb.
4	50' 220 Vt. Ext. Cords	2	Nylon Sling Sets:
10	50' 110 Vt. Ext. Cords		1 – 2000 LB.
6	Tool Boxes, Proto (Complete)		1 – 16000 LB.
4	Bolt Cutters, Small	2	10 Gal. Water Kegs (Igloo)
8	Bolt Cutters, Medium	5	48 Qt. Coolers
2	Bolt Cutters, Large	6	Rolls Of Duct Tape
8	Wire Cutters, Large	30	Hand Cleaner Waterless
30	Magnets, Small	1	Ax
75	Canvas Work Gloves	2	Shovels
30	Safety Glasses	1	Sledge Hammer
15	Flashlights	1000	Plastic Bags, 9" X 11"
6	Lanterns, 6 Vt.	3	Water Hoses, 50' ¾"
30	Hardhat Lights	1	Weatherproof Gang-Box
100	Batteries, D-Cell		

Equipment - Pole Salvage Center

1	Mobile Office Trailer 10 x 20, furnished
2	Desks, 2 Chairs
1	Table, 6 Chairs

Communication Equipment - Pole Salvage Center

1	Cellular Phone
2	Portable 2-way Radios
1	Telephone (when available)
1	Fax Machine (and line when available)
1	PC Computer for Mainframe MMIS and OVVM
1	Printer

Vehicles - Pole Salvage Center

1	Truck, 3/4 ton pickup, 4x4 preferred
1	Truck, with Prentice pole loader mounted
1	Fork-truck, all wheel drive, with large pneumatic tires and night-lights; Capacity = 8,000 lbs.
4	40-yd. containers for trash
1	10-yd. hazardous material container
1	5 KW Portable Generator with fuel supply.
2	Portable light trailers
1	Portable toilet
	Water/Ice supply for 4 people

Hand Tools & Miscellaneous Supplies (Storm Stock) - Pole Salvage Center

3	Chain Saws	5	Flashlights
1	Gas-Powered Chain Saw	15	Hard Hat Lights
18	Chain Saw Blades	3	Lanterns, 6-Volt
10	Metal Cutting Blades	20	Batteries, D-Cell
2	Carbide Tip Blades, 14"	4	Batteries, 6-Volt Lantern
4	5-Gal. Gas Cans	1	Case Of Rags
20	Pints Of 2-Cycle Oil	6	Sets Of Rain Gear
5	Gallons Of Bar Oil	1	First Aid Kit
6	50' 110-Volt Ext. Cords	1	Fire Extinguisher, 5 LB.
2	Bolt Cutters, Medium		Pole Slings
2	Water Hose, 50 ¾"	2	10-Gal. Water Kegs (Igloo)
1	Tool Box, Proto (Complete)	2	48 Qt. Coolers
4	Cant Hooks	3	Rolls Of Duct Tape
2	100' Tape Measure	12	Hand Cleaner, Waterless
4	25' Tape Measure	1	Ax
4	Lumber Crayons, (Pkg.)	2	Shovels
4	Hard Hats	1	Sledge Hammer
20	Canvas Work Gloves	1	Weatherproof Gang-Box

Equipment - Transformer Salvage Center

1	Mobile Office Trailer 10 x 20, furnished
2	Desks, 2 Chairs
1	Table, 6 Chairs

Communication Equipment - Transformer Salvage Center

1	Cellular Phone
2	Portable 2-way Radios
1	Telephone (when available)
1	Fax Machine (and line when available)
1	PC Computer for Mainframe MMIS and OVVM
1	Printer

Vehicles - Transformer Salvage Center

1	Truck, 3/4 ton pickup 4x4 preferred
1	Truck, 20' stake body
1	Truck, tanker, 8000 gal. capacity
1	Fork-truck, all wheel drive, with large pneumatic tires and night-lights; Capacity = 8,000 lbs.
1	20 yd. containers for trash
1	10 yd. hazardous material container
1	20 KW Portable Generator with fuel supply
2	Portable light trailers
1	Portable toilet

Water/Ice supply for 6 people

Hand Tools & Miscellaneous Supplies (Storm Stock) Transformer Salvage Center

1	Strap Wrench	1	Large Channel Lock Pliers
1	Crowbar	1	Ax
2	Shovels	1	Sledge Hammer
1	Large Vise	1	1-1/2 Ton Hydraulic Jack
2	Penta Head Socket Wrenches	2	Assorted Screw Drivers
2	Sets Of Open Box End Wrenches	2	Tool Boxes
3	12" Crescent Wrenches	1	Gasket Cutter
3	Tool Bags	6	Flashlights
100	Batteries	2	Lanterns
12	Lantern Batteries	6	50' 110-Volt Ext. Cords

