Florida Power & Light Company, 215 S. Monroe St., Suite 810, Tallahassee, FL 32301

January 30, 2009

VIA HAND DELIVERY
Ms. Ann Cole
Office of Commission Clerk
Florida Public Service Commission
2540 Shumard Oak Boulevard
Tallahassee, Florida 32399-0865

Re: Florida Power & Light Company's Emergency Plan
Docket No. 090047-EM

Dear Ms. Cole:

Consistent with Commission Rule 25-6.0185 and pursuant to Commission Order No. PSC-06-0438-PAA-EU, Florida Power & Light Company submits for filing an updated Emergency Plan for Capacity Shortages/Transmission Limitations and Long Term Fuel Shortages in both clean and type and strike format. The revisions to FPL's plan include non-substantive changes such as reformatting and certain corrections reflecting organizational and title changes. FPL has also added new process flowcharts and a communication matrix to the plan. Finally, FPL has changed the overall structure of the plan to achieve consistency with the federal Incident Command System (ICS) model. ICS is a standard, on-scene, all-hazards incident management system that was developed by the U.S. Department of Homeland Security and is currently in use by firefighters, hazardous materials teams, rescuers and emergency medical teams. The ICS has been established by the National Incident Management System (NIMS) as the standardized incident organizational structure for the management of all incidents.

FPL has removed from the enclosed plan the section that formerly addressed severe storms, because that topic is not covered by the above-referenced rule or order. FPL has developed a new, separate Storm Emergency Plan that contains the information required by Order No. PSC-06-0351-PAA-EI for a natural disaster preparedness and recovery plan (Initiative 10). The Storm Emergency Plan will be filed with the Commission as part of FPL's March 2, 2009 Status Report/Update on Storm Preparedness Initiatives. The month of February has a low risk of severe storms, but in the event one were to occur before the March 2 filing, FPL would continue to follow the procedures for severe storms set forth in its January 2007 Emergency Plan for Capacity Shortages, Severe Storms and Long Term Fuel Shortages.

COM 5
ECR
GCL 1
OPC
RCP
SSC
SGA 1
ADM
CLK

Should you have any questions regarding this filing, please do not hesitate to contact me at (561) 694-6306.

Sincerely,

Amy S. Albury

Tuesday, January 27 2009

FPL Emergency Plan

For

Capacity Shortages/Transmission Limitations

And

Long Term Fuel Shortages

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

1.0 – 1.4 GENERAL INFORMATION

1.1 Introduction

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

The plan describes the following basic topics:

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

1.2 Purpose and Scope

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

1.3 Concepts of Emergency Operation

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

1.4 Plan Revisions

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

Capacity Shortages and/or Transmission Limitations

2.0 – 2.7 CAPACITY SHORTAGES/TRANSMISSION LIMITATIONS

2.1 Incident Identification

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

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

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

2.2 Escalation Categories and Notification

All of the categories below are defined and based on a statewide assessment of capacity performed through the Florida Reliability Coordinating Council (FRCC). In addition, FPL has internal levels to trigger actions and preparation on the distribution system due to extreme temperatures.

2.2.1 Generating Capacity Advisory

A "**Generating Capacity Advisory**" is primarily issued for information purposes; it anticipates conditions that may affect operations. It automatically kicks off utility tracking activities, and it initiates inter-utility and inter-agency communication.

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

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

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

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

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

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

2.2.2 Generating Capacity Alert

The second stage of the plan is a "**Generating Capacity Alert**." It is based on a reserve margin - the difference between available statewide resources and the amount of peak electric demand projected for that day. When the FRCC total operating reserves fall below the size of the largest single contingency generating unit in the state (currently 910 MW), a **Capacity Alert** is initiated.

The basis for this trigger is straightforward as the loss of one large generating unit due to mechanical failure could lead to blackouts somewhere since sufficient backup is not available. The **Capacity Alert** initiates actions to increase reserves. For example, available emergency supply options would be explored. Additionally, utilities can reduce electric demand through load management programs. These programs give utility dispatchers control over certain appliances and electrically-powered equipment according to pre-arranged customer agreements. Through remote control equipment and installation of special switches on appliances (such as electric water heaters, air conditioning/heating systems and pool pumps), the dispatcher can cycle appliances on and off as needed during a peak demand period. Close to 1500 MW of load management is available statewide. Utilities also can ask consumers to implement voluntary conservation measures.

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

2.2.3 Generating Capacity Emergency

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

Rolling blackouts, manually activated by utilities, are a last resort to avoid system overload and possible equipment damage. Without them, the electric system could experience an automatic shutdown that would result in more widespread and longer blackouts. By the time rolling blackouts are used, utilities would have exhausted every available means to balance supply and demand.

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

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

2.2.4 System Load Restoration

"System Load Restoration" is the last phase of the plan and is instituted when rolling blackouts have been terminated and power supply is adequate. It is the recovery stage and concerted efforts are made to provide frequent system status reports. Messages to consumers would focus on the timing and location of facility repairs, appropriate safety information and consumer self-help instructions.

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

2.2.5 Transmission System Emergencies

The FPL System Operator shall have an emergency load reduction plan for all identified Interconnection Reliability Operating Limits (IROL's). The Florida Reliability Coordinating Council (FRCC) shall maintain a list of all IROL's within the FRCC Region. The FRCC Operating Reliability Subcommittee shall verify that a mitigation plan is in place for each IROL identified within the FRCC Region. These mitigation plans describe the actions required (load reduction plan) to be taken by the FPL System Operator in order to resolve the IROL condition within 30 minutes to avoid system separation or a collapse of the FPL Transmission System. Typical mitigation plans could include redispatch of generation resources, reconfiguration of the Transmission System, following of the NERC TLR procedure, utilization of the FPL Demand Side Management programs, and shedding of firm load. Section 2.5 of this plan describes the Emergency Load Management options available for the FPL System Operator to mitigate transmission system emergencies up to and including shedding of firm load. The FPL System Operator also has several procedures in the FPL System operations manual to aide in the response of an emergency on the FPL Transmission System. FPL currently has no identified IROL's on the FRCC IROL list.

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

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

FIGURE 2-1a
FPL INCIDENT COMMAND STRUCTURE
FOR
CAPACITY SHORTAGES AND TRANSMISSION LIMITATIONS
(Normal Working Hours)

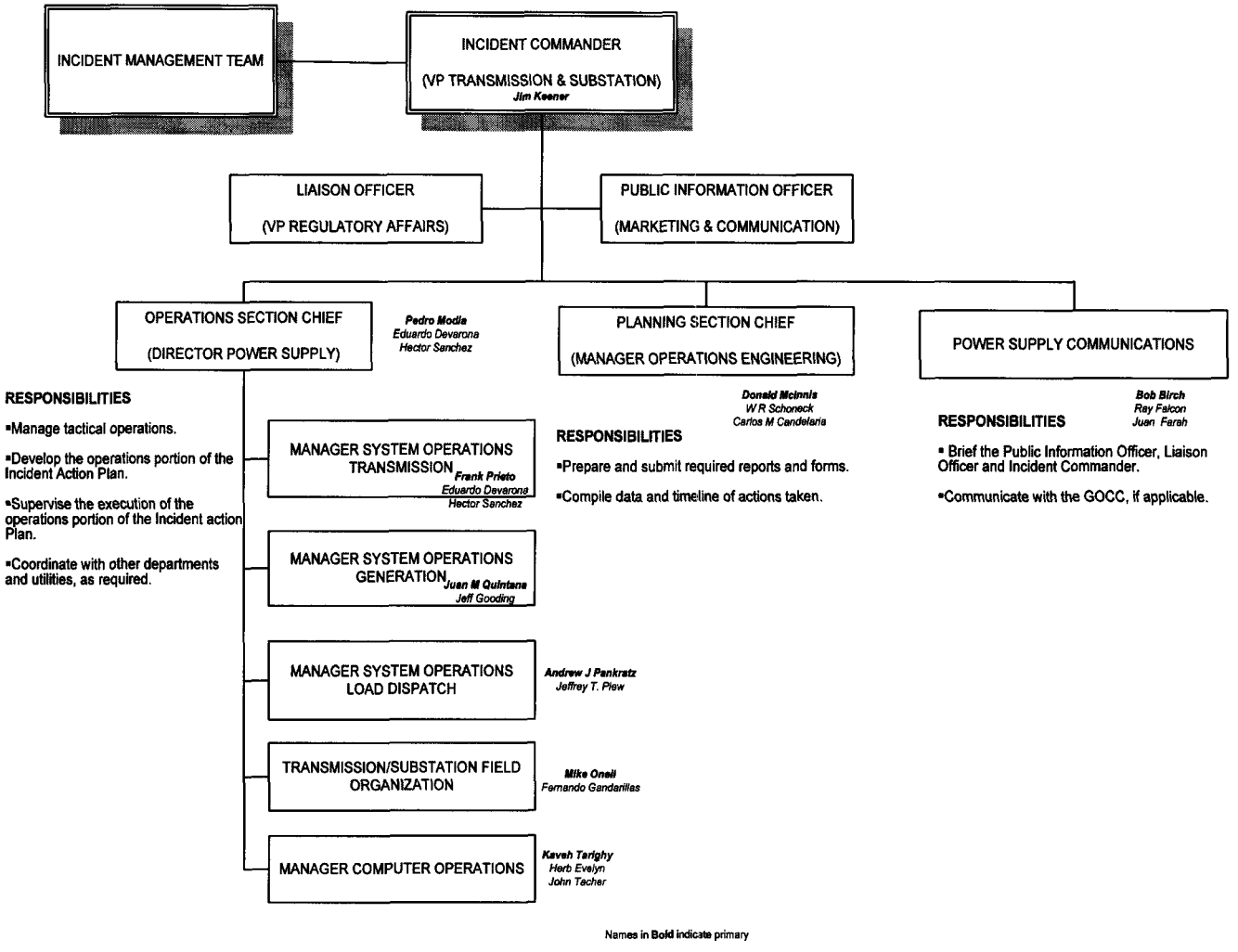
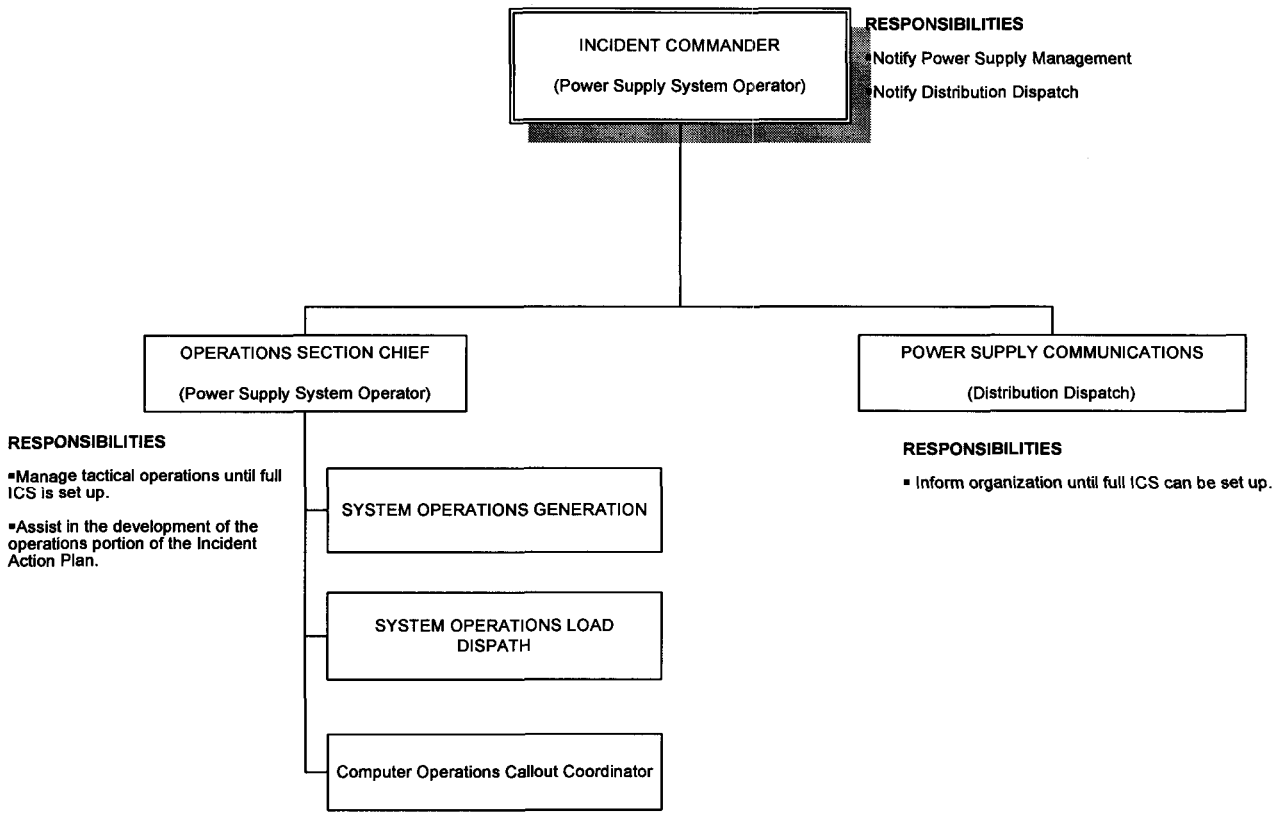


FIGURE 2-1b
FPL INCIDENT COMMAND STRUCTURE
FOR
CAPACITY SHORTAGES AND TRANSMISSION LIMITATIONS
(Off Hours)



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

2.3 Organization Roles and Responsibilities

The ICS organizational structure for a capacity/transmission limitation emergency is shown in fig. 2-1a & 2-1b. The ICS shown in fig 2-1b is implemented during off hours until the full structure can be set up. Principal notification and communication links for identification and declaration of conditions are shown in fig. 2-2 through fig. 2-6. Declaration of the system condition is normally made by the Power Supply Department following authorization by the Incident Commander. For loss of capacity or transmission, imminent or actual, the diagnosis of the situation and declaration of the condition must be made by the FPL System Operator. The actions to be taken will depend on the expected duration and severity and will be communicated to the Incident Commander as soon as practicable and the appropriate ICS Structure will be activated.

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

The Incident Commander will be responsible for the staffing of the General Office Command Center (GOCC). The GOCC is typically staffed during a foreseen capacity shortfall, transmission emergency, or long term fuel emergency with key members of each Business Unit. Each Business Unit Head would also increase staffing as necessary during these emergency conditions.