12	Hand Cleaner, Waterless	1	Case Of Paper Towels
1	Crimping Tool	2	Ratchet And Socket Sets
2	Ball Peen Hammers	2	Cases Of Rags
6	Sets Of Rain Gear	1	First Aid Kit
2	Fire Extinguishers	3	5-Gal. Gas Cans
1	2000 LB. Nylon Sling Set	1	16,000 LB. Nylon Sling Set
2	Windproof Clipboards	1	Oil Pump
	Transformer lifting Booms From Shop		Office Supplies
	Weather-Proof Gang Box		Additional Test Equipment: TTR Meggar

Facilities and Equipment Recap

Equipment needed	**PLHSC**	**PSC**	**TSC**	**Total**
Mobile Office Trailer, 10 x 30 furnished 3 desk and chairs, 1 table and 10 chairs	1		1	2
Mobile Office Trailer, 10 x 20 furnished 2 desk and chairs, 1 table and 6 chairs		1		1
Work area tent 80 x 80 (with or without sides)	1			1
Work area tent 20 x 30 (with sides)	1			1
Trash containers from WMI, 20 yd	6		1	7
Trash containers from WMI, 40 yd		4		4
Hazardous materials containers,10 yd	1	1	1	3
Portable generator, 5 KW		1		1
Portable generator, 20 KW	2		1	3
Portable light trailers	4	2	2	8
Portable toilets	2	1	1	4
Water and ice for # of people	20	4	6	30
Meals for # of people	20	4	6	30
Communications				
Cellular phone	2	1	1	4
Portable 2 way radio	2	2	2	6
Telephone	2	1	1	4
Fax machine	1	1	1	3
PC/Mainframe computer	2	1	1	4
Printer	1	1	1	3
Vehicles				
Car/Utility	1			1
Truck, 3/4 Ton pickup, 4x4	2	1	1	4
Truck, 20' stake body	2		1	3
Truck, with prentice pole loader mounted		1		1
Truck, tanker (for oil) capacity 8,000 gal			1	1
Fork truck, all wheel drive, with large pneumatic tires and night light, capacity 8,000 lbs.	2	1	2	5

PLHSC - pole line hardware salvage center
PSC - pole salvage center
TSC - transformer salvage center

Investment Recovery Designated Salvage Site Staging Area
Incident Base Sites – April 2006

University Square Mall (CSA)
2200 E. Fowler Ave., Tampa, Florida

Brandon Town Center (ESA)

459 Brandon Town Center Brandon, Florida 33511
Intersection of Interstate 75 and SR 60 (Adamo Drive)
S.E. Corner of Mall located by Sears

Dade City Operations Center (DCA)
14520 Fifth Street
Dade City, Florida 33523

Florida Strawberry Festival Grounds (PCA)
2504 W. Reynolds Street, Plant City, Florida 33566
N/Side of Reynolds at Ritter Street
S.W. Corner of Festival Grounds

Old CSX Railhead Yard (WSA)
South East Corner of Anderson Road & Sligh Avenue Tampa, Florida 33634
Gate Code: 0357

Orange Dome (WHA)
210 Cypress Gardens Blvd. Winter Haven, Florida 33880
South Corner of Cypress Gardens Blvd. and Cletus Allen Blvd.
S/Side of Orange Dome, extending to W/Side and N. to Cypress Gardens Blvd.

South Hillsborough (SHA) 223 TECO Road, Ruskin, FL 33570
Property adjacent to SHA Service Center (South)

Mulberry Materials Staging Site
1300 Moores Road, Mulberry, FL 33860

Plant City Airport – Transmission IB*
4007 Airport Road
Plant City, FL 33566

*Proposed Sites

TEC Operations Centers
Central Service Area
2200 East Sligh Avenue
Tampa, FL 33610

Dade City Operations Center
14520 Fifth Street
Dade City, FL 33623

Eastern Service Area
820 S. 78th Street
Tampa, FL 33619

Plant City Operations
1308 Grant Street
Plant City, FL 33566

South Hillsborough Operations
223 Teco Road
Ruskin, FL 33570

Western Service Area
5402 W. Sligh Avenue
Tampa, FL 33634

Winter Haven Operations
1770 6th Street N.W.
Winter Haven, FL 33881

RF & Controls

The RF & Control group includes the ESA Radio Shop, RTU Operations, and EMS Master Station support. In the event of a disaster or storm, RF & Control is responsible for radio communications, restore RTU and RTU communications by working closely with both the Damage Assessment Unit and Source Restoration Unit, and support the EMS hardware and ECC functional units. RF & Control personnel report to either the ECC or the ESA Radio Shop.