FIGURE 2-2
RESPONSE TO ANTICIPATED LOAD SHED EVENTS

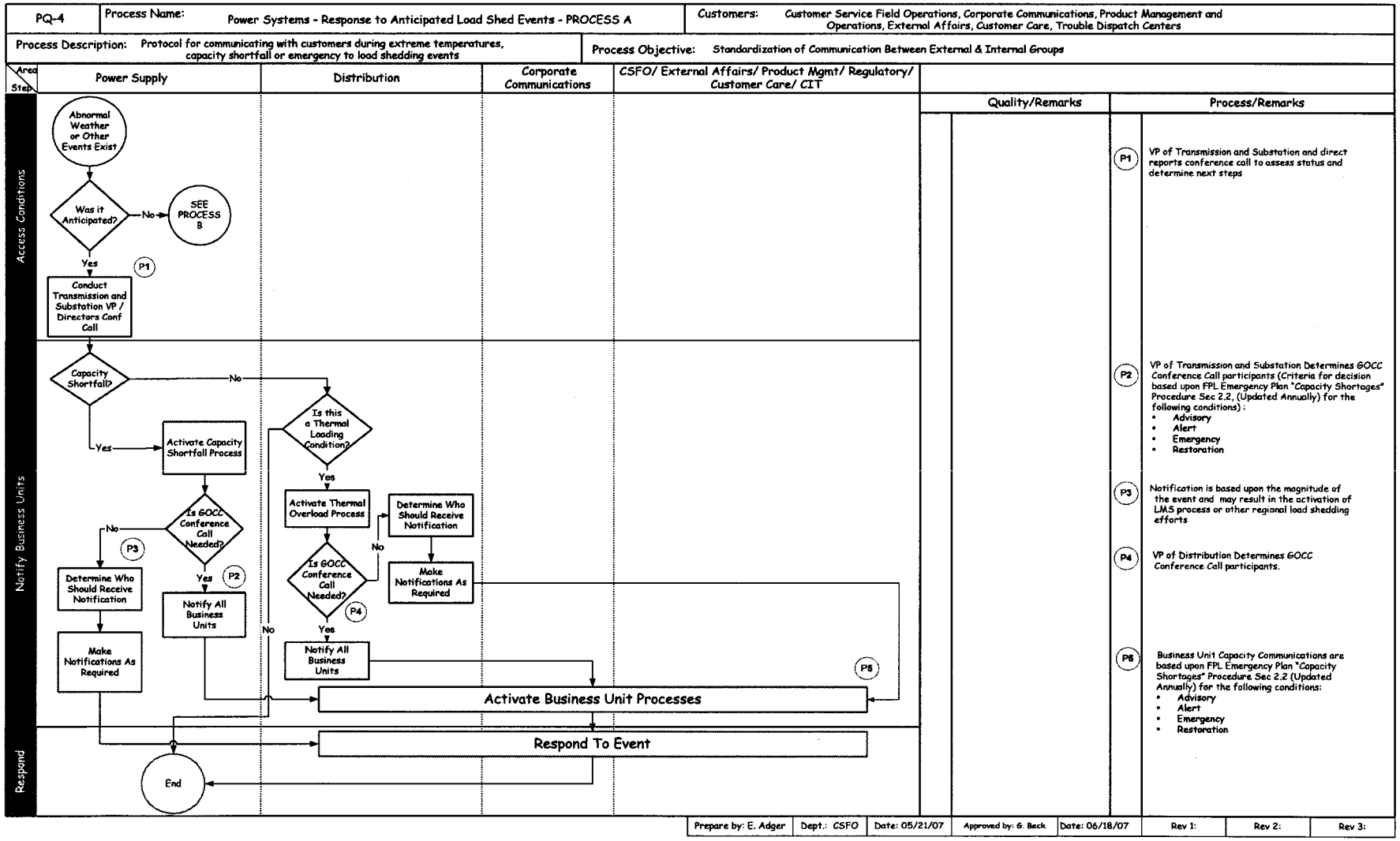


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FIGURE 2-3
RESPONSE TO UNANTICIPATED LOAD SHED EVENTS

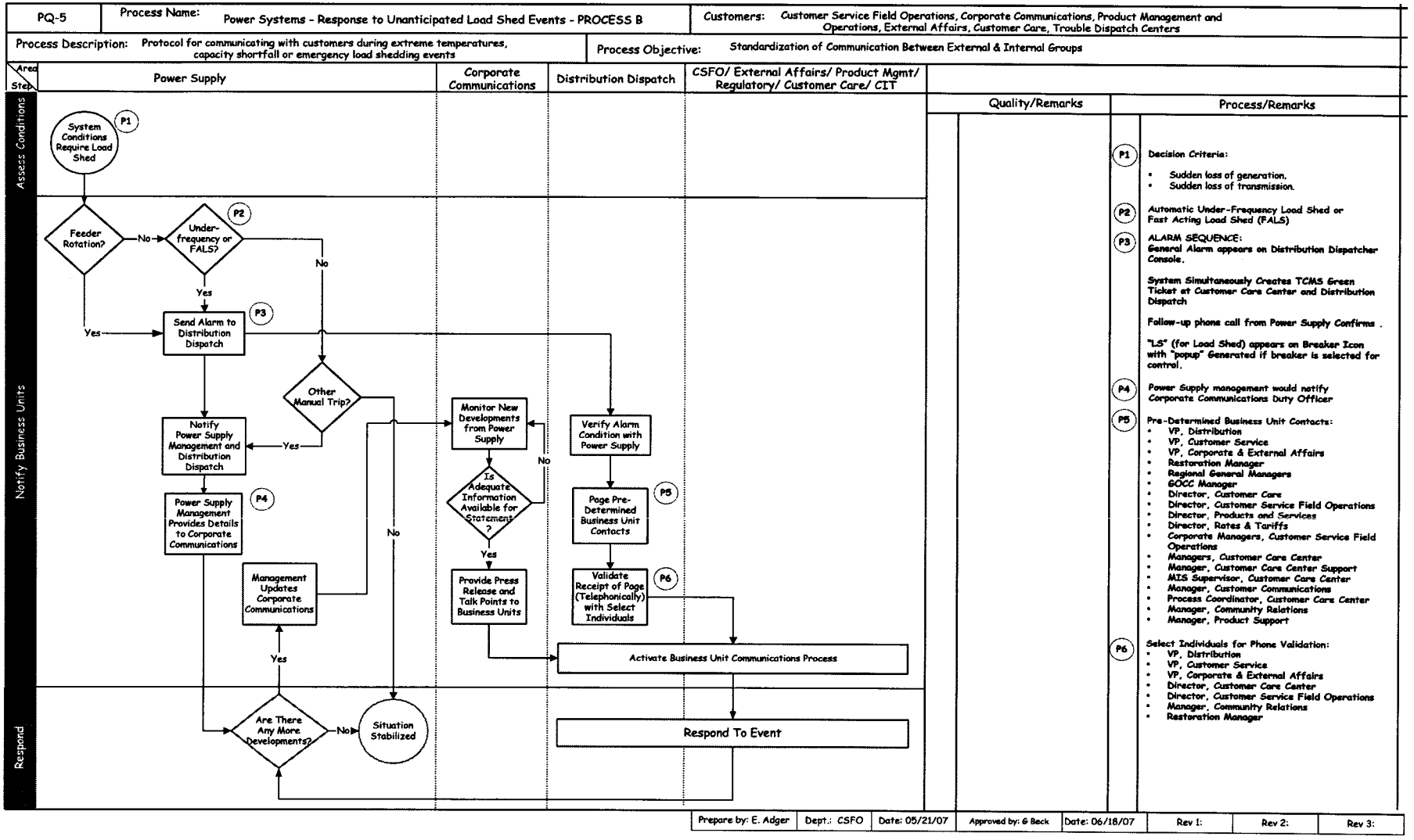


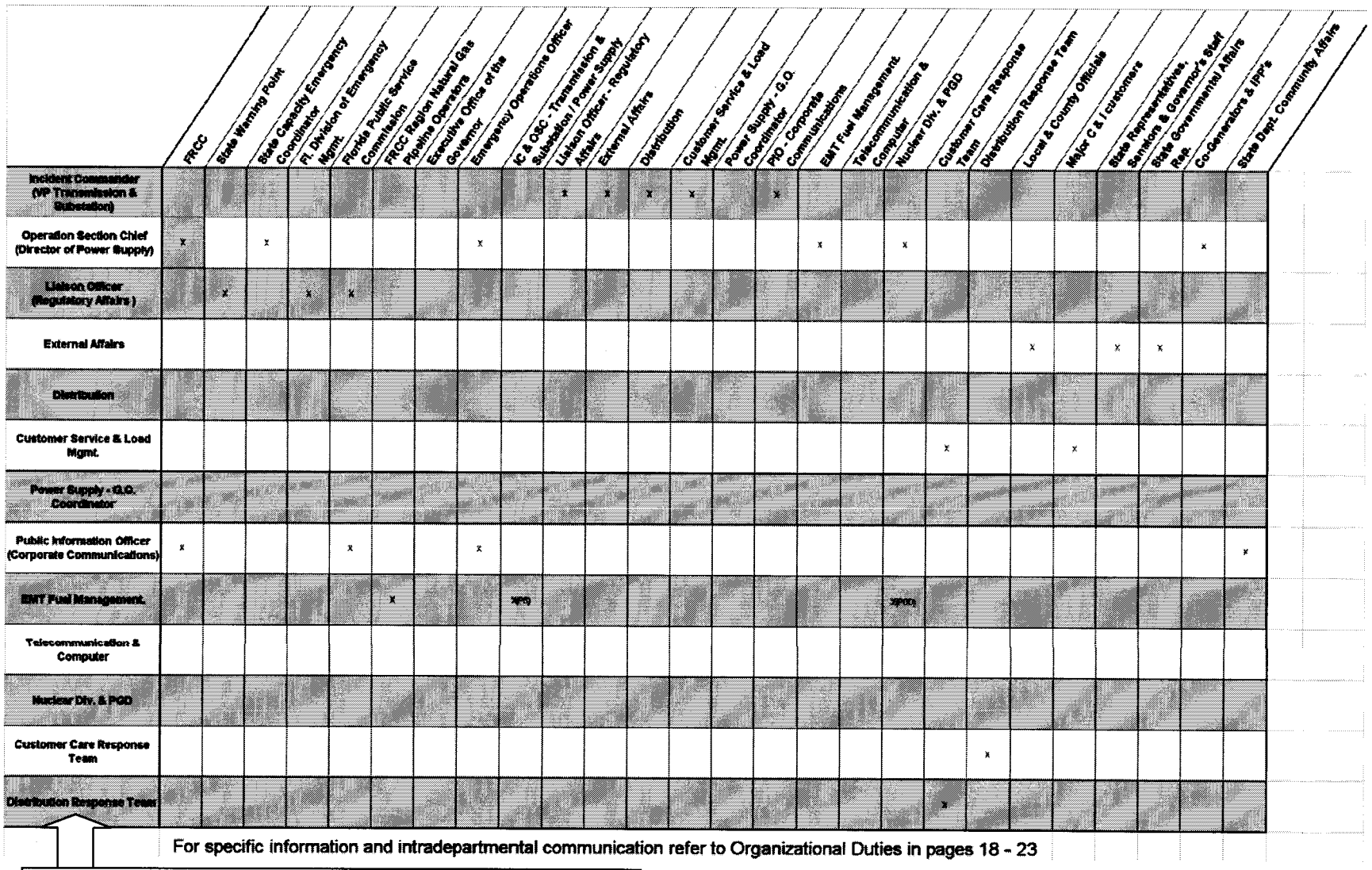
FIGURE 2-4
ADVISORY COMMUNICATION MATRIX

	FRCC	State Warning Point	State Capacity Emergency Coordinator	Fl. Division of Emergency Mgmt.	Florida Public Service Commission	FRCC Region Natural Gas Pipeline Operators	Executive Office of the Governor	Emergency Operations Officer	IC & OSC - Transmission & Substation / Power Supply	Liaison Officer - Regulatory Affairs	External Affairs	Distribution	Customer Service & Load Mgmt.	Power Supply - G.O. Coordinator	PIO - Corporate Communications	EMT Fuel Management	Telecommunication & Computer	Nuclear Div. & PGD	Customer Care Response Team	Distribution Response Team	Local & County Officials	Major C & I customers	State Dept. Community Affairs
Incident Commander (Transmission & Substation)									X	X	X	X		X									
Operations Section Chief (Power Supply)	X		X					X								X		X					
Liaison Officer (Regulatory Affairs)		X		X	X																		
External Affairs																					X		
Distribution																							
Customer Service & Load Mgmt.																						X	
Power Supply - G.O. Coordinator							X																
Public Information Officer (Corporate Communications)	X				X																		X
EMT Fuel Management									X									X(PGD)					
Telecommunication & Computer																							
Nuclear Div. & PGD																							
Customer Care Response Team																							
Distribution Response Team																							

For specific information and intradepartmental communication refer to Organizational Duties in pages 18 - 23

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

FIGURE 2-5
ALERT COMMUNICATION MATRIX

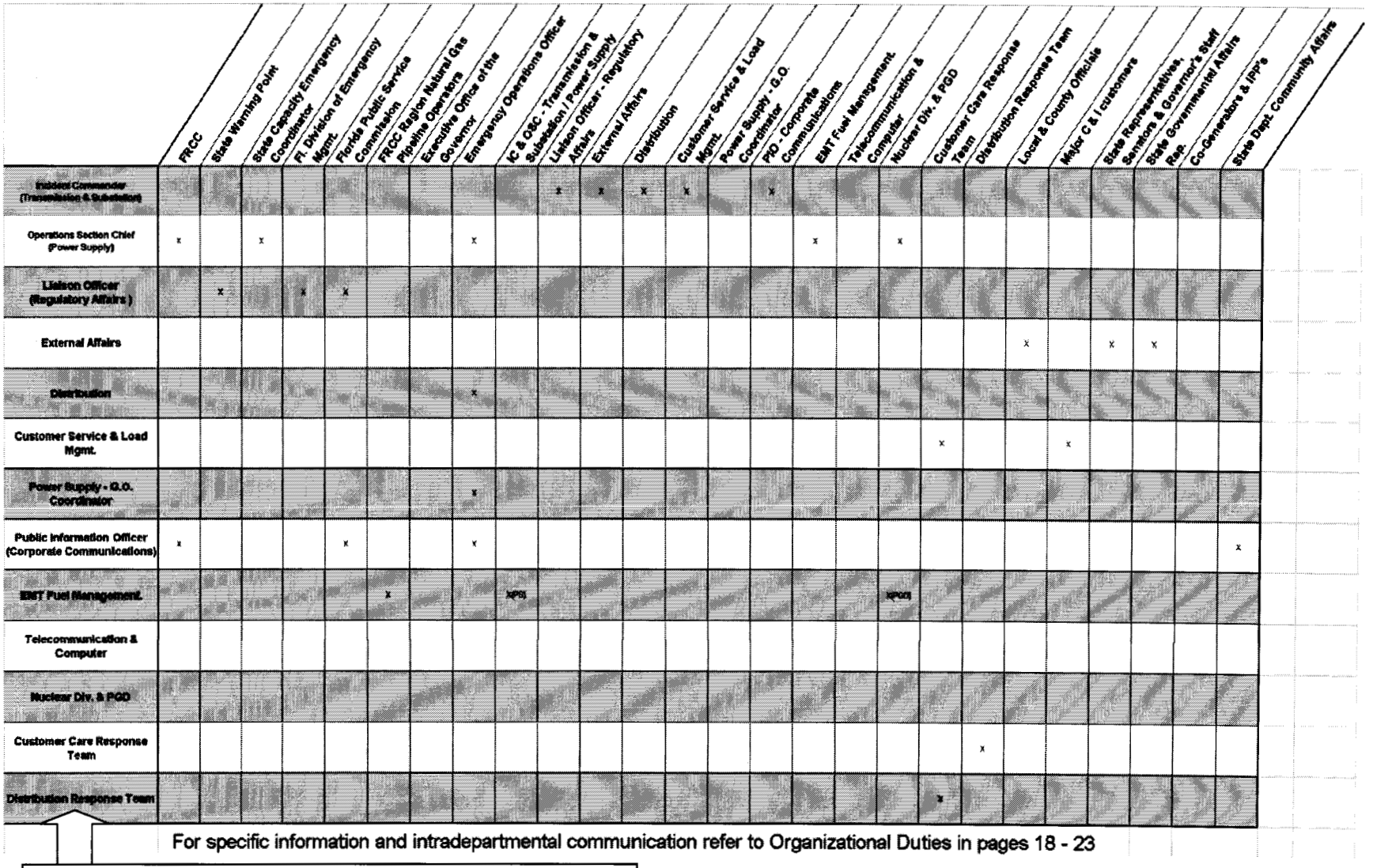


	FRCC	State Warning Point	State Capacity Emergency Coordinator	FL Division of Emergency Mgmt.	Florida Public Service Commission	FRCC Region Natural Gas Pipeline Operators	Executive Office of the Governor	Emergency Operations Officer	IC & OSC - Transmission & Substation / Power Supply	Liaison Officer - Regulatory Affairs	External Affairs	Distribution	Customer Service & Load Mgmt.	Power Supply - G.O. Coordinator	PIO - Corporate Communications	EMT Fuel Management	Telecommunication & Computer	Nuclear Div. & PGD	Customer Care Response Team	Distribution Response Team	Local & County Officials	Major C & I customers	State Representatives, Senators & Governor's Staff	State Governmental Affairs Rep.	Co-Generators & IPP's	State Dept. Community Affairs
Incident Commander (VP Transmission & Substation)									x	x		x	x		x											
Operation Section Chief (Director of Power Supply)	x		x					x								x		x							x	
Liaison Officer (Regulatory Affairs)		x		x	x																					
External Affairs																					x		x	x		
Distribution																										
Customer Service & Load Mgmt.																			x		x					
Power Supply - G.O. Coordinator																										
Public Information Officer (Corporate Communications)	x				x			x																		x
EMT Fuel Management						x			x(PG)									x(PG)								
Telecommunication & Computer																										
Nuclear Div. & PGD																										
Customer Care Response Team																				x						
Distribution Response Team																			x							

For specific information and intradepartmental communication refer to Organizational Duties in pages 18 - 23

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

FIGURE 2-6
EMERGENCY COMMUNICATION MATRIX



For specific information and intradepartmental communication refer to Organizational Duties in pages 18 - 23

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

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

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

Incident Commander
(Vice President, Transmission & Substations)

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

Operations Section Chief
(Director Power Supply)

Advisory	Alert	Emergency	Restoration
Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD and Nuclear Division are advised of the system condition Ensure Fuel Department is Notified of system condition. Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD and Nuclear Division are advised of the system condition. Communicate the dispatch steps taken to the Emergency Control Officer and recommend any additional steps as warranted Notify Co-Generators and Independent Power Producers and inform them of payment Provisions of the GOC3 Tariff through the Resource Planning Group Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions Direct the emergency dispatch of company Generation Communicate priority of load reduction measures to the System Operator Monitor the effectiveness of The dispatch/load reduction steps to the Emergency Control Officer and recommend additional steps as warranted Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Maintain overall coordination of the restoration Notify FRCC,C State Capacity Emergency Coordinator and Incident Commander Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions Direct the development of Reports required by the US DOE concerning interruption Of the bulk power supply and all other reports required by reporting organizations such as FRCC, SERC and NERC

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

Liaison Officer
(Regulatory Affairs)

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

External Affairs Manager

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

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

Distribution Manager

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

Customer Service & Load Management Manager

Advisory	Alert	Emergency	Restoration
Notify Customer Care Centers Notify the major commercial and industrial customers	Notify Customer Care/Sales & Marketing response teams Put the Customer Care Centers on stand by Establish contacts with Customer Coordinators Coordinate calls to Customers with special Circumstances (LSME), and record of each call Notify the major commercial and industrial customers	Maintain communication with the Customer Care Centers Assign Customer Care/Sales & Marketing response team members to GOCC duties Maintain contacts with Customer Coordinators Notify the major commercial and industrial customers	Maintain communication with the Customer Care Centers Assign Customer Care/Sales & Marketing response team members to GOCC duties Maintain contacts with Customer Coordinators Notify the major commercial and industrial customers Coordinate call to customer with special circumstances, and the preparation of a record of each of these calls

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

POWER SUPPLY General Office Coordinator

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

PUBLIC INFORMATION OFFICER (Marketing & Communication)

Advisory	Alert	Emergency	Restoration
Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases and/or statements to the media will be written by the staff and approved in conjunction with the Incident Commander Ensure statements are Distributed to: 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Officials in the FPSC, state Dept. of Community Affairs and other emergency service organizations, as appropriate	Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases and/or statements to the media will be written by the staff and approved in conjunction with the Incident Commander Ensure statements are Distributed to: 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Officials in the FPSC, state Dept. of Community Affairs and other emergency service organizations, as appropriate	Ensure Marketing and Communication personnel are contacted and assigned duties necessary to maintain a coordinated public information effort In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted Maintain communications with spokespersons from other utilities and state agencies in the event of a Statewide emergency that requires a coordinated communications plan Ensure statements are Distributed to: 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Officials in the FPSC, state Dept. of Community Affairs and other emergency services organizations, as appropriate	In conjunction with the Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases/statements to the media will be written by the staff and approved in conjunction with the Incident Commander Ensure statements are Distributed to: 1. FPL executives, key FPL field contacts and other employees 2. Media relations staff and area media liaisons for handling callouts/inquiries from news media and contact county emergency management offices 3. The FRCC and other utilities, as appropriate 4. Officials in the FPSC, state Dept. of Community Affairs and other emergency services organizations, as appropriate

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

ENERGY MARKETING & TRADING Fuel Management

Advisory	Alert	Emergency	Restoration
Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.
Develop and implement fuel switching action plans as necessary.	Develop and implement fuel switching action plans as necessary.	Develop and implement fuel switching action plans as necessary.	Develop and implement fuel switching action plans as necessary.
Advise System Operations and Fossil Generation Ops of potential trouble areas.	Advise System Operations and Fossil Generation Ops of potential trouble areas.	Advise System Operations and Fossil Generation Ops of potential trouble areas.	Advise System Operations and Fossil Generation Ops of potential trouble areas.
Takes appropriate actions to re-supply the power plants as necessary.	Takes appropriate actions to re-supply the power plants as necessary.	Takes appropriate actions to re-supply the power plants as necessary.	Takes appropriate actions to re-supply the power plants as necessary.
Arrange interchange transactions to provide for emergency capacity or energy transfers	Arrange interchange transactions to provide for emergency capacity or energy transfers	Arrange interchange transactions to provide for emergency capacity or energy transfers	

Telecommunication & Computer Manager

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

Nuclear Division and Power Generation Division

Advisory	Alert	Emergency	Restoration
Prepare and review procedures for maximizing output and energy conservation	Prepare and review procedures for maximizing output and energy conservation	Prepare and review procedures for maximizing output and energy conservation	Prepare and review procedures for maximizing output and energy conservation

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

Customer Care Response Team

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

Distribution Response Team

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

2.4 Coordination and Communications with Governmental and Outside Agencies

2.4.1 Florida Division of Emergency Management (FDEM)

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

2.4.2 Florida Public Service Commission (FPSC)

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

2.4.3 Governor's Energy Office (GEO)

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

2.4.4 County Emergency Management Agencies

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

2.4.5 Florida Reliability Coordinating Council (FRCC)

During system conditions which warrant notifying the FRCC under this plan, the FRCC State Capacity Emergency Coordinator (SCEC) will become the central communication link between FRCC utilities and will communicate with the FRCC Technical Advisory Group Chairman who will be the central contact for the FRCC with the Florida Division of Emergency Management and the Florida Public Service Commission. The FRCC SCEC will coordinate information with the FRCC Reliability Coordinator and will coordinate state response to expected or actual energy emergency alerts.

2.5 Emergency Load Management (ELM)

2.5.1 Load Reduction Plan

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

ELM Programs

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

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

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

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

2.5.2 Customer Prioritization

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

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

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

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

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

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

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

TYPE V- Serious Economic Impact

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

Notes:

1. FPL will attempt to notify customers participating in the Life-Sustaining Medical Equipment Program (LSME) prior to expected system emergency conditions in which manual tripping of feeders is anticipated. Application of the above definitions to determine specific priority customers is left to the Customer Service Area Managers

2. In deciding if particular customers should or should not be counted as priority, customer contacts are

made as necessary to determine the critical nature of loads. This may be necessary for the following customer types: Military Bases, Navigational Aids, Police and Fire Stations, Essential Governmental Facilities, Telephone Facilities and Major Commercial/Industrial Facilities.

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

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

2.6 Public Information

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

2.6.1 Emergency Public Information

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

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

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

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

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

2.6.2 Internal Communications

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

FPL-INTANEWS ---- FPL internal television broadcasts covering events happening within FPL. In the event of the activation of demand side management or the activation of the GOCC, Marketing & Communication can advise the general FPL workforce of the capacity situation and the activation of the various demand side management or other load curtailment programs through the INTANEWS program.

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

Capacity Assessment Report ----- A morning capacity assessment report is issues through Lotus notes each morning by Customer Service. This report contains the expected peak megawatt demand for the day, the expected generation capacity for the day, and the expected generation reserves. It also shows what generating units are off line or limited. If a high morning peak or cold weather is expected a status report for the next morning will be issued on the afternoon of the prior day.

Transmission Operations and Planning Capacity Status Report ----- In the event of a capacity alert a capacity status report is posted and updated on a regular basis on the Lotus Notes Storm Database. This report shows the current system forecasted peak, the current generation capacity available, the amount of capacity available from FPL's demand side management programs, and a forecasted time at which the various capacity conditions will be reached. This report shows whether the GOCC will be open and at what time, if FPL's internal conservation measures are to be activated and at what time, and other status data.

2.7 Training, Exercises, and Drills

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

LONG-TERM

FUEL SUPPLY

SHORTAGE

3.0 – 3.8 LONG TERM FUEL SUPPLY SHORTAGE

3.1 Purpose

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

3.2 Definition

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

3.3 Overview

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

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

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

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

3.4 Fuel Supply Advisory

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

3.4.1 Designation

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

3.4.2 Response

Upon initiation of a Fuel Supply Advisory, the Vice President, Transmission Operations and Planning will notify the President of FPL. The President of FPL or in his absence, the Senior Vice President of Power Generation Division will, if conditions warrant, appoint an Energy Emergency Executive.

Energy Emergency Executive

The Energy Emergency Executive will have primary responsibility for implementing the fuel shortage plan strategies and coordination of the activities of the various business units. He will report and update the President of FPL and Operating Committee on the fuel supply status and the progress and affects of the fuel supply shortage plan strategies. He is responsible for notifying the Group Executives of the Fuel Supply Advisory and activating in whole or in part the Energy Emergency Organization as described in this plan.

Group Executives

The Group Executives will review and if necessary modify their elements of the Plan and notify the Energy Emergency Executive as to the readiness of their functional groups to implement the Plan should a Fuel Supply Alert be initiated.

The Energy Supply Group shall meet and discuss actions to resolve or forestall the impact of the fuel supply shortage.

3.5 Fuel Supply Alert

3.5.1 Designation

If at any time, despite actions taken under the direction of the Energy Emergency Executive:

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

3.5.2 Response

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

3.6 Fuel Supply Emergency

3.6.1 Designation

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

Fuel inventories reach or actually fall below seventy-five percent of the target level and projected fuel receipts will fall below expected usage such that FPL's ability to supply its energy obligations will be impaired within the next thirty days and thereafter for an extended period. In such a condition, Vice President of Energy Marketing and Trading, will so notify the Vice President, Transmission Operations and Planning and the Senior Vice President, Power Generation Division. Upon advice from the Vice President, Power Systems, the Senior Vice President Power Generation Division will initiate a Fuel Supply Emergency which will trigger the actions indicated below.

3.6.2 Response

Upon initiation of a Fuel Supply Emergency the Energy Emergency Executive will direct the Group Executives to initiate all Energy Emergency actions. He will monitor the fuel supply situation and inform the President of FPL and/or the Senior Vice President, Power Generation Division of the status and affects of the fuel supply shortage plan strategies including fuel switching actions as necessary.

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

3.7 Energy Emergency Organization

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

supply shortage.

The Senior Vice President of Power Generation Division is responsible for advising the President of FPL regarding the strategy.

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

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

- Review forecasts of fuel price and availability; inventory level, estimated power demand, availability of power purchases, and the expected impact of a fuel supply shortage on FPL's ability to serve its load.

- Provide a mechanism for making day-to-day policy recommendations.

- Develop action plans for eliminating or mitigating the impact of the supply shortage to the extent possible.

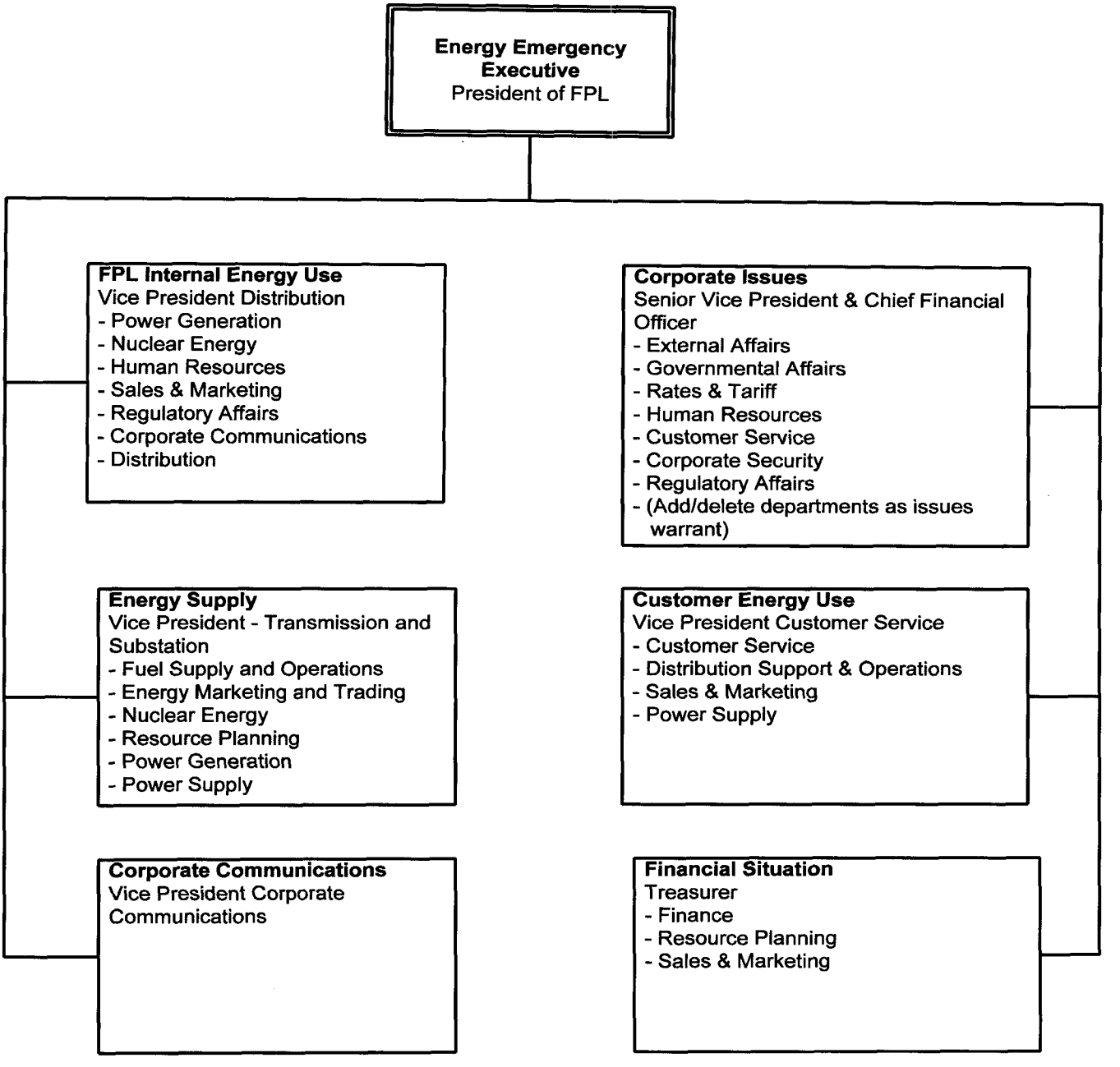
To implement the various actions required under each step in the Energy Emergency Plan six key functional areas have been identified. The activities of each functional area are assigned to a Group Executive.

Exhibit 1 presents an overview of the Energy Emergency Organization and the make-up of each functional group. The activities of the department representative(s) to the group will be supported by the responsible Executive for that department. The Energy Emergency Organization will, at such time as is deemed appropriate by The Energy Emergency Executive, operate from the Energy Emergency Coordination Center which will be located in FPL's Juno Beach Office.

3.7.1 FPL Emergency Organization for Long-Term Fuel Supply Shortage

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

Energy Emergency Organization



3.8 Group Objectives and Accountabilities

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

3.8.1 Energy Supply Group

Energy Supply Group

Primary Objectives

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

Accountabilities

VP - Transmission and Substations

- Initiates Fuel Supply Advisory and Fuel Supply Alert.
- Advises Senior VP - Power Generation Division regarding initiation of Fuel Supply Emergency.
- Directs implementation of appropriate action plans by the various participants in the Energy Supply Group.

VP - Energy Marketing & Trading

- Develops and implements Action Plan to maximize availability of energy supply from interchange suppliers during the fuel shortage period.
- Assures that all interchange suppliers are informed of FPL's efforts and objectives regarding the Long-Term Energy Emergency Plan.
- Coordinates interchange to assure cooperation with Long-Term Emergency Plan objectives and concurrence with the terms and conditions of the underlying contractual provisions.
- Administers natural gas and fuel oil emergency procedures.
- Advises the Vice President - Transmission, Operations & Planning, regarding the Fuel Supply Advisory; Fuel Supply Alert and Fuel Supply Emergency
- Monitors, forecasts and reports fuel availability, price and inventory level conditions to Energy Emergency Organization.
- Develops and implements Action Plan to obtain acceptable fuels for electric generation in FPL's system during the fuel shortage period.
- Administers fuel exchange and fuel switching procedures.
- Arrange fuel deliveries from remote systems if possible.

Vice President of FPL Power Generation Operations

- Develops and implements Action Plan to review and, if appropriate, revise the plant outage schedule.
- Develops and implements Action Plan to operationally broaden the range of fuel specifications for fuel used in the generation of electricity.
- Develops and implements Action Plan to maximized efficiency of fuel utilization in fossil plants with fuels available to FPL during the fuel shortage period.
- Maximize generator output and availability including winterizing units and plants during extreme cold weather.

President of Nuclear Division

- Develops and implements Action Plan to review and, if appropriate, revise the nuclear plant outage schedule.
- Develops and implements Action Plan to maximize electric generation from the nuclear units.

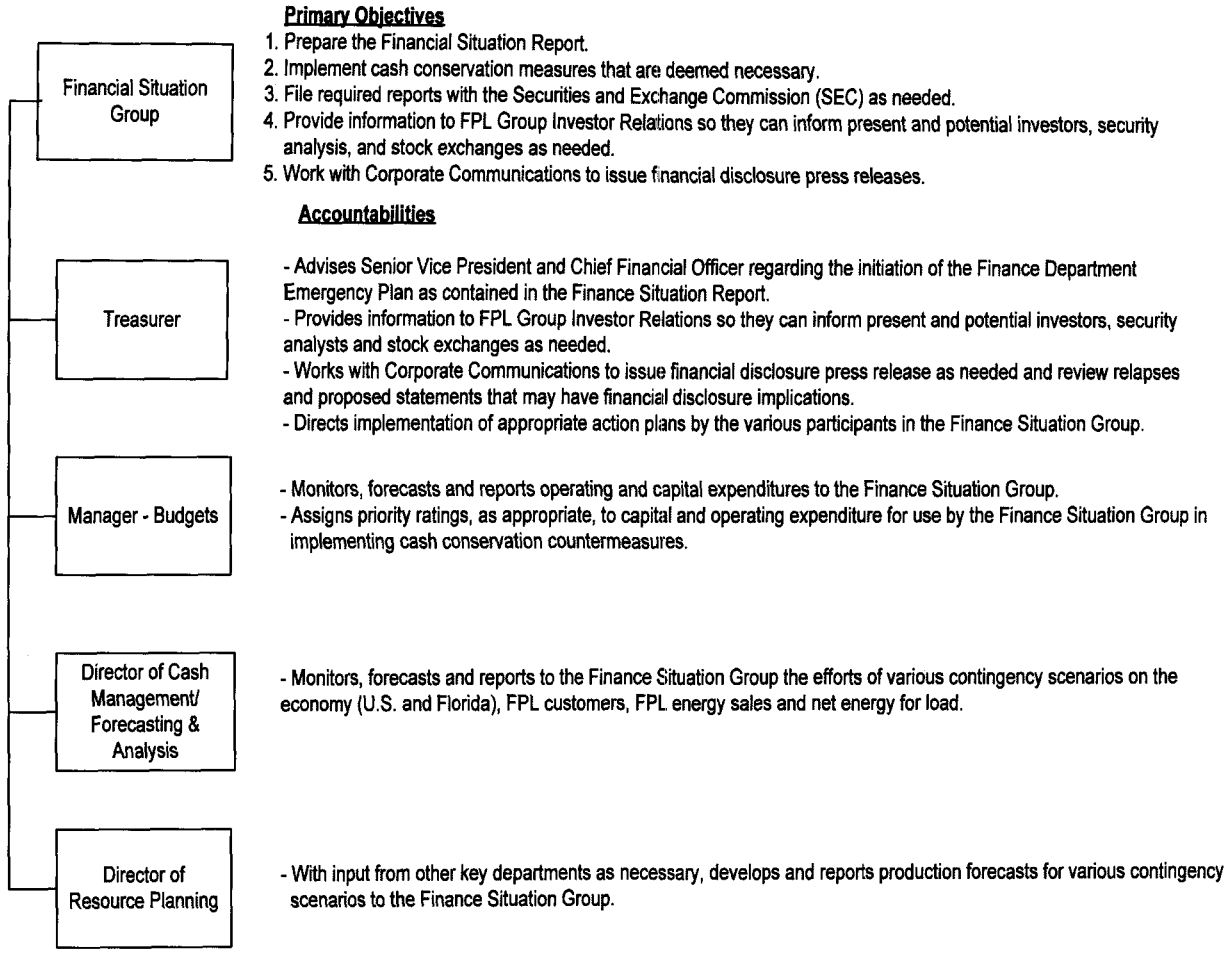
Manager of System Operations

- Develops and implements emergency dispatch procedures including the use of Interruptible and curtailable loads to reduce capacity requirements or to conserve the fuel in short supply.
- Coordinate transmission and generator maintenance schedules to maximize capacity or conserve fuel in short supply
- Advises FPL and FRCC of projected power shortages.
- Operation of all generating sources to optimize fuel supply availability.
- Notify all other operating entities as steps in the emergency plan are executed.

Director of Resource Planning

- Notify IPP's and Co-Gen producers to maximize output and availability.

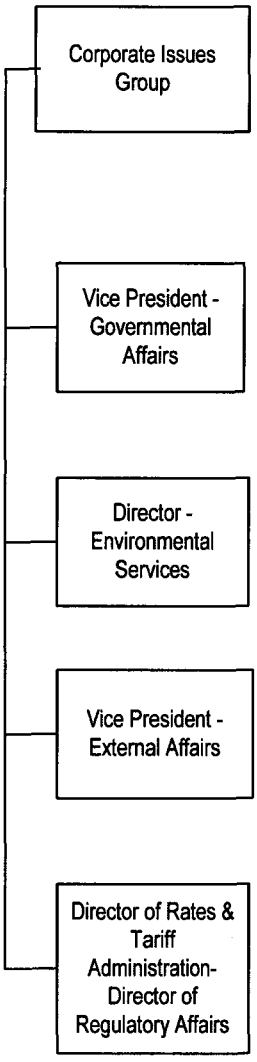
3.8.2 Financial Situation Group



3.8.2.1 Financial Situation Report

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

3.8.3 Corporate Issues Group



Primary Objectives

1. Inform and secure support for the FPL Long-Term Fuel Emergency Plan from various local, state and federal governmental agencies and elected officials.
2. External communications coordination with Corporate Communications (message consistency, content and audience).
3. Contacts with appropriate governmental agencies and elected officials to ensure that these agencies and officials understand the seriousness of the supply problems, the various alternatives which have been investigated, and the necessity for the successful operation of the Plan.
4. Obtaining the necessary Emergency orders and variances to enable FPL to use fuels available during the fuel shortage period.
5. Recovery of FPL's costs incurred in implementing the Plan.

Accountabilities

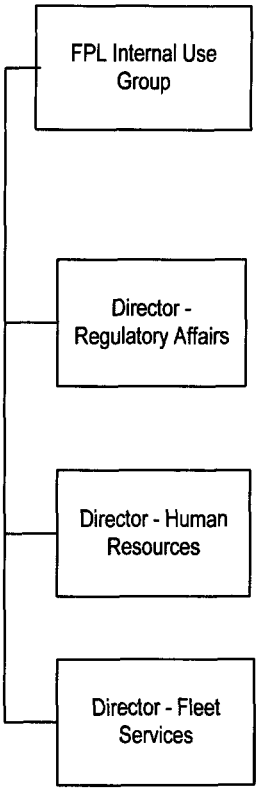
- Maintain liaison with federal and state public official, including legislators and appropriate agencies to implement programs to achieve necessary energy reductions
- Coordinate with Environmental Services in the effort to obtain needed variances and orders
- Notification of appropriate governmental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

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

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

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

3.8.4 FPL Internal Use Group



Primary Objectives

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

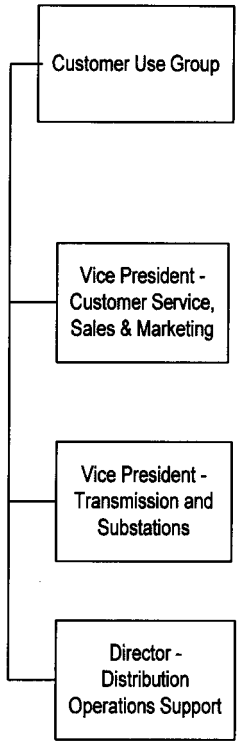
Accountabilities

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

- Along with the Director of Fleet Services shall be responsible for coordinating employee conservation measures.
- Ensures participation in conservation or curtailment activities by FPL employees.
- Ensures appropriate fuel-conserving practices and measures are implemented for FPL vehicles and employee-owne vehicles used on FPL business (Fleet Vehicles, Pool Vehicles, Contract Cars)
- Facilitates use of employee car pools and alternate means of transportation in getting employees to and from work w conserving fuel.

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

3.8.5 Customer Use Group



Primary Objectives

1. Coordinate customer energy reduction efforts with district and division offices.
2. Implement the New Customer Additions Reduction Plan.
3. Implement the Electricity Allocation Plan

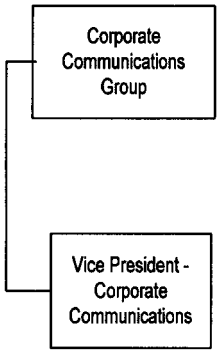
Accountabilities

- Ensures implementation of all components of customer Energy Use Reduction Plan including appeals to large industrial and commercial customers to reduce non-essential energy use.
- Assures that all appropriate information related to customer energy reductions is transmitted to and from the regional customer service centers.
- Coordinates with the Director of Transmission Operations and Planning and others as necessary to ensure that all aspects of the emergency load management plan are properly communicated and enforced.
  Address all critical loads essential to health and the safety of the community.
  Maximize the use of customer owned generation that relies on fuels other than that in shortage.

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

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

3.8.6 Marketing & Communication Group



Primary Objectives

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

Accountabilities

- Coordinates the release of timely information concerning the fuel supply shortage and conservation to the media.
- Develops and implements the Energy Emergency Communications Plan.
- Maintains liaison with the FRCC Public Information Committee.
- Ensures that employees are informed as to the nature of the fuel supply shortage, conservation and curtailment actions recommended for employees and their families, and appropriate information for dissemination to friends and neighbors.

EMERGENCY

FACILITIES

&

EQUIPMENT

4.0 – 4.6 EMERGENCY FACILITES AND EQUIPMENT

4.1 Communications Equipment

4.1.1 FPL Intelligent Tandem Network (ITN) Phone System

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

4.1.2 Cellular and Satellite Phone System

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

Following a hurricane it is possible that cellular towers or other equipment will be damaged. Satellite phones have been installed at all FPL power plants including nuclear sites, at the system control center, at the GOCC, and provided to each of the Station Managers.

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

4.1.3 FPL FM Radio System

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

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

4.1.4 Emergency Broadcast System

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

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

4.1.5.1 Supervisory Control and Data Acquisition (SCADA)

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

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

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

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

4.1.5.2 Customer Information System (CIS)

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

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

CIS has the ability to be used as a quick communication device. Using a command called "FACT," certain General Office staff groups can send messages to all CIS users. A FACT message can be as routine as a notice of an accounting change, to as urgent

as a storm warning. The message will be presented to CIS users within seconds of it being sent.

4.1.5.3 Electronic Mail (Lotus Notes)

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

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

4.1.5.4 Trouble Call Management System (TCMS)

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

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

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

4.1.6 Insta-news

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

4.1.7 Radio Paging System

Telephones in the FPL Intelligent Tandem Network (ITN) are interconnected to the Radio Paging System. This system is capable of reaching beepers in much of FPL's territory. Beepers are regularly assigned to key personnel in the Emergency Organization and additional beepers can be quickly assigned if required.

4.1.8 Service Restoration Reporting System (SRR)

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

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

4.2 SYSTEM CONTROL CENTER (SCC)

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

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

The most basic function of the SCC is Supervisory Control and Data Acquisition (SCADA). (Refer to Section 5.1.5.1) The SCC also performs Automatic Generator Control (AGC) for all of FPL's (non-nuclear) generators. The AGC program maintains a constant balance between the energy demanded by the customers and the energy supplied, either through FPL generation or purchased from other utilities. This balance is maintained by sending control signals to the generators to either increase or decrease their output. This control also maintains the system frequency at 60 Hz. Another major function of the SCC is to evaluate the security of the power system as conditions change and provide this evaluation as an aid to the operators and dispatchers who are controlling the system. These security programs periodically collect a complete set of measurements from SCADA and then perform a series of contingency analyses. Potential problems are presented to the operators so that they can be prepared to take action if necessary.

4.3 Power Systems LFO Command Center (LFOCC)

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

The Manager of Operations Engineering is responsible for the operations of the LFOCC.