Prior to a Major Disaster or Storm

ESA Radio Shop

- Check radio systems
- Check list of spare radios
- Check inventory of storm VHF radios and antennas
- Check the operation of the MDT network
- Check vehicle stock and safety equipment

RTU Operations

- Check vehicle stock and safety equipment
- Check laptops for latest RTU configurations
- Assist setting up ECC Assembly Room for Logistics Support Unit

EMS Master Station

- Set up ECC Assembly Room, Conference Rooms 7 and 8 for Logistics Support Unit: tables, power, network, PC's
- Lead any requested physical technical and automation setup in the ECC

During a Major Disaster or Storm

ESA Radio Shop

- No action

RTU Operations

- No action

EMS Master Station

- An Energy System Electrician (ESE) will be at the ECC during the storm to provide technical support to all functions of the ECC. Once the storm has cleared, the ESE will be relieved by a second ESE

Following a Major Disaster or Storm

All RF & Control personnel will report to their storm assignment locations following company guidelines regarding reporting duties once the storm has cleared the area.

ESA Radio Shop

- Radio Electricians will report to the ESA Radio Shop and begin the damage assessment of the radio equipment.
- Once damage assessment is complete, restoration work on the radio system will begin.
- Radio Electricians will monitor the radio system to confirm radio communications needs are being met.
- If necessary, the VHF storm radios and VHF handheld radios will be distributed. If the 800 MHz radio system is unavailable, the VHF repeater trailer will be set up in a safe, strategic location to provide maximum VHF radio coverage.

RTU Operations

- ESE's will report to the ECC RTU Lab and begin working with the Source Restoration Unit to review data from EMS and the Damage Assessment Unit to set priorities for patrolling and restoration.
- Damage Assessment will be performed and reported to the Damage Assessment Unit.
- RTU's will be restored according to the needs for operation of the TEC system. The priority for RTU restoration is listed below.
    1. Tie-Lines with other utilities.
    2. Power Plants
    3. Major 230/138KV substations with energized circuits/transformers.
    4. 69KV substations with multiple 69kv circuits.
    5. Distribution Substations.
- Restoration progress will be reported through the Damage Assessment Unit.

EMS Master Station

- ESE's will provide technical support to all functions of the ECC.

PLANNING FUNCTION

Functional Overview

The function of the Planning Section in the Incident Command System is to monitor the status of the restoration of our electrical supply system and the status of the critical infrastructure needed to provide that electrical service to our customers and the community. Specifically, the Planning Section is responsible to:

- Collect, process and analyze daily information on the status of the critical company infrastructure, i.e., transmission, distribution, substation, telecommunication, generation source, manpower and RTU systems.
- Coordinate the deployment, housing and logistical needs of all foreign crews which are brought in to assist with the restoration effort.
- Provide maps, mapping services and other facilities data as needed.
- Document the decisions of the various teams with the ED Planning Section and collect and maintain all documentation of the restoration process within Energy Delivery.
- Update Energy Delivery (ED) Area Command on the current status of the infrastructure. Also, coordinate the development of the Restoration Plan for the next work period based on the most current system, equipment, safety and customer data.

Duties and Responsibilities

Planning Section Chief - Spring of each year

- Work with Team Leaders to review and update Planning Section activities, personnel assignments, phone numbers, equipment and software requirements. Assist the ED Area Commander in the preparation of strategic objectives.

After ICS has been implemented

- Obtain information and special instructions from the ED Area Commander and communicate the information to the Planning Section.
- Provide the Tampa Electric Company Commander - Planning Section Leader and others with an updated Planning Section organizational chart indicating assignments, Team members and their current phone numbers.
- Manage and provide updates to the Planning Section Team, i.e., Damage Assessment Unit, Source Restoration Unit, Engineering Standards Unit, Energy Delivery Facilities Information Unit, Foreign Crew Coordination Unit, Helicopter Patrol(s) Unit and Documentation Unit.
- Follow-up with Team Leaders on the current status of their teams, identify issues of concern, specialized resource needs and assist with the coordination of activities between groups.
- Collect and process incident information, represent the Planning Section in Incident Command meetings, update the ED Area Commander and others on Planning Section tasks and information.

Planning Section Time Schedule

- Schedule to meet with team leaders
- Schedule for Team Leaders to give input to team
- Planning Section schedule by task

Damage Assessment Unit

Functional Overview

The function of the DAU is to receive, process and assess information on damage to the critical company infrastructure (i.e., transmission, substation, distribution, manpower, telecommunication and RTU systems). Information on the current condition of the infrastructure will be collected and processed daily using the Damage Assessment and Restoration Tracking ("DART") software. Assigned DAU Team members will analyze processed DART information and prepare it for presentation and review by the Energy Delivery (ED) Area Command. This updated infrastructure assessment will in turn be used by ED Area Command to establish the daily system restoration plan based on the most current system, equipment, safety and customer data. This restoration process shall remain in place until the system has been fully restored or other direction is given by the Tampa Electric Company Command - Planning Section Command Chief. In the event of an emergency whereby the Incident Command System is implemented, employees assigned to the DAU Team will be contacted by the DAU Team Leader and asked to report to the Energy Control Center. Employees on this team will work the night shift unless otherwise directed. The DAU Team can be reached via GroupWise using the USERID "DAMAGE".