4.4 Physical Distribution Center (PDC)

The Physical Distribution Center is responsible for all logistical support in providing material, tools and equipment to support the restoration efforts. This facility is also used as the back-up site for the GOCC. They are also responsible for coordination of the logistics efforts (food, housing, ice, water, etc.) to support initial FPL crew movements and the processing of external manpower from other utilities and other contractors. They maintain the Storm Personnel Information System (SPIS) database for all employees & external forces used in the restoration efforts.

This group is located in the Physical Distribution Center in West Palm Beach, Florida.

4.5 General Office Command Center (GOCC)

The GOCC is located in the General Office building (Room 5000) in Miami. The facility will be staffed during hurricane response, other severe weather condition with significant customer outages, and if a capacity alert or emergency is declared.

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

4.5.1 Facilities Description

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

The Customer Service/ Sales & Marketing Response Team (CSSMRT) which is responsible for all customer service issues during the event and the Distribution Response Team (DRT) which is responsible for crew movements (FPL and foreign crews), emergency restoration and coordination of all distribution operations issues, are also located in the GOCC room.

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

4.5.2 Telephone, Radio and Other Equipment

The GOCC is equipped with a phone system consisting of assigned blocks of phone numbers. The ECO and emergency staff managers have a block of numbers which roll over or are answerable by the other staff managers. The CSRT members have a similar block of numbers which are assigned to the individual areas for calls to report their damage and problems. These phones roll over and are answerable by any of the team. Likewise the DRT members have a block of numbers which are designated for specific events or problems/needs. There are cellular phones available in case of FPL ITN phone system failure as well as fixed base FM radio equipment for use in the event of total phone system failure. The general location of phones can be seen in figures 5-5a & 5-5b. Also available in the GOCC are four fax machines, three computer terminals tied into the FPL computer systems, personal computers which are used for

manpower analysis, a SCADA terminal to assess system status and two TV sets; one set up on cable and the Instanews network and the other on an independent antenna in case the cable is lost. Weather data is also readily available via fax or printer.

4.5.3 Staffing

Staffing will be determined by the ECO and will depend on the nature and severity of the emergency. The general staffing may include any of the following list of Emergency Management Personnel or their designee but not necessarily all of these at any one time.

Emergency Marketing & Communication Manager (ECCM)
Emergency Distribution Manager 1 & 2 (EDM 1 & 2)
Emergency Residential & General Business Manager (ERGBM)
Emergency Commercial & Industrial Manager (ECIM)
Transmission Operations and Planning General Office Coordinator (PSGOC)
G.O. Communications Center Supervisor
Customer Service Personnel (2-4)
Distribution Personnel (5)

4.6 Emergency News Center (ENC)

The Emergency News Center (ENC) is located in room 2626 of the General Office, can be activated if needed in an emergency. It is used as a central location for gathering and distributing emergency information to the news media and to employees. Media inquiries, the distribution of news releases, press kits and other information is coordinated from this area. Personnel in the ENC are also responsible for coordinating the set up of the auditorium for news briefings and coordinating the scheduling of those briefings.

Appendix

Capacity Shortfall/Transmission Emergency Terms & Definitions

TLR - TRANSMISSION LOAD RELIEF

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

POWER PLANT OPERATING MODES

1. **On-Control Continuous Capability** – The first level of operations which uses Automatic Generation Control (AGC) to economically regulate the system's generation to meet load demands. This level is normal power plant operations.

2. **OCC – OFF CONTROL CONTINUOUS** – The second level of operations which requires that plants operate OFF System Control. This level of operations allows the power plant operator to fine tune the generating facility for maximum sustained power output, normally greater than normal ON Control capability. The plant can operate at this level efficiently for a prolonged period of time.

3. **PEAK Capability** – The third and final level of power plant operations. This level allows the power plant operator to further increase the power output of the generating facility at a cost in unit efficiency. The plant can only run for a limited time at this level of operation.

DSM – DEMAND SIDE MANAGEMENT

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

LMS – LOAD MANAGEMENT SYSTEM

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

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

The system is also broken down by mode of operation. Under normal operations customers choosing the "Cycle" option will have their Air Conditioning and/or Heating appliances cycled OFF & ON for periods of 15 minutes each for up to 3 hours. Customers choosing the "Shed" option will have their appliances turned off

with no cycling for up to 3 hours. The control of the Water Heaters and Pool Pumps has no cycling option, and will result in customer appliances being turned off a period of up to 4 hours.

LMS – SCRAM

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

CILC – COMMERCIAL / INDUSTRIAL LOAD CONTROL

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

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

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

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

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

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

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

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

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

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

CURTAILABLE LOAD

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

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

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

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

PS- Power Supply System Operator determines the need to request curtailment.
PS- Power Supply System Operator informs PDM-Product Development & Management of the need to request curtailment.
PDM-Product Development & Management informs Account Managers or designees of the need to curtailment.
PS-Power Supply issues POET Page notifying FPL staff of the need to request curtailment.
Account Manager or designee contacts external customer and requests them to curtail for a specified period of time.
External Customer prepares for curtailment and turns off selected loads during the curtailment period specified by the Account Manager.

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

ELM - EMERGENCY LOAD MANAGEMENT

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

FEEDER ROTATION (Manual Trip- Block Load Shed)

Feeder Rotation is a method of reducing system load by manually shedding pre-defined distribution feeders. The program is divided into **4 Levels** with **20 Groups** of feeders in each level. Each Group contains several feeders distributed among the five FPL service areas. The total load per feeder rotation group is approximately 100 MW or 25,000 customers on average. In the event of a system emergency, the FPL System Operator may choose to shed a determined amount of load off the system via manually tripping specific groups/levels in the ELM program. Each Feeder Rotation will be restored in 15 minutes with an additional number of groups being shed if system conditions persist.

VOLTAGE REDUCTION

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

~~January 24, 2007~~

~~FPL EMERGENCY PLAN~~

~~FOR~~

~~CAPACITY SHORTAGES,~~

~~SEVERE STORMS~~

~~AND~~

~~LONG TERM FUEL SHORTAGES~~
FPL Emergency Plan

For

Capacity Shortages/Transmission Limitations

And

~~January 24, 2007~~

Long Term Fuel Shortages

~~January 24, 2007~~

FPL EMERGENCY PLAN FOR CAPACITY SHORTAGES~~, SEVERE STORMS~~/TRANSMISSION LIMITATION AND LONG TERM FUEL SHORTAGES

1.0 – 1.~~5~~4 GENERAL INFORMATION

~~1.1 Purpose and Scope~~

~~The purpose of this plan is to document the policies and summarize the procedures used by FPL in responding to a power capacity shortage or severe storm which impacts or threatens to impact significant numbers of customers. Power capacity shortages may be caused by unusually hot or cold weather, short term fuel supply shortages, transmission disruptions, or power plant outages. Severe storm conditions include any named storm, cyclone or hurricane, which causes widespread service interruption to FPL customers. Section 4 of the plan covers long term fuel supply shortages which are anticipated to be protracted from events such as wars, disruptions in supplies by strikes, damage to refineries, or embargoes.~~

~~1.2 Overview~~ 1.1 Introduction

This plan identifies emergency conditions and delineates the responsibilities and duties of the FPL Emergency Response Organization. The plan is divided into ~~three~~two sections: 1) Capacity Shortages, ~~2) Severe Storms, and~~ 32) Long Term Fuel Supply Shortages. The plan is a synopsis of FPL's overall emergency processes. ~~Detailed procedures and standards on accounting, safe work practices etc are contained in the references cited in section 1.5 of this manual~~

The plan describes the following basic topics:

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

1.2 Purpose and Scope

The purpose of this plan is to document the policies and summarize the procedures used

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

1.3 Concepts of Emergency Operation

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

1.4 Plan Revisions

~~The Vice President of Transmission and Substations has overall ownership of the plan including revisions.~~ The Emergency Response sections for capacity shortage ~~severe storms~~/transmission limitation and long term fuel supply emergency shall be updated as needed or in accordance with FPSC & FRCC requirements. The critique from annual system drills will be a primary source for revisions and improvements to the plan.

~~1.5 Supporting~~ . In compliance with NERC Standard EOP-001 upon implementation of these emergency plans ~~and procedures~~

~~The major plans and/or procedures which support this corporate plan are listed below.~~

~~1. Distribution Storm Restoration Procedures~~
~~2. Power Generation Business Unit plans for cold weather and hurricanes~~
~~3. Nuclear Energy Division plans for cold weather and hurricanes~~
~~4. Florida Reliability Coordinating Council Operating Standards~~
~~5. Corporate Procedure SM 26000~~
~~6. Florida Peacetime Emergency Plan~~
~~7. FPSC Florida Electrical Emergency Contingency Plan — Generating Capacity Shortage, Fuel Shortage~~
~~8. Corporate Communications Emergency Procedures Vol I~~

~~January 24, 2007~~

~~9. FPL News Media Procedures~~
~~10. Residential & General Business Customer Service procedures~~
~~11. FPL Emergency Load Management Program~~
~~12. U.S. Department of Energy Power System Emergency Reporting Procedure~~
~~13. NERC Reliability Standards~~
~~14.~~ documentation shall be provided to Power Supply ~~Priority Order of Dispatch document~~stating the date the plan was implemented, that the plan was followed and any changes that occurred to the plan due to the plans use.

~~CAPACITY~~

~~SHORTAGES~~

Capacity Shortages and/or Transmission Limitations

~~January 24, 2007~~

2.0 – 2.~~1~~7 CAPACITY SHORTAGES/TRANSMISSION LIMITATIONS

2.1 ~~Conditions~~Incident Identification

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

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

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

2.2 Escalation Categories and Notification

All of the categories below are defined and based on a statewide assessment of capacity performed through the Florida Reliability Coordinating Council (FRCC). In addition, FPL has internal levels to trigger actions and preparation on the distribution system due to extreme temperatures.

2.2.1 ~~GENERATING CAPACITY ADVISORY~~
Generating Capacity Advisory

A "**Generating Capacity Advisory**" is ~~similar to a hurricane watch. It is intended to give early warning of potential electricity shortfalls and bring utilities, emergency management officials, the Governor and the Florida Public Service Commission to a state of readiness~~primarily issued for information purposes; it anticipates conditions that may affect operations. It automatically kicks off utility tracking activities, and it initiates inter-utility and inter-agency communication.

The FRCC issues a **Capacity Advisory** ~~is triggered by~~ when either (1) a forecast of extreme temperatures around the state as defined in the table below, or (2) ~~a~~one or more utilities have issued, or are planning to issue, public appeals for conservation ~~appeal by an individual utility.~~.

Due to the geographical and electrical configuration of Florida, the state has been divided into two areas. Area 1 includes Gainesville, Tallahassee and Jacksonville (north Florida). Area 2 includes Orlando, Tampa, St. Petersburg and Miami (central and south Florida). Temperature thresholds have been set for each of these cities and when ~~a predetermined number~~2 of the cities in Area 1 or 3 of the cities in Area 2 exceed their temperature triggers, the FRCC issues an Advisory ~~is declared for that area~~. The temperatures are important since severe weather (hot or cold) can be accompanied by significant increases in electric demand.

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

~~A~~

For **FPL** a **Capacity Advisory** ~~is also declared~~will be issued when ~~any individual utility plans to or calls for voluntary~~(1) three of the cities in Area 2 exceed their temperature triggers and one of those cities is Miami or (2) public conservation ~~from its customers. At times the problem may be local and may not require or allow statewide assistance. Even in this circumstance,~~appeals by FPL.

In cases when the FRCC issues and Advisory ~~sensitizes all utilities to~~and FPL does not, Power Supply will contact key FPL personnel and continue to monitor the ~~problem and heightens awareness in case the event escalates into a potential statewide problem.~~
situation.

~~2.2.~~

~~2 GENERATING CAPACITY ALERT~~

.2.2 Generating Capacity Alert

The second stage of the plan is a "**Generating Capacity Alert.**" It is based on a reserve margin - the difference between available statewide resources and the amount of peak electric demand projected for that day. When the FRCC total operating reserves fall below the size of the largest single contingency generating unit in the state (currently 910 MW), a **Capacity Alert** is initiated.

The basis for this trigger is straightforward as the loss of one large generating unit due to mechanical failure could lead to blackouts somewhere since sufficient backup is not available. The **Capacity Alert** initiates actions to increase reserves. For example, available emergency supply options would be explored. Additionally, utilities can reduce electric demand through load management programs. These programs give utility dispatchers control over certain appliances and electrically-powered equipment according to pre-

arranged customer agreements. Through remote control equipment and installation of special switches on appliances (such as electric water heaters, air conditioning/heating systems and pool pumps), the dispatcher can cycle appliances on and off as needed during a peak demand period. Close to 1500 MW of load management is available statewide. Utilities also can ask consumers to implement voluntary conservation measures.

A generating **CAPACITY ALERT** is declared when (~~i~~1) the "Capacity Assessment" of the state operating margin is such that the loss of the largest generating unit would necessitate interruption of firm load in Florida or (~~ii~~2) imminent loss of transmission capacity would necessitate interruption of firm load in Florida.

2.2.3 ~~GENERATING CAPACITY EMERGENCY~~ Generating Capacity Emergency

A "**Generating Capacity Emergency**" ~~occurs~~is declared when (1) there is inadequate generating capacity, including purchased power, to supply firm load ~~is lost~~, or~~, in other words, blackouts occur or are inevitable somewhere in Florida.~~ (2) generation fuel supplies and deliveries have decreased to a level that is not adequate to provide for continuous, uninterrupted service to firm customers.

Rolling blackouts, manually activated by utilities, are a last resort to avoid system overload and possible equipment damage. Without them, the electric system could experience an automatic shutdown that would result in more widespread and longer blackouts. By the time rolling blackouts are used, utilities would have exhausted every available means to balance supply and demand.

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

At this stage of the shortage plan, actions and information are coordinated among utilities, emergency agencies, the Governor, the Florida Public Service Commission, and the media. Frequent status reports are provided to agencies and the media~~. The Division of Emergency Management would consider using the Emergency Broadcast System (EBS) to inform citizens of events and to direct them to available shelters if conditions warranted.~~

~~A Generating **CAPACITY EMERGENCY** is declared when **conditions exist** such that FPL or any other utility in the state has inadequate generating capacity, or transmission capacity, including purchased power, to supply firm load obligations.~~

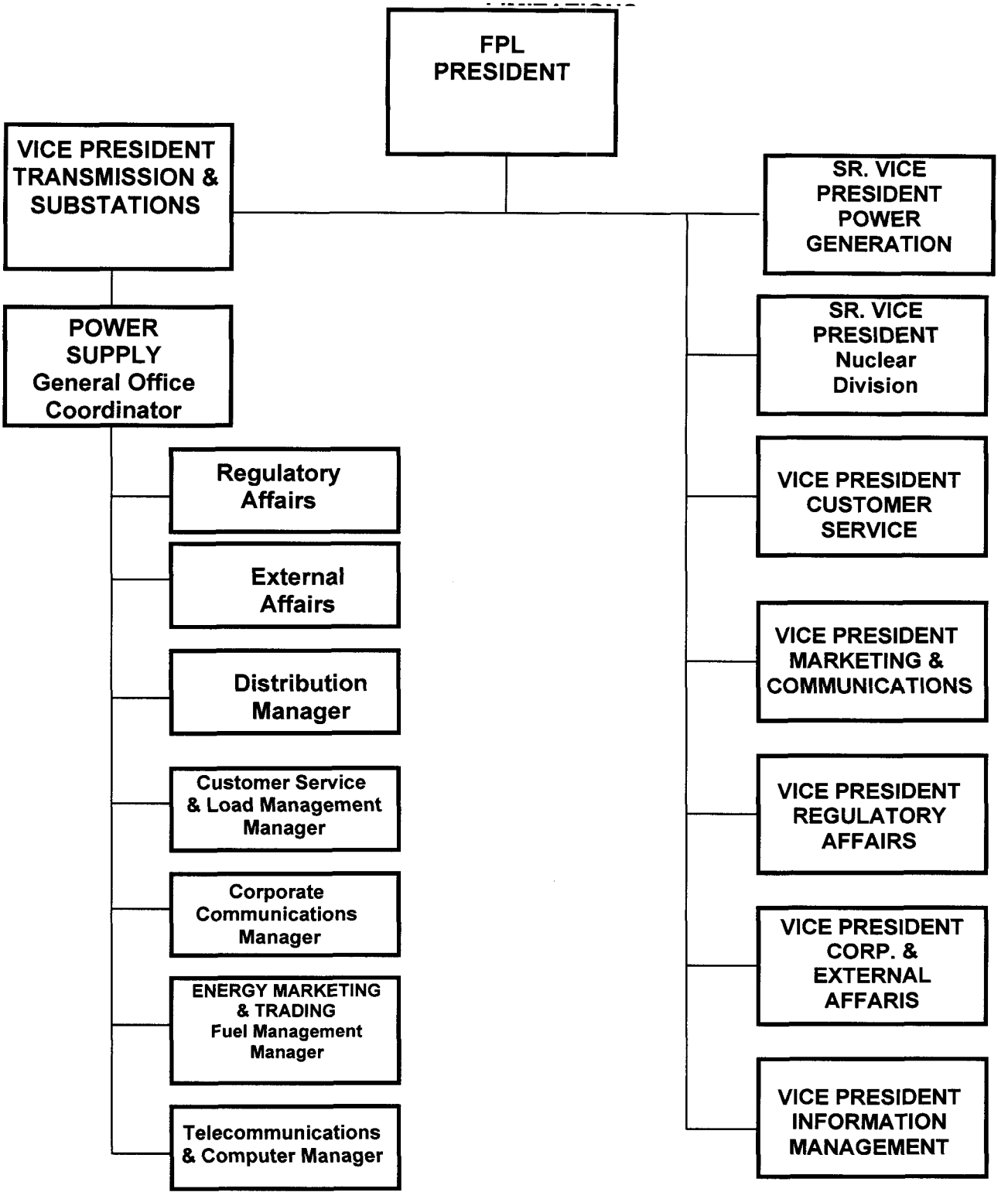
2.2.4 ~~SYSTEM LOAD RESTORATION~~System Load Restoration

"**System Load Restoration**" is the last phase of the plan and is instituted when rolling blackouts have been terminated and power supply is adequate. It is the recovery stage and concerted efforts are made to provide frequent system status reports. Messages to consumers would focus on the timing and location of facility repairs, appropriate safety information and consumer self-help instructions.

RESTORATION -is categorized as being in a state where generating capacity, or transmission capacity, including purchased power is capable of meeting the demand of FPL firm load customers and service is

being restored to customers whose service had been interrupted.