Duties and Responsibilities

DAU Leader - Spring of each year

- Distribute the current DART software and documentation. Ensure all Energy Delivery Line Operation personnel and Team members are trained to use it. Verify all DART PC's are available and fully functional.
- Update the DAU organizational chart indicating assignments, members, current phone numbers, etc. Ensure Team members are trained in their assigned duties.

After ICS has been implemented

- Collect, process and analyze incident information according to the established timeline, verify data is valid and active, identify issues of concern or specialized resource needs and develop the next days' work plan with an outline of what resources (labor and material) are needed to implement it. Meet with Incident Commander and Planning Section Chief to present proposed work plan.
- Represent the DAU Team in meetings.

DAU Team Members - Spring of each year:

- Review DART software.

After ICS has been implemented:

- Import assigned file(s) into the DART software.
- Verify assigned data to be accurate and complete.
- Check box in DART software for "active" and/or "valid".
- Assist in developing presentation of the next operational periods' work plan.

System Data

Data to the DAU shall come from several sources:

- Helicopter patrol - Overall status of Energy Delivery system
- Source Restoration Unit - transmission, substation
- Service Areas - distribution status and priority circuit status
- Standards - material availability
- EOC - public and safety concerns
- Energy Services and Marketing - customer concerns
- Generation, Telecommunications and RTU availability

DAU Team Schedule

- 6pm - Night shift reports to the ECC. Day shift personnel update night shift personnel.
- 9pm - Service area crews complete work.
- 10pm - DAU Team day shift ends.
- 9pm to 12pm - Service Areas input D-280's.
- 11pm to 12pm - Service Areas transfer data to DAU.
- 11pm to 12pm - DAU receives updates from each of the above noted sources.
- 12pm to 1am - DAU Team members import files, verify data. Send data to SRU.
- 1am to 3am - SRU receives data, begins processing and assessing damage. SRU makes recommendations on restoration priorities.
- 3am to 4am - DAU Team imports SRU data, processes data to build master data set. Team identifies priorities and prepares presentation outlining the next operational periods' (NOP) work plan.
- 4am to 5am - DAU Team Leader and ED Planning Section Chief meets with Planning Section Command - Planning Section Chief, the Energy Supply Planning Chief and the Energy Services & Marketing Planning Chief to review Energy Delivery proposed restoration plan. Based on input from other departments, the next days' work plan is finalized.
- 5am to 6am - Planning Section Command - Planning Section Chief develops work plan to be presented at the Officers briefing.
- 6am - Planning Section Command - Planning Section Chief holds briefing with Officers
- 6am - Next operational periods' work plan is released
- 6am - Day shift personnel report to Conference Room 2 in the ECC. DAU Team Leader updates day shift personnel
- 10am - Night shift ends.

DAU Team Data Processing

Upon receipt of the daily updates noted in (C), the information will be imported into the DART system. Assigned DAU Team members will review the data for completion and accuracy. If the received data is considered valid, it will be included in the overall update used to develop the next days' work plan. If the data is considered to be in error, the assigned Team member will first contact the originating location for data correction. He or she will next indicate the error in the DART software by unchecking both the "valid" and "active" boxes so that the data will not be used for restoration planning.

Grid Operations/Grid Planning & Operations Support

See "Command" Section

Mapping Services

The primary function of this department in the Incident Command System is to provide the necessary copies of maps, mapping services and to record facilities information as it changes in a restoration effort.

Reporting and Work Schedule

Department employees whose Incident Command System assignment is in Mapping Services should report to work after the disaster or major storm as soon as it is safe to travel. Department employees who are assigned to other departments should report as it is listed in the Incident Command System for that department and noted on their individual "Employee Emergency Preparedness Information Sheet". Most employees will work a daytime hours schedule unless otherwise directed by their manager.

Prior to Storm Season

Mapping Services will coordinate with Document Services to continually maintain one up to date set of disaster/storm map files. Map sets to be maintained are as follows:

- One complete set of distribution primary maps (key, detail, and insert sheets) on 11"x17"

paper – Document Services
- One complete set of detail sheets – Document Services
- One set of distribution composite maps – Mapping Services
- City and County maps for all of our Service Area – Mapping Services
- A copy of the TEC distribution map symbology – Mapping Services
- Incident Base maps – Mapping Services

Prior to a Storm

- At least 3 days in advance of the projected start of storm restoration efforts, send map sets to Printing/Duplicating to have copies made (see below).
- Initiate couriers to deliver storm maps to their assigned Service Areas, if the most recent versions were not previously delivered. If maps need to be delivered, coordinate couriers with Document Services and ED Construction Coordination & Services.
- If the storm does not affect a Service Area, all maps are to be returned to Document Services unopened. They may be deployed for future storm threats.