FIGURE 2-1
FPL ORGANIZATION
FOR
CAPACITY SHORTAGES AND TRANSMISSION



~~2.3 Organization Responsibilities~~

~~The broad~~

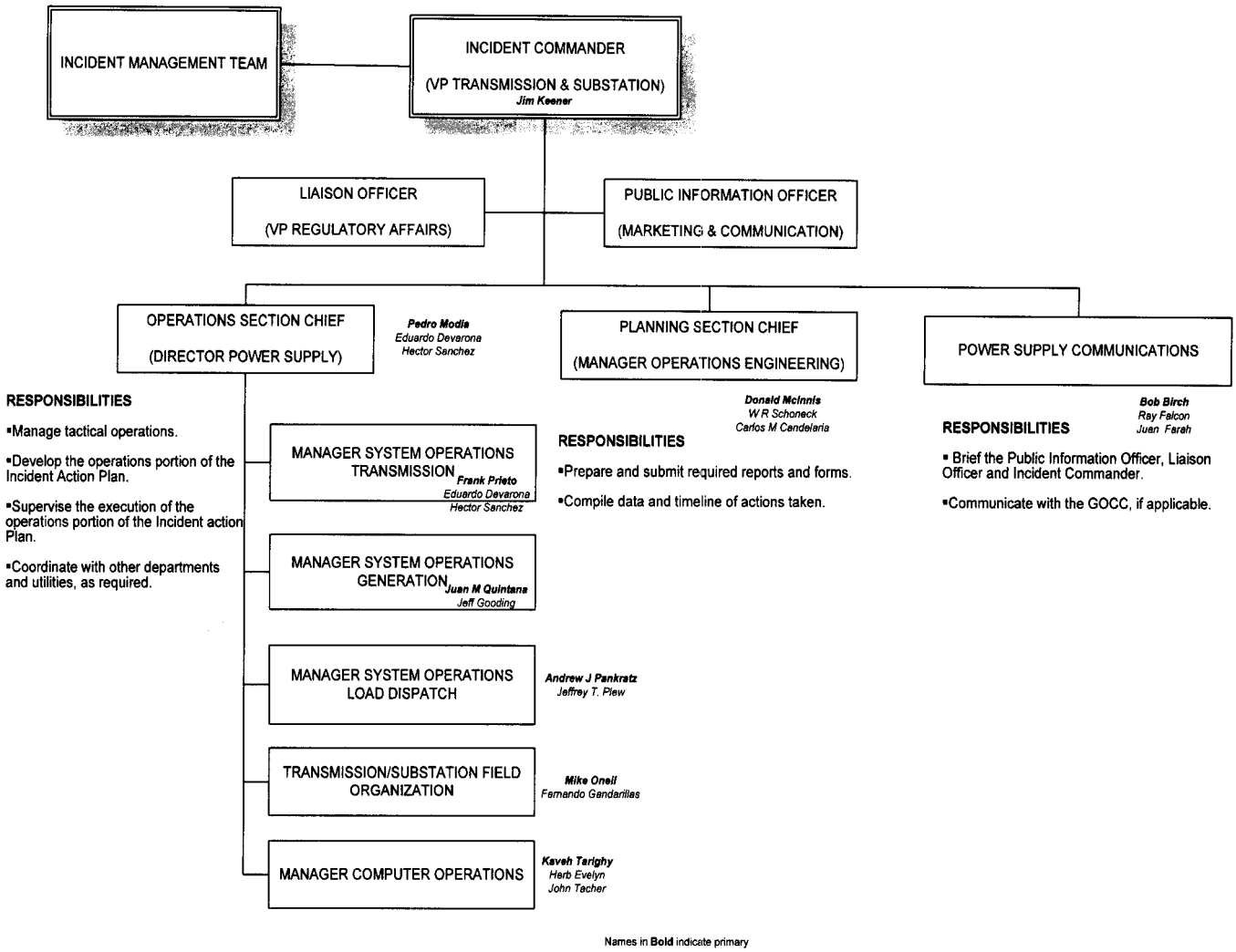
2.2.5 Transmission System Emergencies

The FPL System Operator shall have an emergency load reduction plan for all identified Interconnection Reliability Operating Limits (IROL's). The Florida Reliability Coordinating Council (FRCC) shall maintain a list of all IROL's within the FRCC Region. The FRCC Operating Reliability Subcommittee shall verify that a mitigation plan is in place for each IROL identified within the FRCC Region. These mitigation plans describe the actions required (load reduction plan) to be taken by the FPL System Operator in order to resolve the IROL condition within 30 minutes to avoid system separation or a collapse of the FPL Transmission System. Typical mitigation plans could include redispatch of generation resources, reconfiguration of the Transmission System, following of the NERC TLR procedure, utilization of the FPL Demand Side Management programs, and shedding of firm load. Section 2.5 of this plan describes the Emergency Load Management options available for the FPL System Operator to mitigate transmission system emergencies up to and including shedding of firm load. The FPL System Operator also has several procedures in the FPL System operations manual to aide in the response of an emergency on the FPL Transmission System. FPL currently has no identified IROL's on the FRCC IROL list.

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

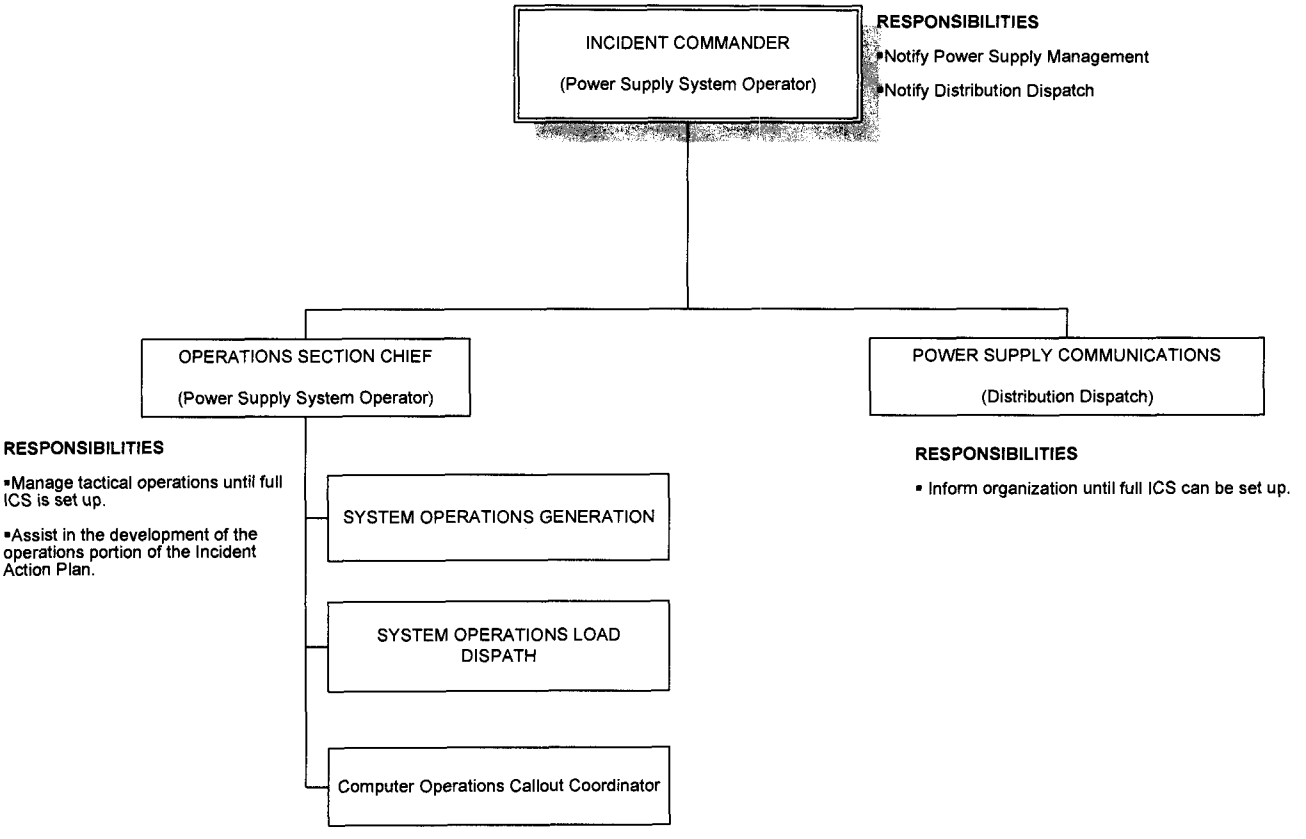
The loss of firm load in a localized area due to a transmission or distribution outages, temporary problems or an isolated event may be reported but would not cause the implementation of the plan. Also, the loss of firm load due to automatic under-frequency relay operation would not cause the implementation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

FIGURE 2-1a
FPL INCIDENT COMMAND STRUCTURE
FOR
CAPACITY SHORTAGES AND TRANSMISSION LIMITATIONS
(Normal Working Hours)



Names in **Bold** indicate primary

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



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

2.3 Organization Roles and Responsibilities

The ICS organizational structure for a capacity/transmission limitation emergency is shown in fig. 2-1~~.~~a & 2-1b. The ICS shown in fig 2-1b is implemented during off hours until the full structure can be set up. Principal notification and communication links for identification and declaration of conditions are shown in fig. 2-2 through fig. 2-6. Declaration of the system condition is normally made by the Power Supply Department following authorization by the ~~Emergency Control Officer (see Chart 1 in Appendix A).~~ Incident Commander. For ~~rapid~~ loss of capacity or transmission, imminent or actual, the diagnosis of the situation and declaration of the condition must be made by the FPL System Operator~~ under the Rapid Activation process (Chart 2 in Appendix A)~~. The actions to be taken will depend on the expected duration and severity and will be communicated to the ~~Emergency Control Officer~~Incident Commander as soon as practicable and the appropriate ICS Structure will be activated.

~~Sections 2.4 through 2.7~~

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

The Incident Commander will be responsible for the staffing of the General Office Command Center (GOCC). The GOCC is typically staffed during a foreseen capacity shortfall, transmission emergency, or long term fuel emergency with key members of each Business Unit. Each Business Unit Head would also increase staffing as necessary during these emergency conditions.

FIGURE 2-2
RESPONSE TO ANTICIPATED LOAD SHED EVENTS

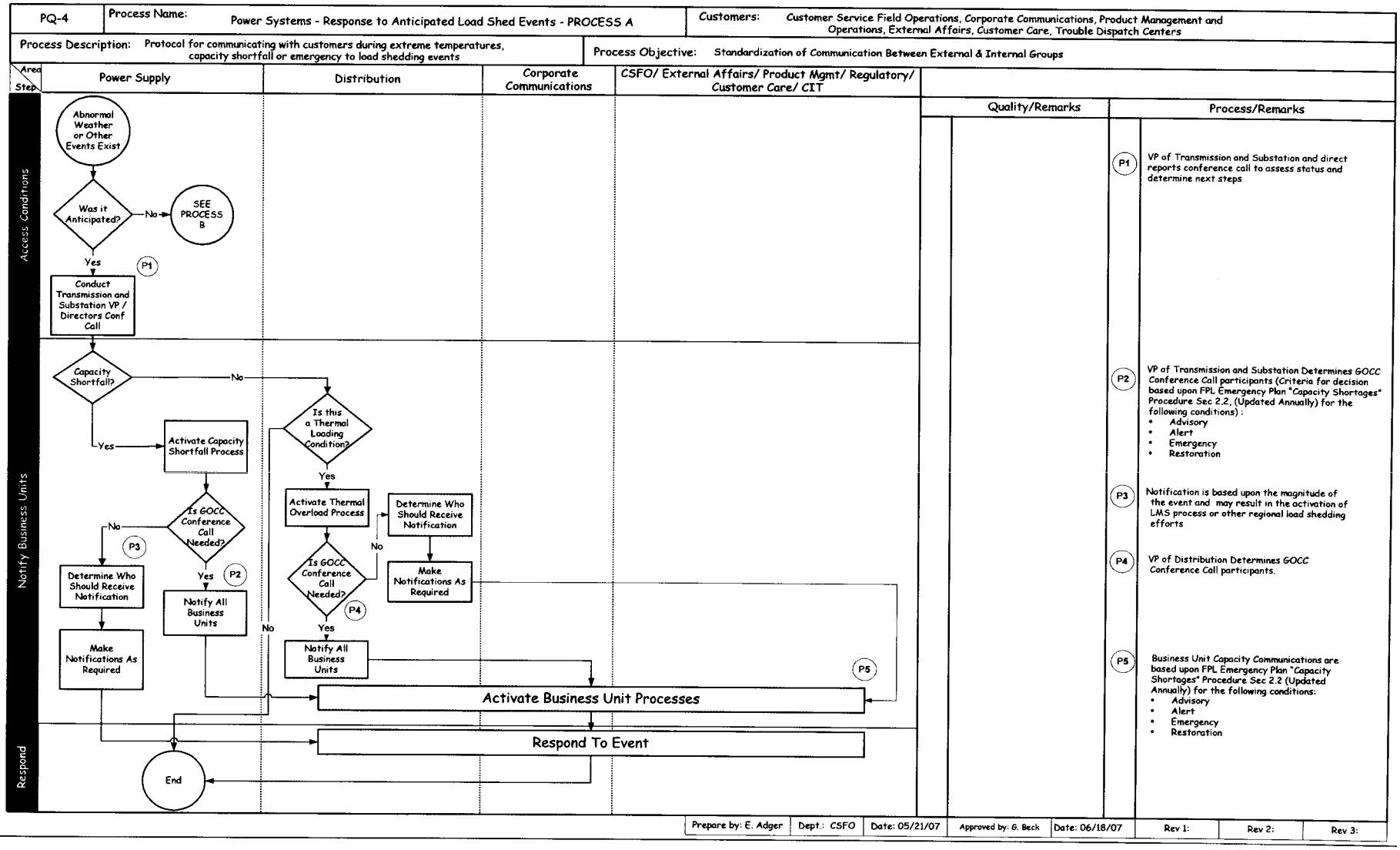


FIGURE 2-3
RESPONSE TO UNANTICIPATED LOAD SHED EVENTS

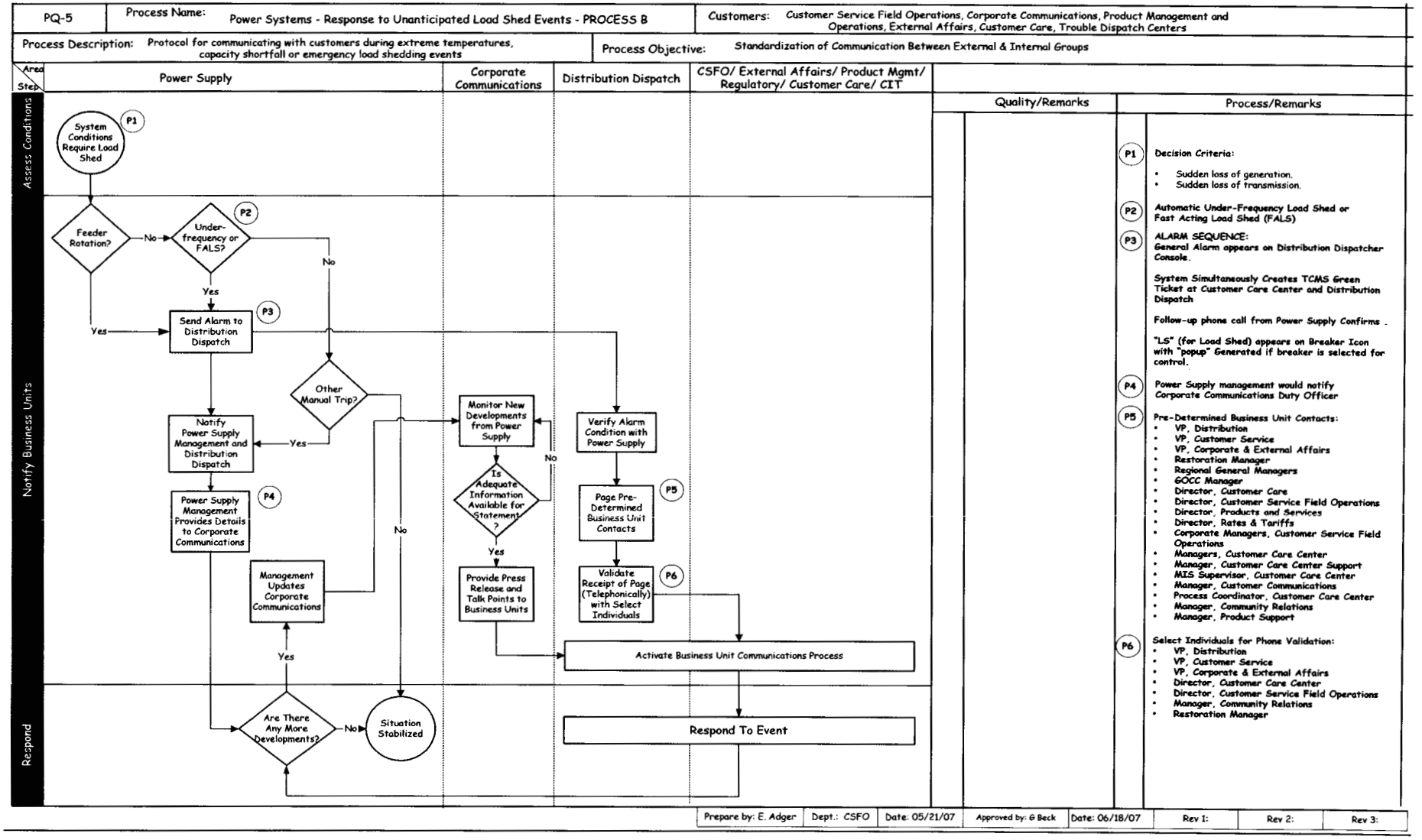


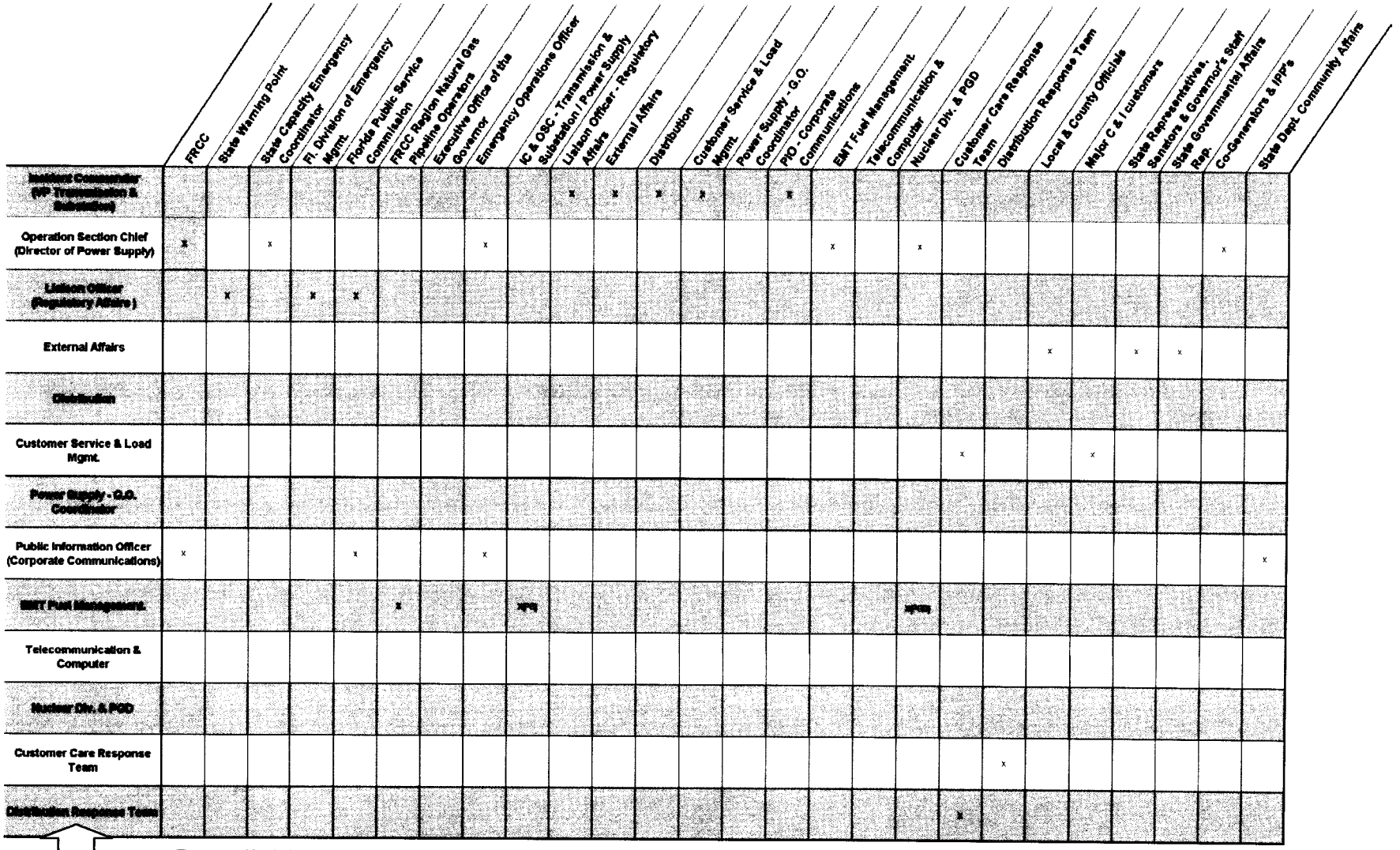
FIGURE 2-4
ADVISORY COMMUNICATION MATRIX

	FRCC	State Warning Point	State Capacity Emergency Coordinator	FL Division of Emergency Mgmt.	Florida Public Service Commission	FRCC Region Natural Gas Pipeline Operators	Executive Office of the Governor	Emergency Operations Officer	IC & OSC - Transmission & Substation / Power Supply	Liaison Officer - Regulatory Affairs	External Affairs	Distribution	Customer Service & Load Mgmt.	Power Supply - G.O. Coordinator	PIO - Corporate Communications	EMT Fuel Management	Telecommunication & Computer	Nuclear Div. & PGD	Customer Care Response Team	Distribution Response Team	Local & County Officials	Major C & I customers	State Dept. Community Affairs
Incident Commander (Transmission & Substation)										X	X	X	X		X								
Operations Section Chief (Power Supply)	X		X					X								X		X					
Liaison Officer (Regulatory Affairs)		X		X	X																		
External Affairs																					X		
Distribution																							
Customer Service & Load Mgmt.																						X	
Power Supply - G.O. Coordinator								X															
Public Information Officer (Corporate Communications)	X				X																		X
EMT Fuel Management									X									XPGD					
Telecommunication & Computer																							
Nuclear Div. & PGD																							
Customer Care Response Team																							
Distribution Response Team																							