Make and Deliver map set copies as follows

Each Service Area

- Three complete sets of distribution primary maps (key, detail, and insert sheets) on 11"x17" paper
- Two additional complete sets of detail sheets
- One copy of each section of the composite map that contains any portion of that Service Area

Lighting Department

- One complete set of distribution primary maps (key, detail, and insert sheets) on 11"x17" paper

Energy Delivery Area Command

- One complete set of distribution composite maps

System Service

- No map products required

Foreign Crews

- Prepare information packets for Foreign Crews:
  - City and County maps for all of our Service Area
  - A copy of the TEC distribution map symbology
  - Incident Base maps

During the Restoration Period

- Retrieve map products from the secure location and arrange for transporting them for duplication as required. Duplication may be at TECO Plaza if available
- May be arranged at offsite duplicating vendor, either locally or out of the Service Area.
- Set up a walk-up aperture printer for engineering if possible.
- Provide drafting support as needed.

After Restoration is Complete

- Contact EDCCS Field Services to request a post storm inventory of facilities. The FIMS support group within ED Technical Services is responsible for the on-going maintenance of the inventory of primary distribution facilities in FIMS. Disaster or storm restoration changes will be made from the Patrol/Crew Circuit Maps as outlined below. After the restoration is complete, the FIMS support group in ED Technical Services will use the maps and post storm inventory information to correct any discrepancies that may be found.
- Marked up Patrol/Crew Circuit Maps will be received from each Service Area Command
- Update map products from field patrolled marked up maps. When this is completed, the map and any associated paperwork will be sent to the Documentation Unit.

Engineering Standards Unit

Initial Section Action

Energy Delivery Area Command will notify Distribution Engineering and Standards when an emergency is declared. Under the Incident Command System, Distribution Engineering and Standards' major duties and responsibilities are as follows:

- Working with ED Purchasing & Contract Services in the procurement of non-approved or substitute materials for ED.
- Location of new manufacturers and/or sources.
- The verification of catalog numbers for Stores.
- Assisting Foreign Crews in the field with construction practices and material use as needed.
- Assisting Stores personnel with receiving non-approved or substitute materials for ED at the Central Distribution point.

Notification
Upon notification of a requirement to implement the Incident Command System, the ED Area Commander or designated alternate shall notify, or direct the notification of and convene the Standards Management Emergency Response Team. In addition, all appropriate Distribution Engineering and Standards personnel will be assigned to support the Standards function during the restoration period.

Pre-Storm Preparation

After authorization to implement the Standards Management Emergency Response Plan, the response team will lead in implementing the following:

- Distribution of the TEC Emergency Restoration of Distribution Facilities Information Booklet for Foreign Crews.
- Print MMIS reports required by Distribution Engineering and Standards.
- Download MMIS data to a local PC.
- Review Storm Plan responsibilities and work with each member or assigned team.
- Obtain a four wheel drive vehicle
- Distribution Engineering and Standards will require 2 cellular phones to be delivered to CSA within 24 hours of declaration of a Level One (1) emergency. One (1) additional cellular phone to be delivered within 48 hours of declaration of Level One (1) emergency for a total of three cellular phones.
- Identify the phone numbers for ED Purchasing & Contract Services' cellular phones and relay our phone numbers to them.

Post-Storm Procedures
Team members are to report to CSA Standards. Should an unexpected storm occur during a night prior to a workday, personnel are to report to work as usual. If the storm occurs during the day on a weekend or holiday, all members are to contact their Team Coordinator within 2 hours after a storm leaves Hillsborough County. If the storm clears the county during darkness, all personnel are to make contact by 7:00 a.m. IF PHONE CONTACT IS NOT POSSIBLE, ALL MEMBERS SHOULD REPORT TO CENTRAL SERVICE AREA WITHOUT WAITING FOR NOTIFICATION. Each employee should make certain his/her family is secured before reporting.
(The Distribution Engineering and Standards section will be staffed 24 hours a day to aid in Customer restoration as necessary).

Foreign Crew Coordination Unit

Overview

The Director, Meter & Lighting Services will initiate the ED Storm Plan (EDSP) after the Vice President – Energy Delivery, has declared an emergency. The FCC Team Leader will coordinate initial activities with the Mutual Assistance Team Leader. These initial activities consist of contacting contractor crews in preparation for restoration activities as a result of a storm or other disasters.

The FCC Team Leader will call a pre-storm communication/preparation meeting of the FCC team. At this meeting a sub-teams will be established based on the required storm duties of the FCC.

After the storm has passed, the FCC Team will provide daily resource availability to the Damage Assessment Unit to help project the days required for restoration. The FCC Team will also update the resource availability on the ED Storm webpage to ensure that other teams have this data available. Lastly, the FCC Team will provide resource data to the ED Financial Services Team to assist in the assessing restoration costs.

Preparation prior to Storm Season

- Assign personnel to critical functions and review responsibilities associated with such functions.
- If conducted, participate in Energy Delivery Mock Storm activity.
- Conduct a FCC Team meeting prior to storm season.
- Update foreign crew list and contact information.

Reporting to Work

Employees will report to the ECC – Third Floor after the storm and when it is safe to travel.

The FCC Team reports on Day 1 as soon as the storm clears the area if that occurs before 4 p.m., otherwise they shall report at 6 a.m. on Day 2. The normal work shift will be between 6 a.m. and 9 p.m. No night shift is required on the FCC Team. However, team members assigned to crews will be in constant communications with contractors after work hours or when required.

The FCC Team responsibilities end when the last foreign crew working on storm restoration has finished its work.

Storm Responsibilities
Leadership
Team Leader: Manager, Meter Services
Back-up Leader: Meter Engineer, Meter Services

- **Contractor Hiring**
  Minimum of two team members will be assigned the duties of contacting and hiring the required number of contractors prior to the storm. However, the number of team members assigned will be based on the projected amount of contractors expected to be hired.

- **Coordination with Mutual Assistance Coordinator (MAC)**
  The FCC Team Leader and/or backup are responsible for coordinating activities with the MAC. Daily update meetings between the MAC Lead, FCC Lead and T&D Operations will be held.

- **Coordination with Lodging Coordinator (LC)**
  One member of the FCC team will be responsible for communicating resource quantities and working locations to the LC. This will ensure that all foreign crews have a designated lodging site preferably near their staging area.

- **Coordination with DAU**

  The FCC Team Leader and/or backup are responsible for providing the final resource data for the respective restoration day to the leader of the DAU. This information should be provided to the DAU by 7pm of each day.

- **Coordination with the Foreign Crew Coordinators**

  The FCC Team will contact the foreign crew coordinators at the incident bases on an as needed basis. This involves but is not limited to information on crew arrival and departures, expected resource quantities, as well as, shifting of resources. The FCC webpage will contain information that can be utilized by these coordinators.

- **Coordination with ED Financial Services**

  A minimum of two team members will be assigned the duties of providing financial information related to foreign resources to the ED Financial Services Team. This information will be utilized in assessing and projecting storm restoration costs.

- **Data Entry**

  A minimum of two team members will be assigned the responsibility to update the ED Storm webpage with FCC resource information. The webpage will be updated periodically throughout the restoration process but at least 3 times per day.

- **Foreign Crew Communications**

  Every FCC Team member will be assigned a foreign crew company for all communication purposes. Each foreign crew will provide the FCC Team with a contact person. It will be the respective FCC team member's responsibility to contact the respective contractor's contact person for all issues. This includes arrival and departure times, reassignments during and after the storm etc.

- **Equipment Needs**

  3 PC Workstations
  2 Laptops (team members with laptops will bring their machines to ECC)
  All FCC Team members should have a company issued cell phone

- **Required Team Resources**

  A minimum of 10 team members are required to run the FCC Team. Should more or less resources be required due to the level of severity of the storm, the FCC Team Leader will communicate this to the Logistic Support Unit (LSU).

Post-Storm Activities

- Assist with any related foreign crew communications.
- Assist with the review of all contractor invoices with ED Financial Services.
- Update foreign crew contact information.
- Provide feedback to respective storm teams to improve ED Storm Plan processes.
- Review the performance of the FCC Team and implement any required changes.

LOGISTICS FUNCTION

ED Logistics

Overview

The Energy Delivery Logistics' function was developed around the Incident Command System rapid deployment concept of building out numerous Incident Base Sites in predetermined locations throughout Tampa Electric's service territory to support emergency preparedness and or post storm recovery operations. Seven (7) Tampa Electric Operations Centers and nine (9) Incident Base Sites serve as physical locations to support long and short term emergency preparedness and or post storm recovery operations. The sole purpose of the ED Logistics function is to have land use agreements and operational design concepts in-place to implement any type emergency contingency throughout the Tampa Electric's service territory. A secondary portion if the Logistics' plan is to have vendor/supplier contracts in place for the majority of Incident Base Site materials.

Common Requirements Document
The master listing of Incident Base Site Common Requirements is updated prior to the beginning of storm season and includes the majority of items and or services required to functionally build out numerous Incident Base Site.

Pre-Storm Activities
The majority of pre-storm activities include the pre-positioning of rental forklifts and 20-yard dumpsters at identified and or pre-determined Incident Base Sites. A secondary effort will transpire at the same time to acquire and coordinate the delivery of required Incident Base Site materials are coordinated through the ED Logistics' Procurement Agents.

During The Restoration Period
During the restoration period, the three (3) Logistics' Co-Leads will closely coordinate and facilitate the build out of the identified Incident Base Sites and coordinate any new requests through one of two portals; i.e. Logistics' Purchasing Agents and or the TEC Logistics' Support Unit.