For specific information and intradepartmental communication refer to Organizational Duties in pages 18 - 23

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

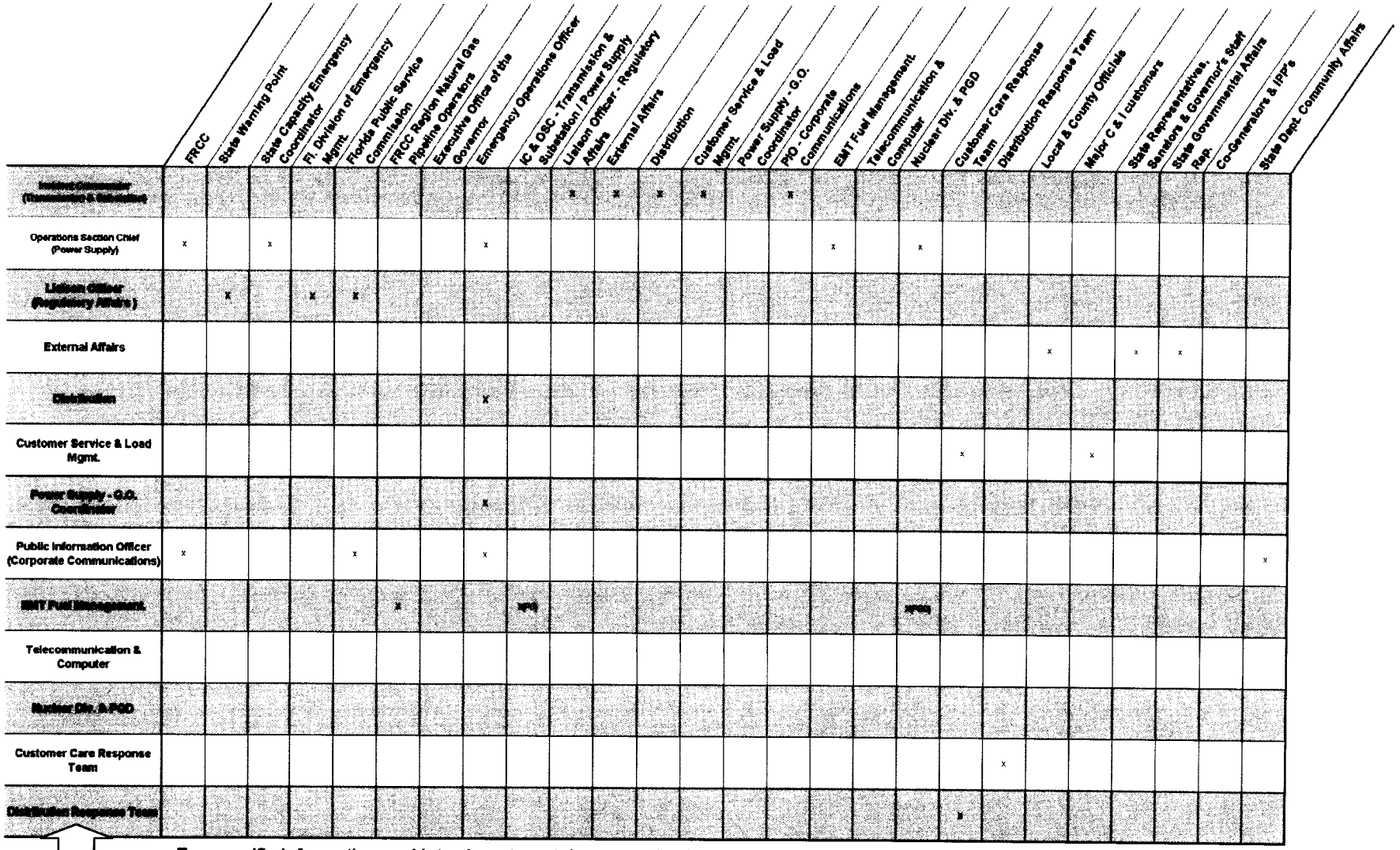
FIGURE 2-5
ALERT COMMUNICATION MATRIX



For specific information and intradepartmental communication refer to Organizational Duties in pages 18 - 23

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

FIGURE 2-6
EMERGENCY COMMUNICATION MATRIX

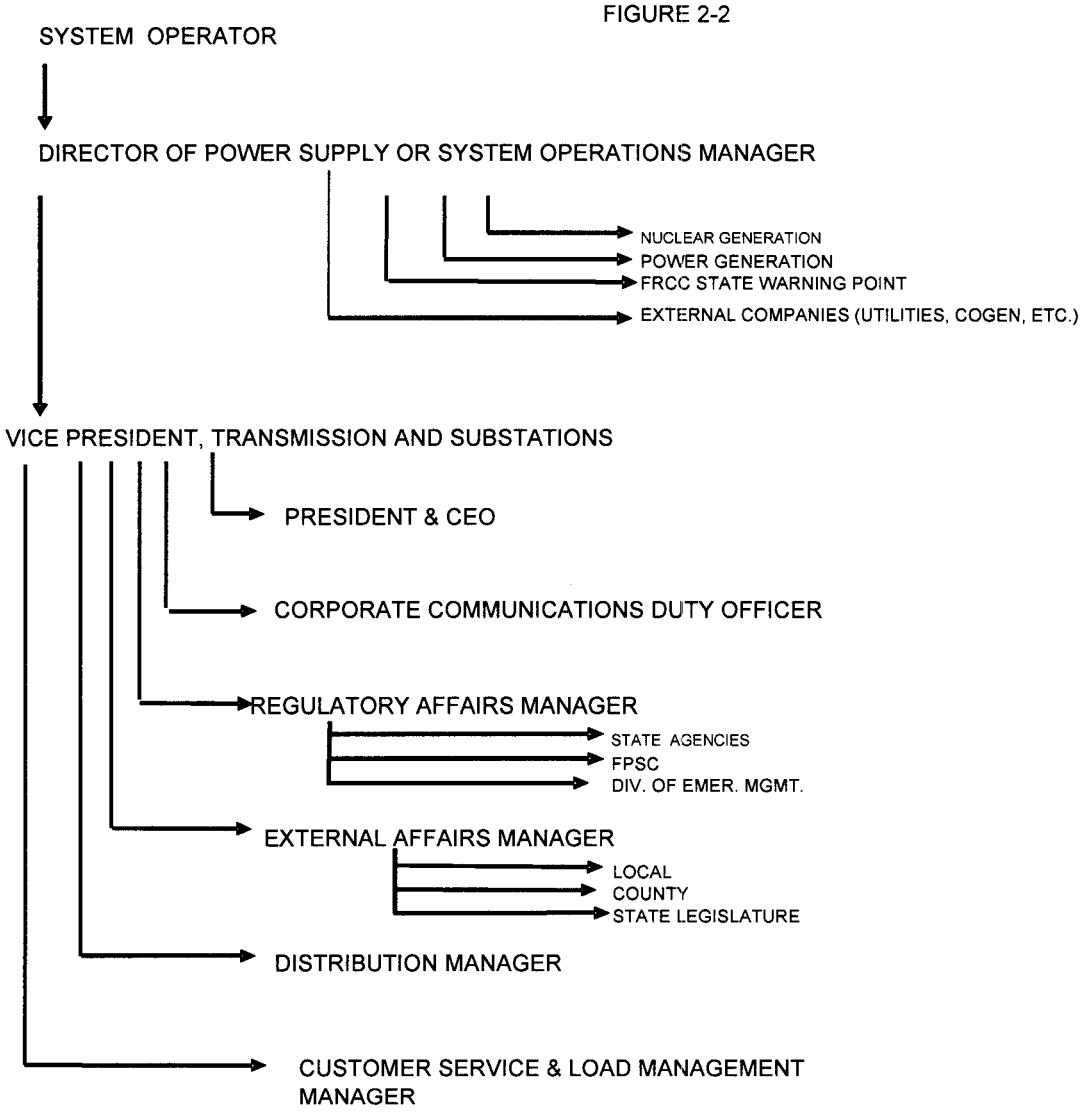


For specific information and intradepartmental communication refer to Organizational Duties in pages 18 - 23

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

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

EMERGENCY PLAN NOTIFICATION FLOW
FOR CAPACITY SHORTAGES, SEVERE STORMS AND
LONG TERM FUEL SHORTAGES
FIGURE 2-2



NOTE: THE INTENT OF THIS CHART IS TO DISPLAY THE EMERGENCY NOTIF ICATION FLOW PROCESS. INDIVIDUALS NOTIFIED MAY VARY PENDING ON THE TYPE OF SYSTEM CONDITION.

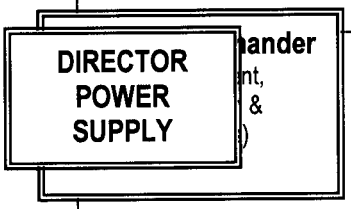
Fig. 2.2

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies
~~Organizational Duties and Other Key Support Roles~~
Communication Responsibilities

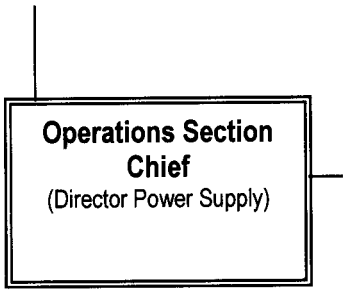
VICE PRESIDENT, TRANSMISSION & SUBSTATIONS

Advisory	Alert	Emergency	Restoration
Notify key FPL Emergency Organization members ~~Notify Division of Emergency Management through State Warning Point & provide Periodic updates until this Function is delegated to Emergency Regulatory Affairs Manager and his staff~~ Consider staffing the GOCC ~~Ensure timely notification is Provided to state and county Emergency management agencies~~	Notify key FPL Emergency Organization members Direct staffing of the GOCC ~~As~~ as appropriate Consider issuance of Public appeals for voluntary conservation	Notify key FPL Emergency Organization members Direct staffing of the GOCC ~~As~~ as appropriate Authorize the issuance of Public appeals for voluntary conservation	Notify key FPL Emergency Organization members of ~~The~~ the system condition

~~Capacity Shortage Advisory, Alert, Emergency & Restoration Organizational Duties and Other Key Support Roles~~



Advisory	Alert	Emergency	Restoration
Notify FRCC, State Capacity Emergency Coordinator and Incident Commander ~~Emergency Control Officer~~ Ensure PGD and Nuclear Division are advised of the system condition Ensure Fuel Department is Notified of system condition. Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander ~~Emergency Control Officer~~ Ensure PGD and Nuclear Division are advised of the system condition. Communicate the dispatch steps taken to the Emergency Control Officer and recommend ~~Any~~ any additional steps as warranted Notify Co-Generators and Independent Power Producers ~~And~~ and inform them of payment Provisions of the GOC3 Tariff through the Resource Planning Group Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Notify FRCC, State Capacity Emergency Coordinator and Incident Commander ~~Emergency Control Officer~~ Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions Direct the emergency dispatch of company Generation Communicate ~~authorized~~ priority of load reduction measures to the System Operator Monitor the effectiveness of The dispatch/load reduction steps to the Emergency Control Officer and recommend ~~Additional~~ additional steps as warranted Coordinate transmission and generation maintenance schedules to maximize capacity or conserve fuel.	Maintain overall coordination ~~Of~~ of the restoration Notify FRCC,C State Capacity Emergency Coordinator and Incident Commander ~~Emergency Control Officer~~ Ensure PGD, Nuclear Division and Fuel Mgt are advised of system conditions Direct the development of Reports required by the US DOE concerning interruption Of the bulk power supply and ~~All~~ all other reports required by ~~Reporting~~ reporting organizations such ~~As~~ as FRCC, SERC and NERC


Operations Section
Chief
(Director Power Supply)

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies ~~Organizational Duties and Other Key Support Roles~~

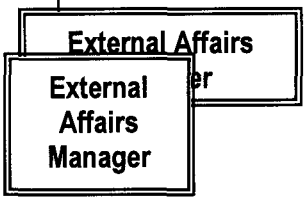
Communication Responsibilities

Liaison Officer
(Regulatory Affairs)

Regulatory Affairs Manager

Advisory	Alert	Emergency	Restoration
Notify FPSC, State Division ~~Of~~ of Emergency Management ~~And~~ and maintain contact as necessary ~~Necessary~~ Notify the State Warning Point	Notify FPSC and maintain ~~Contact~~ contact as necessary Notify the State Division of Emergency Management ~~Through~~ through the duty officer at ~~The~~ the State Warning Point in Tallahassee Ensure that the process for ~~Obtaining~~ obtaining a governor's order ~~Is~~ is initiated	Notify FPSC and maintain ~~Contact~~ contact as necessary Notify the State Division of Emergency Management ~~Through~~ through the duty officer at ~~The~~ the State Warning Point in Tallahassee Assure that a Governor's Executive order is obtained ~~By~~ by the FPSC if necessary	Notify FPSC and maintain ~~Contact~~ contact as necessary Notify the State Division of Emergency Management ~~Through~~ through the duty officer at ~~The~~the State Warning Point in Tallahassee

~~Capacity Shortage Advisory, Alert, Emergency & Restoration Organizational Duties and Other Key Support Roles~~



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

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies
~~Organizational Duties and Other Key Support Roles~~
Communication Responsibilities

Distribution Manager

Advisory	Alert	Emergency	Restoration
Provide technical and logistical ~~Support~~ support to the Distribution Region Directors and Distribution Area Managers for problems ~~Involving~~ involving the distribution system ~~As~~ as warranted	Provide technical and logistical ~~Support~~ support to the Distribution Region Directors and Distribution Area Managers for problems ~~Involving~~ involving the distribution system ~~As~~ as warranted	Communicate with Areas Assess status of the Distribution system Determine any needed actions ~~Actions~~ Advise areas of needed actions ~~Actions~~ Advise ~~Emergency Control Officer~~Incident Commander of any condition ~~That~~ that needs attention Monitor all load shifting activities ~~Activities~~ Determine any equipment Adjustment received and ~~Advise Emergency Control Officer~~ advise Incident Commander and Areas Assign Distribution Response Team members ~~To~~ to GOCC duties	Communicate with Areas Assess status of the Distribution system Determine any needed actions ~~Actions~~ Advise areas of needed actions ~~Actions~~ Advise ~~Emergency Control Officer~~Incident Commander of any condition ~~That~~ that needs attention Monitor all load shifting activities ~~Activities~~ Determine any equipment Adjustment received and ~~Advise Emergency Control Officer~~ advise Incident Commander and Areas Assess long term effect ~~Of~~ of the event on the system

~~Capacity Shortage Advisory, Alert, Emergency & Restoration~~

Distribution Manager

~~Organizational~~ ~~her~~ ~~oles~~

Customer Service & Load Management

Customer Service & Load Management Manager

Advisory	Alert	Emergency	Restoration
Notify Customer Care Centers Notify the major commercial ~~And~~ and industrial customers	Notify Customer Care/Sales _& Marketing response teams Put the Customer Care _Centers on stand by Establish contacts with _Customer Coordinators Coordinate calls to _Customers with special _Circumstances (LSME), and ~~Record~~ record of each call Notify the major commercial ~~And~~ and industrial customers	Maintain communication ~~With~~ with the Customer Care Centers Assign Customer Care/Sales _& Marketing response team _members to GOCC duties Maintain contacts with Customer Coordinators Notify the major commercial ~~And~~ and industrial customers	Maintain communication ~~With~~ with the Customer Care Centers Assign Customer Care/Sales _& Marketing response team _members to GOCC duties Maintain contacts with Customer Coordinators Notify the major commercial ~~And~~ and industrial customers Coordinate call to customer ~~With~~ with special circumstances, ~~And~~ and the preparation of a ~~Record~~record of each of these calls

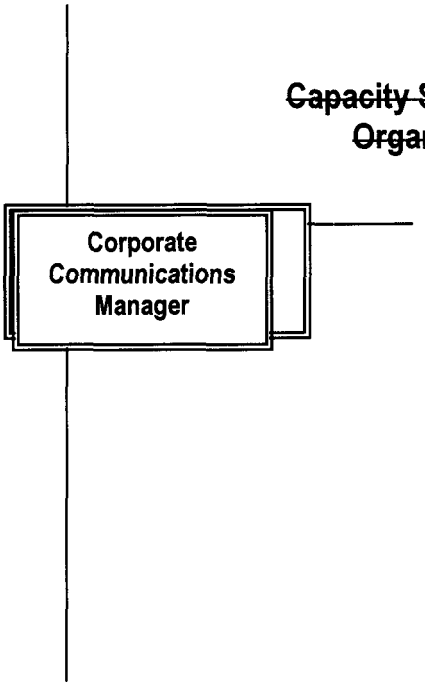
Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies
~~Organizational Duties and Other Key Support Roles~~

POWER SUPPLY General Office Coordinator

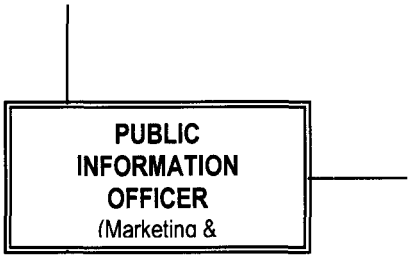
Communication Responsibilities

Advisory	Alert	Emergency	Restoration
Issue notification of staffing ~~Requirements~~ requirements for the center	Issue notification of staffing ~~Requirements~~ requirements for the center ~~At~~ at the direction of the Incident Commander ~~Emergency Control Officer~~ Consider issuing request ~~For~~ for reduction of non-~~Essential~~essential FPL load	Issue notification of staffing ~~Requirements~~ requirements for the center ~~At~~ at the direction of the Incident Commander ~~Emergency Control Officer~~ Consider issuing request ~~For~~ for reduction of non-~~Essential~~essential FPL load to Corp _Building Services Communicate with the _Emergency Trans. Oper. _& Planning Manager Advise the ~~Emergency Control Officer~~Incident Commander and other ~~Key~~ key managers at the GOCC ~~Of~~ of the system status	Communicate with the _Emergency Trans. Oper. _& Planning Manager Advise the ~~Emergency Control Officer~~Incident Commander and other ~~Key~~ key managers at the GOCC ~~Of~~ of the system status

~~Capacity Shortage Advisory, Alert, Emergency & Restoration~~
~~Organizational Duties and Other Key Support Roles~~



Advisory	Alert	Emergency	Restoration
Ensure ~~Corporate Communications~~Marketing and Communication personnel ~~Are~~ are contacted and assigned ~~Duties~~ duties necessary to maintain ~~A~~ *a coordinated public information effort* In conjunction with the ~~Emergency Control Officer,~~ ~~Call~~ Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases~~/~~ and/or statements ~~To~~ *to the media will be written by* ~~The~~ the staff and approved in ~~Conjunction~~conjunction with the Incident Commander ~~Emergency Control Officer~~ Ensure statements are Distributed to: 1. FPL executives, key FPL — field contacts and other — employees 2. Media relations staff and — area media liaisons for — *handling callouts/inquiries* — from news media and — contact county emergency — management offices 3. The FRCC and other — utilities, as appropriate 4. Officials in the FPSC, state — Dept. of Community Affairs —~~And~~ and other emergency services~~vice~~ organizations, as — appropriate	Ensure ~~Corporate Communications~~ Marketing and Communication personnel ~~Are~~ are contacted and assigned ~~Duties~~ duties necessary to maintain ~~A~~ a coordinated public information effort In conjunction with the ~~Emergency Control Officer,~~ ~~Call~~ Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted *All news releases~~/~~ and/or* statements ~~To~~ to the media will be written by ~~The~~ the staff and approved in ~~Conjunction~~conjunction with the Incident Commander ~~Emergency Control Officer~~ Ensure statements are Distributed to: 1. FPL executives, key FPL — field contacts and other — *employees* 2. Media relations staff and — area media liaisons for — handling callouts/inquiries — from news media and — contact county emergency — management offices 3. The FRCC and other — utilities, as appropriate 4. Officials in the FPSC, state — Dept. of Community Affairs —~~And~~ and other emergency services~~vice~~ *organizations, as* — appropriate	Ensure ~~Corporate Communications~~ Marketing and Communication personnel ~~Are~~ are contacted and assigned ~~Duties~~ duties necessary to maintain ~~A~~ a coordinated public information effort In conjunction with the ~~Emergency Control Officer,~~ ~~Call~~ Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted Maintain communications ~~With~~ with spokespersons from ~~Other~~ *other utilities and state* ~~Agencies~~ agencies in the event of a Statewide emergency that ~~Requires~~ requires a coordinated ~~Communications~~ communications plan Ensure statements are Distributed to: 1. FPL executives, key FPL — field contacts and other — employees *2. Media relations staff and* — area media liaisons for — handling callouts/inquiries — from news media and — contact county emergency — management offices 3. The FRCC and other — utilities, as appropriate 4. Officials in the FPSC, state — Dept. of Community Affairs —~~And~~ and other emergency services organizations, as — *appropriate*	In conjunction with the ~~Emergency Control Officer,~~ ~~Call~~ Incident Commander, call for and oversee activation of public appeals/conservation messages, as warranted All news releases/statements ~~To~~ to the media will be written by ~~The~~ the staff and approved in ~~Conjunction~~conjunction with the Incident Commander ~~Emergency Control Officer~~ *Ensure statements are* Distributed to: 1. FPL executives, key FPL — field contacts and other — employees 2. Media relations staff and — area media liaisons for — handling callouts/inquiries — from news media and — contact county emergency — management offices 3. The FRCC and other — *utilities, as appropriate* 4. Officials in the FPSC, state — Dept. of Community Affairs —~~And~~ and other emergency services organizations, as — appropriate