Post-Storm Activities
Post-storm activities include the tear-down, redeployment, and physical site restoration efforts. Every attempt will be made to return the Incident Base Sites to its original state prior to storm activities. Assistance from the Technology & Support Services – Facility Services Department will be required to ensure proper site remediation.

FINANCE FUNCTION

Incident Cost Estimation Team

Overview
The role of the Cost Estimation Team initiates when the Vice President of Energy Delivery authorizes foreign crews, staging center set-ups and the purchase of storm materials, which will generally be 24 – 48 hours in advance of a storm's landfall. The purpose of the team is to provide estimates of the daily, period-to-date, and expected Energy Delivery related costs of a storm on Tampa Electric's Energy Delivery system. These estimates are to be provided in reporting formats that can be used by senior management and other areas of the business for external communications and decision making.

Notification
When a "Status: Severe" condition is announced by the Vice President, Energy Delivery, the members of the Cost Estimation Team will report to the ECC building as soon as safe travel is possible after the storm passes, but not before winds are below 40MPH and not before 6AM the following day should the winds subside overnight. If the announcement is made during normal working hours, then the communication to the team of the status will be made through normal channels. If the announcement is made during the weekend, holiday, evening or some other period, then the communication will be made by use of the EDFS organizational structure. Each member of Cost Estimation Team has been provided with work and home telephone numbers of the other individuals within the Team and for EDFS management

Incident Cost Estimation Team Duties
The Cost Estimation Team is responsible for collecting or estimating total storm expenses incurred during the incident and reporting the information on a daily basis to senior management in preparation for Unified Command meetings. The roles and associated activities are outlined below:

Pre-Storm
Coordinator 1– Cost coordination / estimation of Valdosta buses and set up/tear down of Valdosta pre-staging site. Coordination/estimation of foreign crew costs at Valdosta pre-staging site. Coordination/estimation of hotel rooms & meal costs for Valdosta pre-staging site.
Co-Lead 1 – Support and coordinate the efforts of Coordinator 1 and include results into reports.
Co-Lead 2 – Backup for Co-Lead 1.

Post-Storm
Coordinator 1– Initially reports to ECC as backup support. If all other Coordinators are available, this coordinator will report directly to the Section Chief of the ED Logistics Team and may have additional duties as assigned by that Team. This person will be the direct contact for cost information related to Logistics and/or the incident command bases. Hours = Defined by ED Logistics Team Section Chief.
Coordinator 2 – Coordination / estimation of daily cost for temporary help at Field Ops (Loc 588), Material Recovery (Loc 472), Stores (Loc 677) & Call Center (Loc 599). Cost of tearing down incident command bases. Coordination /estimation of daily costs associated with contracted services not captured by other estimates [System Service, Material Recovery (salvage), Fleet, Environmental, Field Locating, Helicopters]. Hours = 8:00 A.M. to 8:00 P.M.
Coordinator 3 – Coordination /estimation of daily cost of labor for foreign line crews (distribution and transmission) and foreign line crew support and supervision. Coordination/estimation of cost of fuel. Hours = 8:00 A.M. to 8:00 P.M.
Coordinator 4 – Coordination /estimation of daily labor costs for all non-utility contract crews. Coordination /estimation of contractor & materials cost of outdoor lighting. Hours = 8:00 A.M. to 8:00 P.M.
Coordinator 5 – Coordination /estimation of all daily costs associated with foreign & domestic crew line clearance, including vehicles and overtime. Coordination /estimation of substation-related costs (should

be coordinated with material and internal labor cost being estimated by Co-Leads). Hours = 8:00 A.M. to 8:00 P.M.
Coordinator 6 – This coordinator will report directly to the Section Chief of the Foreign Crew Team and may have additional duties as assigned by that Team. This person will be the direct contact for cost information related to foreign crews. Hours = Defined by Foreign Crew Section Chief.
Coordinator 7 – This coordinator will report directly to the Section Chief of the Foreign Crew Team and may have additional duties as assigned by that Team. This person will be the direct contact for cost information related to foreign crews. Hours = Defined by Foreign Crew Section Chief.
Co-Lead 1 – Responsible for supporting the efforts of Coordinators 4 & 5 and reporting on the cost information provided. Along with Co-Lead 2, will provide daily estimates of the total cost of internal labor and vehicles along with other expected internal costs for Res. 08, 09, 10, 15, 39 & 57. Plus any Res. 07 not captured by other coordinators. Hours = 8:00 A.M. to 8:00 P.M.
Co-Lead 2 – Responsible for supporting the efforts of Coordinators 1, 2 & 3 and reporting on the cost information provided. This person will also be responsible for coordinating with the team that will provide information related to the daily material that has been issued. Hours = 8:00 A.M. to 8:00 P.M.

The co-leads for the Cost Estimation Team will be responsible for managing and updating the spreadsheet to be used for tracking daily cost activities and reporting on that information. Each coordinator for the Team shall have identified their direct contacts for the information they are responsible for prior to each storm season. It will be the responsibility of each coordinator to ensure that their contacts are legitimate and up-to-date, and that their contacts understand what information will be required from them on a daily basis during an emergency preparedness situation.