PUBLIC
INFORMATION
OFFICER
(Marketing &

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies
~~Organizational Duties and Other Key Support Roles~~
Communication Responsibilities

ENERGY MARKETING & TRADING
Fuel Management

Advisory	Alert	Emergency	Restoration
Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.	Ensure the fuel oil inventories at the fossil power plants, as well as fuel oils, natural gas and coal supply conditions are monitored.
Develop and implement fuel switching action plans as necessary.	Develop and implement fuel switching action plans as necessary.	Develop and implement fuel switching action plans as necessary.	Develop and implement fuel switching action plans as necessary.
Advise System Operations and Fossil Generation Ops of potential trouble areas.	Advise System Operations and Fossil Generation Ops of potential trouble areas.	Advise System Operations and Fossil Generation Ops of potential trouble areas.	Advise System Operations and Fossil Generation Ops of potential trouble areas.
Takes appropriate actions to re-supply the power plants as necessary.	Takes appropriate actions to re-supply the power plants as necessary.	Takes appropriate actions to re-supply the power plants as necessary.	Takes appropriate actions to re-supply the power plants as necessary.
Arrange interchange transactions to provide for emergency capacity or energy transfers	Arrange interchange transactions to provide for emergency capacity or energy transfers	Arrange interchange transactions to provide for emergency capacity or energy transfers	

Advisory	Alert	Emergency	Restoration
Ensure that the ~~fuel oil inventories At the fossil power plants, as Well as fuel oils, natural gas And coal supply conditions Are monitored~~ ~~Advise System~~Computer Operations ~~And Fossil Generation Ops Of potential trouble areas~~ ~~Takes appropriate actions~~ center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center ~~Re-supply the power plants As necessary~~ Ensure that FPL's internal Communications network is operational and give priority to any restoration of equipment that affects the internal network Ensure that computers, telephones and information systems in GOCC are operational	Ensure that the ~~fuel oil inventories At the fossil power plants, as Well as fuel oils, natural gas And coal supply conditions Are monitored~~ ~~Advise System~~Computer Operations ~~And Fossil Generation Ops Of potential trouble areas~~ ~~Takes appropriate actions~~ center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center ~~Re-supply the power plants As necessary~~ Ensure that FPL's internal Communications network is operational and give priority to any restoration of equipment that affects the internal network Ensure that computers, telephones and information systems in GOCC are operational	Ensure that the ~~fuel oil inventories At the fossil power plants, as Well as fuel oils, natural gas And coal supply conditions Are monitored~~ ~~Advise System~~Computer Operations ~~And Fossil Generation Ops Of potential trouble areas~~ ~~Takes appropriate actions~~ center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center ~~Re-supply the power plants As necessary~~ Ensure that FPL's internal Communications network is operational and give priority to any restoration of equipment that affects the internal network	Ensure that the ~~fuel oil inventories At the fossil power plants, as Well as fuel oils, natural gas And coal supply conditions Are monitored~~ ~~Advise System~~Computer Operations ~~And Fossil Generation Ops Of potential trouble areas~~ ~~Takes appropriate actions~~ center, during periods of emergency, give priority to critical systems and maintain augmented staffing in the computer center ~~Re-supply the power plants As necessary~~ Ensure that FPL's internal Communications network is operational and give priority to any restoration of equipment that affects the internal network Ensure that computers, telephones and information systems in GOCC are operational

ENERGY MARKETING & TRADING Fuel Management			Ensure that computers, telephones and information systems in GOCC are operational	

~~Capacity Shortage Advisory, Alert, Emergency & Restoration Organizational Duties and Other Key Support Roles~~

Telecommunication & Computer Manager

Nuclear Division and

Telecommunication & Computer Manager

Advisory	Alert	Emergency	Restoration
~~Ensure that the Computer Operations center, during Periods of emergency, Give priority to critical Systems~~Prepare and ~~maintain Augmented staffing in the Computer center~~ ~~Ensure that FPL's internal Communications network Is operational~~review procedures for maximizing output and ~~give Priority to any restoration Of equipment that affects The internal network~~ ~~Ensure that computers, Telephones and information Systems in GOCC are operational~~energy conservation	~~Ensure that the Computer Operations center, during Periods of emergency, Give priority to critical Systems~~Prepare and ~~maintain Augmented staffing in the Computer center~~ ~~Ensure that FPL's internal Communications network Is operational~~review procedures for maximizing output and ~~give Priority to any restoration Of equipment that affects The internal network~~ ~~Ensure that computers, Telephones and information Systems in GOCC are operational~~energy conservation	~~Ensure that the Computer Operations center, during Periods of emergency, Give priority to critical Systems~~Prepare and ~~maintain Augmented staffing in the Computer center~~ ~~Ensure that FPL's internal Communications network Is operational~~review procedures for maximizing output and ~~give Priority to any restoration Of equipment that affects The internal network~~ ~~Ensure that computers, Telephones and information Systems in GOCC are operational~~energy conservation	~~Ensure that the Computer Operations center, during Periods of emergency, Give priority to critical Systems~~Prepare and ~~maintain Augmented staffing in the Computer center~~ ~~Ensure that FPL's internal Communications network Is operational~~review procedures for maximizing output and ~~give Priority to any restoration Of equipment that affects The internal network~~ ~~Ensure that computers, Telephones and information Systems in GOCC are operational~~energy conservation

Capacity Shortage Advisory, Alert, Emergency & Restoration/Transmission Emergencies ~~Organizational Duties and Other Key Support Roles~~ Communication Responsibilities

Nuclear Division and Power Generation Division

Advisory	Alert	Emergency	Restoration
~~Prepare~~Maintain contact with Customer Care center personnel Monitor and ~~review Procedures for maximizing Output~~record system load and ~~energy~~provide periodic reports to Customer care centers ~~conservation~~ Communicate with the Distribution Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Centers on customer care issues and needs related to the emergency	~~Prepare~~Maintain contact with Customer Care center personnel Monitor and ~~review Procedures for maximizing Output~~record system load and ~~energy~~provide periodic reports to Customer care centers ~~conservation~~ Communicate with the Distribution Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Centers on customer care issues and needs related to the emergency	~~Prepare~~Establish contact with Customer Care center personnel to secure lines of communication Monitor and ~~review Procedures for maximizing Output~~record system load and ~~energy~~provide periodic reports to Customer care centers ~~conservation~~ Communicate with the Distribution Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Centers on customer care issues and needs related to the emergency	~~Prepare~~Establish contact with Customer Care center personnel to secure lines of communication Monitor and ~~review Procedures for maximizing Output~~record system load and ~~energy~~provide periodic reports to Customer care centers ~~conservation~~ Communicate with the Distribution Response Team in order to address needs as they are identified Initiate calls to and receive calls from the Customer Care Centers on customer care issues and needs related to the emergency

~~Capacity Shortage Advisory, Alert, Emergency & Restoration~~ Organizational Duties and Other Key Support Roles

Customer Care Response Team

Distribution Response Team

Advisory	Alert	Emergency	Restoration
Maintain contact with ~~Customer~~Area Managers ~~Care center personnel~~ Monitor ~~and record~~ system load ~~And~~ and provide ~~periodic~~ reports to Areas ~~Customer care centers~~ Communicate with the ~~Distribution~~ Customer Care Response Team ~~In~~ in order to address needs as ~~They~~they are identified ~~Initiate calls to and receive calls~~Analyze system response and status ~~From the Customer Care Centers~~ ~~On customer care issues and Needs related to the emergency~~ Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management of alternative strategies	Maintain contact with ~~Customer~~Area Managers ~~Care center personnel~~ Monitor ~~and record~~ system load ~~And~~ and provide ~~periodic~~ reports to Areas ~~Customer care centers~~ Communicate with the ~~Distribution~~ Customer Care Response Team ~~In~~ in order to address needs as ~~They~~they are identified ~~Initiate calls to and receive calls~~Analyze system response and status ~~From the Customer Care Centers~~ ~~On customer care issues and Needs related to the emergency~~ Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management of alternative strategies	Establish contact with ~~Customer Care center personnel~~Area Managers to secure ~~Lines~~ lines of communications Monitor ~~and record~~ system load ~~And~~ and provide ~~periodic~~ reports to ~~Customer care centers~~ Areas Communicate with the ~~Distribution~~ Customer Care Response Team ~~In~~ in order to address needs as ~~They~~they are identified ~~Initiate calls to and receive calls~~Analyze system response and status ~~From the Customer Care Centers~~ ~~On customer care issues and Needs related to the emergency~~ Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management of alternative strategies	Establish contact with ~~Customer Care center personnel~~Area Managers to secure ~~Lines~~ lines of communications Monitor ~~and record~~ system load ~~And~~ and provide ~~periodic~~ reports to ~~Customer care centers~~ Areas Communicate with the ~~Distribution~~ Customer Care Response Team ~~In~~ in order to address needs as ~~They~~they are identified ~~Initiate calls to and receive calls~~Analyze system response and status ~~From the Customer Care Centers~~ ~~On customer care issues and Needs related to the emergency~~ Monitor load restoration activities and communicate with the Areas on the activities Assess equipment status and advise management

Customer Care Response Team

			of alternative strategies

~~Capacity Shortage Advisory, Alert, Emergency & Restoration Organizational Duties and Other Key Support Roles~~

Distribution Response Team

~~Advisory~~	~~Alert~~	~~Emergency~~	~~Restoration~~
~~Maintain contact with Area Managers~~ ~~Monitor system load And provide reports to Areas~~ ~~Communicate with the Customer Care Response Team in order to address Needs as they are identified~~ ~~Analyze system response And status~~ ~~Monitor load restoration Activities and communicate With the Areas on the Activities~~ ~~Assess equipment status And advise management Of alternative strategies~~	~~Maintain contact with Area Managers~~ ~~Monitor system load And provide reports to Areas~~ ~~Communicate with the Customer Care Response Team in order to address Needs as they are identified~~ ~~Analyze system response And status~~ ~~Monitor load restoration Activities and communicate With the Areas on the Activities~~ ~~Assess equipment status And advise management Of alternative strategies~~	~~Establish contact with Area Managers to secure Lines of communications~~ ~~Monitor system load And provide reports to Areas~~ ~~Communicate with the Customer Care Response Team in order to address Needs as they are identified~~ ~~Analyze system response And status~~ ~~Monitor load restoration Activities and communicate With the Areas on the Activities~~ ~~Assess equipment status And advise management Of alternative strategies~~	~~Establish contact with Area Managers to secure Lines of communications~~ ~~Monitor system load And provide reports to Areas~~ ~~Communicate with the Customer Care Response Team in order to address Needs as they are identified~~ ~~Analyze system response And status~~ ~~Monitor load restoration Activities and communicate With the Areas on the Activities~~ ~~Assess equipment status And advise management Of alternative strategies~~

2.4 Coordination and Communications with Governmental and Outside Agencies

2.4.1 Florida Division of Emergency Management (FDEM)

During system conditions, which warrant notifying the FDEM under this plan, the FDEM will maintain contact with the FRCC and FPL throughout the event. Contact with FPL will be through the ~~Emergency Regulatory Affair Manager (ERAM).~~Liaison Officer. If more than eight counties are affected, FDEM will notify those county emergency management agencies.

2.4.2 Florida Public Service Commission (FPSC)

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

2.4.3 Governor's Energy Office (GEO)

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

2.4.4 County Emergency Management Agencies

If the system conditions warrant notifying the FDEM under the plan and affect eight or less Florida counties, those counties will maintain the communications with FPL through the External Affairs Organization. (If more than eight counties are affected see section 2.~~8~~.4.1) and coordinate with their

respective local public service agencies such as police, fire, hospitals and schools in accordance with their emergency plans

2.4.5—Florida Reliability Coordinating Council (FRCC)

During system conditions which warrant notifying the FRCC under this plan, the FRCC State Capacity Emergency Coordinator (SCEC) will become the central communication link between FRCC utilities and will communicate with the FRCC Technical Advisory Group Chairman who will be the central contact for the FRCC with the Florida Division of Emergency Management and the Florida Public Service Commission. The FRCC SCEC will coordinate information with the FRCC Reliability Coordinator and will coordinate state response to expected or actual energy emergency alerts.

2.5 Emergency Load Management (ELM)

2.5.1 ~~General Description of ELM Process~~Load Reduction Plan

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

ELM Programs

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

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

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

PROGRAM	DESCRIPTION	PROBABLE CONDITION	LOAD RELEASED
Voltage reduction	Lowering of feeder voltage up to 2.5% by biasing	Capacity shortage emergency	Approx. 200 MW max. based on Projected system peak
SCRAM	Complete interruption of all appliances for participants in the Residential/Small Commercial Industrial Load Control Program	Capacity shortage emergency	Approx. 2000 MW depending on system Load level.
Tripping of feeders/ feeder rotation	Load reduction by opening feeder breakers via supervisory control (affected feeders would be scheduled off of approximately 15 minutes. The actual number of feeder breakers opened at one time, duration of the outage and frequency of outages will depend on the duration and magnitude of	Capacity shortage emergency	Up to 6,000 MW based on projected system peak

	the shortfall).		
FALS	Computer-controlled load reduction by tripping of transmission breakers when a set of predetermined conditions is met	Sudden, unexpected loss of certain specified contingencies, loss of transmission or generation. Mitigates condition so underfrequency tripping will not occur	About 800 MW depending on system load level
Underfrequency Load Shedding	Automatic tripping of transmission and/or feeder breakers at specified underfrequency levels	Sudden, unexpected loss of major transmission or generation. Mitigates condition if separation occurs.	At least 56% of system load based on Fla. Reliability Coordinating Council requirements

2.5.2 Customer Prioritization

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

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

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

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

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

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

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

TYPE V- Serious Economic Impact

a. **Major Commercial/Industrial Facilities** - customers who may experience a significant monetary loss as a result of an interruption.
b. **Irrigation Pumps and Processing Plants** - irrigation facilities for cold-sensitive

food crops and processing plants for such crops.(Intended for winter load season only.)

Notes:

1. FPL will attempt to notify customers participating in the Life-Sustaining Medical Equipment Program (LSME) prior to expected system emergency conditions in which manual tripping of feeders is anticipated.
Application of the above definitions to determine specific priority customers is left to the Customer Service Area Managers

2. In deciding if particular customers should or should not be counted as priority, customer contacts are made as necessary to determine the critical nature of loads. This may be necessary for the following customer types: Military Bases, Navigational Aids, Police and Fire Stations, Essential Governmental Facilities, Telephone Facilities and Major Commercial/Industrial Facilities.

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

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

2.6 Public Information

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

2.6.1 Emergency Public Information

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

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

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

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

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

2.6.2 Internal Communications

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

FPL-INTANEWS ---- FPL internal television broadcasts covering events happening within FPL. In the event of the activation of demand side management or the activation of the GOCC, ~~Corporate Communications~~Marketing & Communication can advise the general FPL workforce of the capacity situation and the activation of the various demand side management or other load curtailment programs through the INTANEWS program.

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

Capacity Assessment Report ----- A morning capacity assessment report is issues through Lotus notes each morning by Customer Service. This report contains the expected peak megawatt demand for the day, the expected generation capacity for the day, and the expected generation reserves. It also shows what generating units are off line or limited. If a high morning peak or cold weather is expected a status report for the next morning will be issued on the afternoon of the prior day.

Transmission Operations and Planning Capacity Status Report ----- In the event of a capacity alert a capacity status report is posted and updated on a regular basis on the Lotus Notes Storm Database. This report shows the current system forecasted peak, the current generation capacity available, the amount of capacity available from FPL's demand side management programs, and a forecasted time at which the various capacity conditions will be reached. This report shows whether the GOCC will be open and at what time, if FPL's internal conservation measures are to be activated and at what time, and other status data.

2.7 Training, Exercises, and Drills

Capacity ~~shortage emergency plan~~ Shortage Emergency Plan Dry Run will be conducted annually for the purpose of training ~~will include a~~ and review of all procedures, customer restoration plans and communications systems. Training/Dry Run shall be conducted during the Fall ~~and~~ or Spring of each year by all personnel involved in the execution of this plan. ~~The capacity shortage emergency plan shall have a system drill or exercise at the conclusion of the annual training session in the Fall. A critique of this exercise shall be sent to the Vice President of Transmission and Substations within two weeks of the exercise~~ At the end of each training/dry run there will be a critique session. This plan will also be implemented as part of the annual System operators' training sessions.

Removed

LONG-TERM

FUEL SUPPLY

SHORTAGE

~~4~~3.0 – 3.8 LONG TERM FUEL SUPPLY SHORTAGE

~~———~~4~~3~~.1 Purpose

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

4~~3~~.2 Definition

An energy emergency exists when an electric utility has inadequate energy generating capability by reason of a fuel supply shortage, and is thereby prevented from operating at required levels to supply its energy obligations. An energy emergency differs from a short-term capacity emergency in that energy requirements cannot be met over an extended period of time. The period of

advanced warning and expected duration of an energy emergency is generally measured in terms of weeks or months as opposed to minutes or hours for a short-term capacity deficiency.

43.3 Overview

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

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

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

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

43.4 Fuel Supply Advisory

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

~~4~~3.4.1 Designation

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

~~4~~
3.4.2 Response

Upon initiation of ~~the~~a Fuel Supply Advisory, the Vice President, Transmission Operations and Planning will notify the President of FPL. The President of FPL or in his absence, the Senior Vice President of Power Generation Division will, if

conditions warrant, appoint an Energy Emergency Executive.

Energy Emergency Executive

The Energy Emergency Executive will have primary responsibility for implementing the fuel shortage plan strategies and coordination of the activities of the various business units. He will report and update the President of FPL and Operating Committee on the fuel supply status and the progress and affects of the fuel supply shortage plan strategies. He is responsible for notifying the Group Executives of the ~~fuel supply advisory~~Fuel Supply Advisory and activating in whole or in part the Energy Emergency Organization as described in this plan.

Group Executives

The Group Executives will review and if necessary modify their elements of the Plan and notify the Energy Emergency Executive as to the readiness of their functional groups to implement the Plan should a Fuel Supply Alert be initiated.

The Energy Supply Group shall meet and discuss actions to resolve or forestall the impact of the fuel supply shortage.

43.5 Fuel Supply Alert

43.5.1 Designation

If at any time, despite actions taken under the direction of the ~~Senior Vice President, Power Generation Division:~~Energy Emergency Executive:

Fuel inventories are projected to fall below seventy-five percent of the target level during a forward three-month period and projected fuel receipts will fall below expected usage such that FPL's ability to supply its energy obligations will be impaired within the next forty-five days. In such a condition, the ~~General Manager, Fuel Supply~~Vice President of Energy Marketing and ~~Operations~~Trading, will notify the Vice President Transmission Operations and Planning who will initiate a Fuel Supply Alert which will, in turn, trigger the actions indicated below.