Purchasing & Contracts

Implementation Plan Overview

In the event of an emergency that opens the Logistics Support Unit (LSU), all of Tampa Electric's Purchasing & Contracts departments will function as one unit.

Responsibilities prior to a major hurricane include expediting materials already on order, purchasing materials and services and, if necessary, setting up the secondary emergency coordination center at Ybor Data Center. The initial material order for Energy Delivery will be based on the anticipated amount of damage. Post-storm responsibilities include expediting materials, fulfilling requests received from the LSU for materials and services, purchasing additional restoration materials as directed by the Damage Assessment Unit or canceling materials or selling material to other Utilities due to less damage than initially anticipated. All material (except inventory items) and service needs will be coordinated through the LSU planner and communicated to the P&C Emergency Response Team.

Primary Emergency Coordination Center – TECO Plaza
Secondary Emergency Coordination Center – Ybor Data Center

Purchasing & Contracts role is critical to our restoration efforts. If the storm or crisis occurs during the day on a weekend or holiday, all members are to contact their immediate supervisor within two hours after the storm leaves Hillsborough County or two hours after the crisis occurs. If the storm clears the county during darkness or the crisis occurs during darkness, all personnel are to make contact by 7:00 a.m. If phone contact is not possible, all members should report to the primary Emergency Coordination Center. The Purchasing & Contracts Department will be available for service 24 hours per day while necessary. The workday will be divided into shifts.

Leadership
P & C Emergency Response Team Leadership is the Managers of the Purchasing & Contracts Departments.

Organization
In the event an emergency is declared, the Purchasing and Contracts Department will be organized into the groups below and will assume the following responsibilities:

- Contract Administrators - Acquire services requested as assigned by the team lead.
- Buyers - Acquire pre-storm restoration materials and post-storm restoration materials as identified by Damage Assessment Unit Coordinator. Acquire or sell materials to other MEM's utility members. Approve alternate materials.
- LSU Purchasing - Receive trouble reports, briefing and inquiries at a central location.
- IB Logistics – Acquire materials and services to support IB Logistics.
- Support - Provide administrative support to Purchasing and Contracts personnel.

Facilities / Operating Location
TECO Plaza will function as the Emergency Coordination Center for Purchasing & Contracts. Should the Plaza be inoperative, the Ybor Data Center will be used as the secondary location. Employees assigned to the LSU will report to the Energy Control Center.

Key Resources

Personnel
Approximately thirty-seven (37) staff members.

Materials
- MMIS Storm Reports - CD
- MEMS Database
- Office Supplies
- General Purchase Requisitions
- Recap Sheets
- Confirmatory Purchase Order Numbers
- Purchase Order Forms

Equipment
- Computers
- Portable PC
- Cellular phones
- Fax machine
- Copy machine
- Telephones
- Printer – Continuous form for PO's – (mainframe attachment)

Safe Work Practices
All emergency response actions taken by Purchasing and Contracts employees shall strictly adhere to the Safe Work Practices and procedures for the safety of Tampa Electric Company employees and the public. **THE SAFETY OF LIFE SHALL CONTINUE TO OUTWEIGH ALL OTHER CONSIDERATIONS.**

Corporate Policies
All existing company policies will be followed to the extent that timeliness in reacting to an emergency situation is not affected. The Purchasing and Contracts Emergency Management Team, as specified by the team coordinator, will have the authority to take exception to company policies if so required to effectively respond to an emergency.

Authority
Responsibility and concurrent authority is provided to the Purchasing and Contracts Emergency Management Team to manage an emergency situation in accordance with the approved Purchasing and Contracts plans. In the absence of clearly defined action or direction, each employee shall follow routine company guidelines, policies, and procedures as closely as possible. However, the Prudential Rule (as defined directly below) shall remain in effect throughout the duration of the declared emergency.

Prudential Rule
A situation may arise that could necessitate a responsible employee to assume authority and, if necessary, lay aside company policies and/or procedures in order to respond appropriately to the circumstance.

Documentation

The responsibility of the Documentation Unit is to gather pertinent data (see list below), file the data and then reproduce the data upon request. The data should be filed by content and chronological order.

Following is a list of items (although not necessarily all inclusive) that should be gathered and retained:
Patrol sheets (D-280, S-280 & T-280)
Map sheets
Customer complaints/issues
Significant decisions (who made it)
Trouble tickets
Daily meal receipts
Daily motel room count
Foreign Crew data (Company, list of employees and daily time sheets)

Any other documents, meeting minutes, maps, receipts, forms, etc used in the restoration of the storm must also be gathered and retained. All Documentation needs to be filed by Service Area, Substation and circuit and sent to ECC – Att: Documentation Unit. These files need to be sent to ECC ASAP after restoration.