43.5.2 Response

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

4

3.6 Fuel Supply Emergency

~~4~~3.6.1 Designation

If at any time following the designation of a Fuel Supply Alert and despite actions taken under the direction of the ~~Vice President Transmission Operations and Plannin~~Energy Emergency Executive

Fuel inventories reach or actually fall below seventy-five percent of the target level and projected fuel receipts will fall below expected usage such that FPL's ability to supply its energy obligations will be impaired within the next thirty days and thereafter for an extended period. In such a condition, ~~the General Manager, Fuel Supply And Operations~~Vice President of Energy Marketing and Trading, will so notify the Vice President, Transmission Operations and Planning and the Senior Vice President, Power Generation Division. Upon advice from the Vice President, Power Systems, the Senior Vice President Power Generation Division will initiate a Fuel Supply Emergency which will trigger the actions indicated below.

~~4~~3.6.2 Response

Upon initiation of a Fuel Supply Emergency the Energy Emergency Executive will direct the Group Executives to initiate all Energy Emergency actions. He will monitor the fuel supply situation and inform the President of ~~Florida Power & Light~~FPL and/or the Senior Vice President, Power Generation Division of the status and affects of the fuel supply shortage plan strategies including fuel switching actions as necessary.

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

4 3.7 Energy Emergency Organization

The President of ~~Florida Power & Light~~FPL has overall responsibility for ~~FPL's~~ the strategy to mitigate the effects of a fuel supply shortage.

The Senior Vice President of Power Generation Division is responsible for advising the President of ~~Florida Power & Light~~FPL regarding the strategy.

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

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

- Review forecasts of fuel price and availability; inventory level, estimated power demand, availability of power purchases, and the expected impact of a fuel supply shortage on FPL's ability to serve its load.

- Provide a mechanism for making day-to-day policy recommendations.

- Develop action plans for eliminating or mitigating the impact of the supply shortage to the extent possible.

To implement the various actions required under each step in the Energy Emergency Plan six key functional areas have been identified. The activities of each functional area ~~is~~are assigned to a Group Executive.

Exhibit 1 presents an overview of the Energy Emergency Organization and the make-up of each functional group. The activities of the department representative(s) to the group will be supported by the responsible Executive for that department. The Energy Emergency Organization will, at such time as is deemed appropriate by The Energy Emergency Executive, operate from the Energy Emergency Coordination Center which will be located in FPL's Juno Beach Office.

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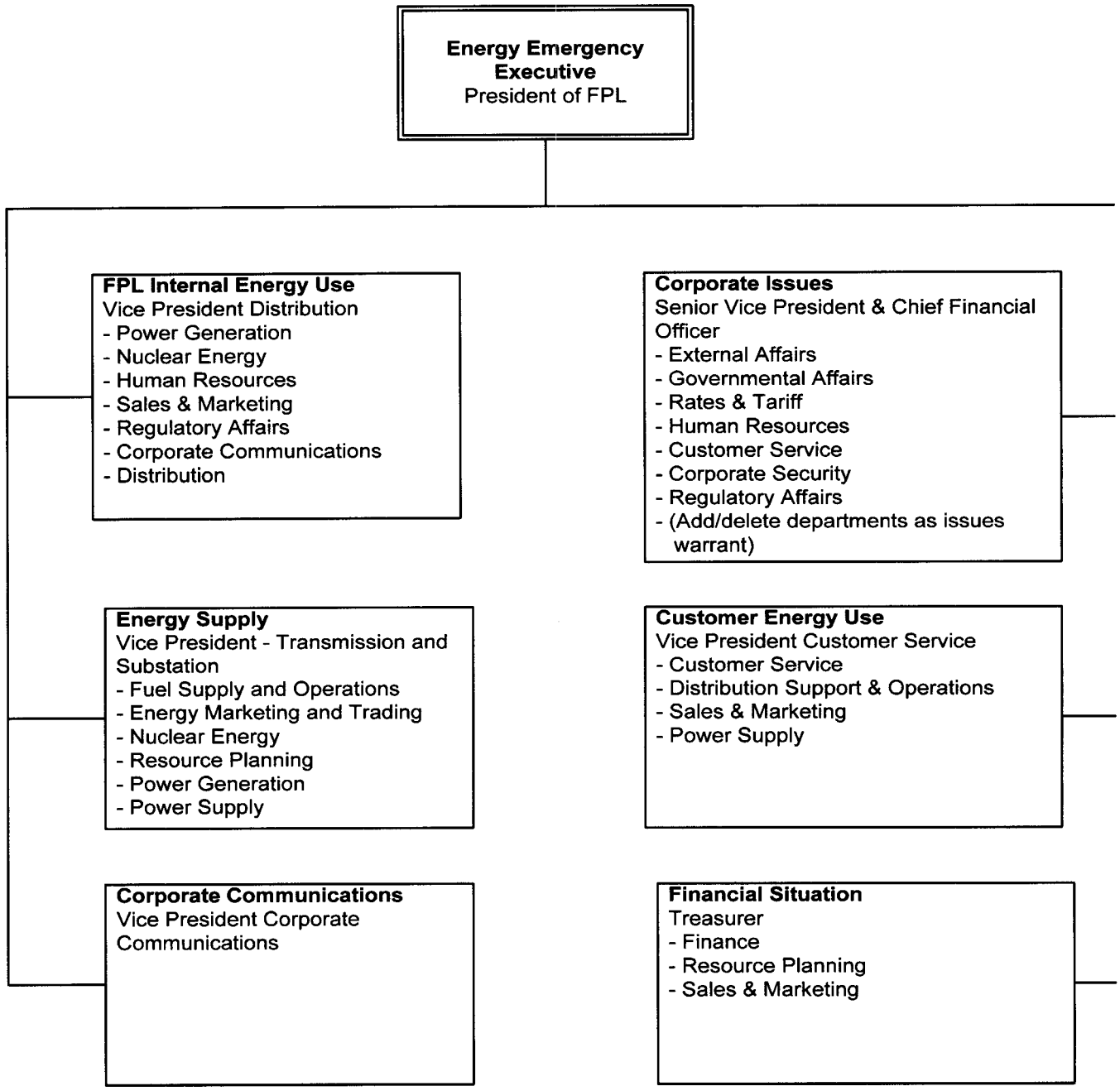
3.7.1 FPL Emergency Organization for Long-Term Fuel Supply Shortage

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

Energy Emergency Organization



4

3.8 Group Objectives and Accountabilities

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

43.8.1 Energy Supply Group

Energy Supply Group

Primary Objectives

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

Accountabilities

VP - Transmission and Substations

- Initiates Fuel Supply Advisory and Fuel Supply Alert.
- Advises Senior VP - Power Generation Division regarding initiation of Fuel Supply Emergency.
- Directs implementation of appropriate action plans by the various participants in the Energy Supply Group.

VP - Energy Marketing & Trading

- Develops and implements Action Plan to maximize availability of energy supply from interchange suppliers during the fuel shortage period.
- Assures that all interchange suppliers are informed of FPL's efforts and objectives regarding the Long-Term Energ Emergency Plan.
- Coordinates interchange to assure cooperation with Long-Term Emergency Plan objectives and concurrence with the terms and conditions of the underlying contractual provisions.
- Administers natural gas and fuel oil emergency procedures.
- Advises the Vice President - Transmission, Operations & Planning, regarding the Fuel Supply Advisory; Fuel Supp Alert and Fuel Supply Emergency
- Monitors, forecasts and reports fuel availability, price and inventory level conditions to Energy Emergency Organiz
- Develops and implements Action Plan to obtain acceptable fuels for electric generation in FPL's system during the shortage period.
- Administers fuel exchange and fuel switching procedures.
- Arrange fuel deliveries from remote systems if possible.

Vice President of FPL Power Generation Operations

- Develops and implements Action Plan to review and, if appropriate, revise the plant outage schedule.
- Develops and implements Action Plan to operationally broaden the range of fuel specifications for fuel used in the generation of electricity.
- Develops and implements Action Plan to maximized efficiency of fuel utilization in fossil plants with fuels available FPL during the fuel shortage period.
- Maximize generator output and availability including winterizing units and plants during extreme cold weather.

President of Nuclear Division

- Develops and implements Action Plan to review and, if appropriate, revise the nuclear plant outage schedule.
- Develops and implements Action Plan to maximize electric generation from the nuclear units.

Manager of System Operations

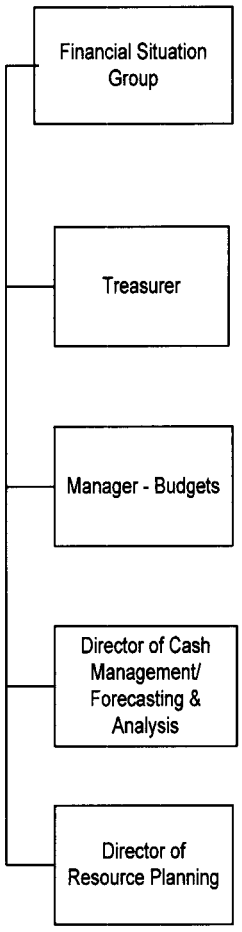
- Develops and implements emergency dispatch procedures including the use of Interruptible and curtailable loads t reduce capacity requirements or to conserve the fuel in short supply.
- Coordinate transmission and generator maintenance schedules to maximize capacity or conserve fuel in short sup
- Advises FPL and FRCC of projected power shortages.
- Operation of all generating sources to optimize fuel supply availability.
- Notify all other operating entities as steps in the emergency plan are executed.

Director of Resource Planning

- Notify IPP's and Co-Gen producers to maximize output and availability.

4

3.8.2 Financial Situation Group



Primary Objectives

1. Prepare the Financial Situation Report.
2. Implement cash conservation measures that are deemed necessary.
3. File required reports with the Securities and Exchange Commission (SEC) as needed.
4. Provide information to FPL Group Investor Relations so they can inform present and potential investors, security analysis, and stock exchanges as needed.
5. Work with Corporate Communications to issue financial disclosure press releases.

Accountabilities

- Advises Senior Vice President and Chief Financial Officer regarding the initiation of the Finance Department Emergency Plan as contained in the Finance Situation Report.
- Provides information to FPL Group Investor Relations so they can inform present and potential investors, security analysts and stock exchanges as needed.
- Works with Corporate Communications to issue financial disclosure press release as needed and review relapses and proposed statements that may have financial disclosure implications.
- Directs implementation of appropriate action plans by the various participants in the Finance Situation Group.

- Monitors, forecasts and reports operating and capital expenditures to the Finance Situation Group.
- Assigns priority ratings, as appropriate, to capital and operating expenditure for use by the Finance Situation Group in implementing cash conservation countermeasures.

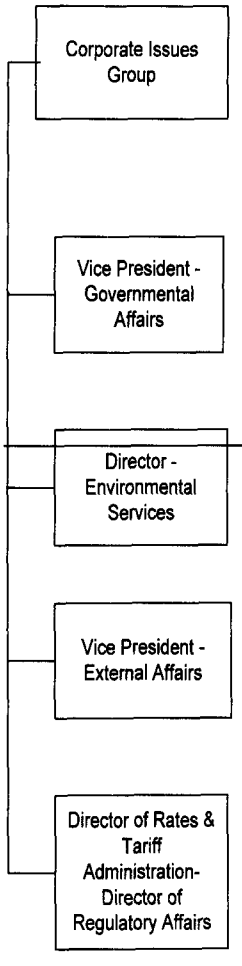
- Monitors, forecasts and reports to the Finance Situation Group the efforts of various contingency scenarios on the economy (U.S. and Florida), FPL customers, FPL energy sales and net energy for load.

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

43.8.2.31 Financial Situation Report

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

~~4.8.3 Corporate Issues Group~~



Primary Objectives

1. Inform and secure support for the FPL Long-Term Fuel Emergency Plan from various local, state and federal governmental agencies and elected officials.
2. External communications coordination with Corporate Communications (message consistency, content and audience).
3. Contacts with appropriate governmental agencies and elected officials to ensure that these agencies and officials understand the seriousness of the supply problems, the various alternatives which have been investigated, and the necessity for the successful operation of the Plan.
4. Obtaining the necessary Emergency orders and variances to enable FPL to use fuels available during the fuel shortage period.
5. Recovery of FPL's costs incurred in implementing the Plan.

Accountabilities

- Maintain liaison with federal and state public official, including legislators and appropriate agencies.
- Coordinate with Environmental Services in the effort to obtain needed variances and orders.

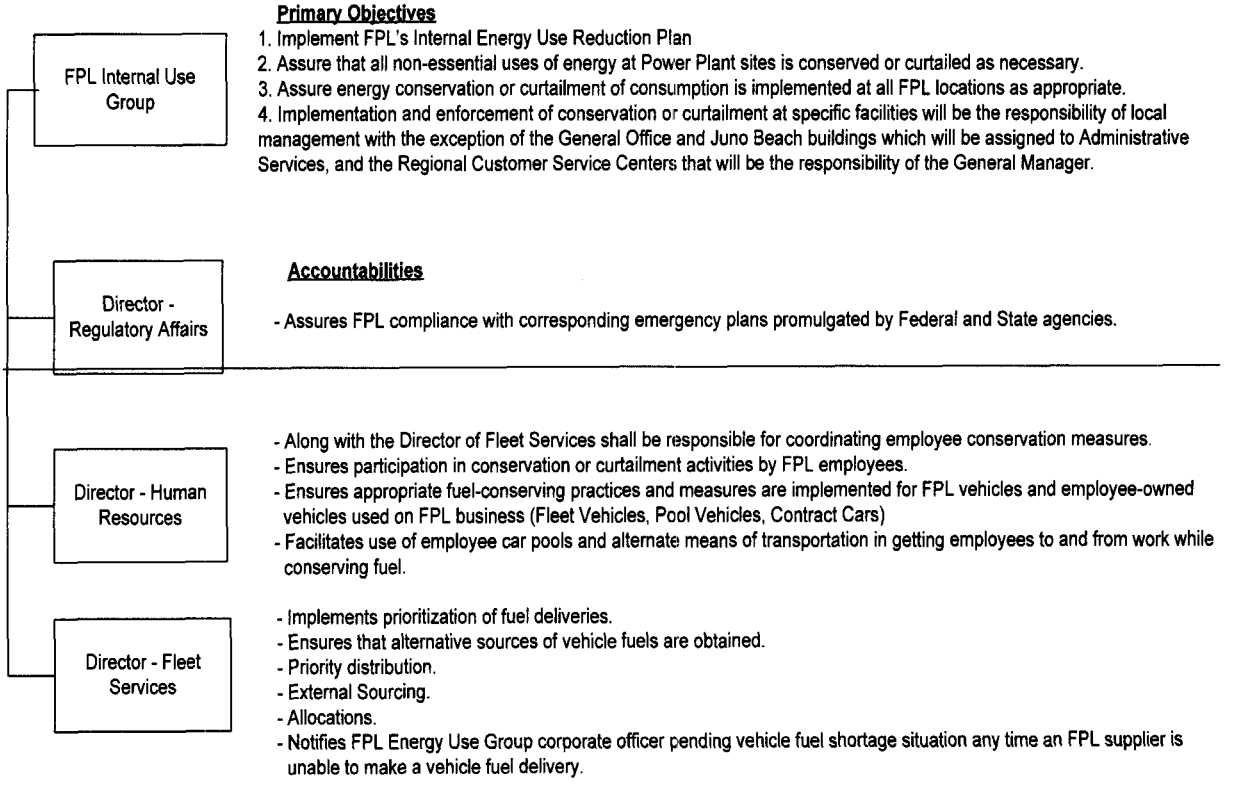
- Interact with environmental agencies as required to obtain emergency orders and variances.
- Coordinate with Governmental Affairs to obtain emergency authorizations.
- Provide environmental impact and regulatory status information to the Energy Emergency Team.

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

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

~~4.8.4 FPL Internal Use Group~~

3.8.3 Corporate Issues Group



Primary Objectives

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2. External communications coordination with Corporate Communications (message consistency, content and audience)
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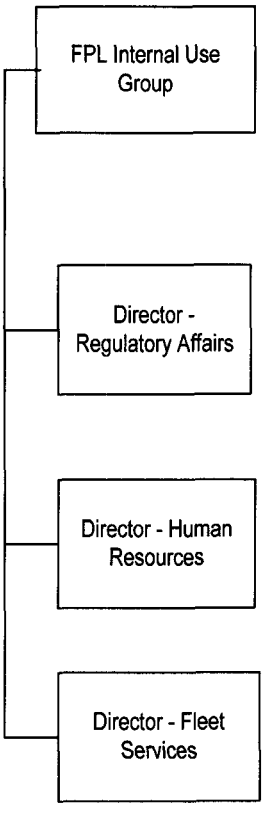
4. Obtaining the necessary Emergency orders and variances to enable FPL to use fuels available during the fuel shortag period.
5. Recovery of FPL's costs incurred in implementing the Plan.

Accountabilities

Corporate Issues Group	
Vice President - Governmental Affairs	- Maintain liaison with federal and state public official, including legislators and appropriate agencies to implement programs to achieve necessary energy reductions - Coordinate with Environmental Services in the effort to obtain needed variances and orders - Notification of appropriate governmental agencies as the various steps of the emergency plan are implemented
Director - Environmental Services	- Interact with environmental agencies as required to obtain emergency orders and variances to seek removal of environmental constraints for generating units and plants - Coordinate with Governmental Affairs to obtain emergency authorizations. - Provide environmental impact and regulatory status information to the Energy Emergency Team.
Vice President - External Affairs	- Maintain liaison with local authorities, including county and city administrative bodies and county emergency respons agencies. - Coordinate local external communications with other activities of the Task force to ensure consistency with actions taken at the state and federal level such as emergency orders and variances.
Director of Rates & Tariff Administration- Director of Regulatory Affairs	- Maintain Liaison with FPSC and keep Commissioners and Staff informed regarding FPL's Energy Emergency Plan. - Prepare documentation necessary for FPL to recover costs incurred in the implementation of the Plan.

3.8.4 FPL Internal Use Group



Primary Objectives

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

Accountabilities

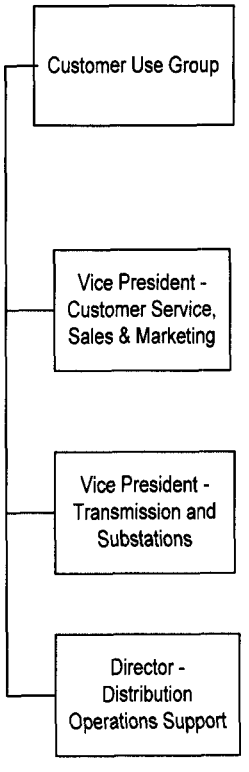
- Assures FPL compliance with corresponding emergency plans promulgated by Federal and State agencie

- Along with the Director of Fleet Services shall be responsible for coordinating employee conservation mea
- Ensures participation in conservation or curtailment activities by FPL employees.
- Ensures appropriate fuel-conserving practices and measures are implemented for FPL vehicles and emplc vehicles used on FPL business (Fleet Vehicles, Pool Vehicles, Contract Cars)
- Facilitates use of employee car pools and alternate means of transportation in getting employees to and fr conserving fuel.

- Implements prioritization of fuel deliveries.
- Ensures that alternative sources of vehicle fuels are obtained.
- Priority distribution.
- External Sourcing.
- Allocations.
- Notifies FPL Energy Use Group corporate officer pending vehicle fuel shortage situation any time an FPL unable to make a vehicle fuel delivery.

4

3.8.5 Customer Use Group



Primary Objectives

1. Coordinate customer energy reduction efforts with district and division offices.
2. Implement the New Customer Additions Reduction Plan.
3. Implement the Electricity Allocation Plan

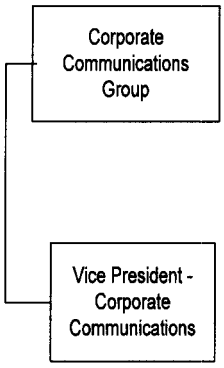
Accountabilities

- Ensures implementation of all components of customer Energy Use Reduction Plan including appeals to large industrial and commercial customers to reduce non-essential energy use.
- Assures that all appropriate information related to customer energy reductions is transmitted to and from the regional customer service centers.
- Coordinates with the Director of Transmission Operations and Planning and others as necessary to ensure that all aspects of the emergency load management plan are properly communicated and enforced.
  Address all critical loads essential to health and the safety of the community.
  Maximize the use of customer owned generation that relies on fuels other than that in shortage.

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

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

~~4.8.6 Corporate Communications Group~~
3.8.6 Marketing & Communication Group



Primary Objectives

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

Accountabilities

- Coordinates the release of timely information concerning the fuel supply shortage and conservation to the media.
- Develops and implements the Energy Emergency Communications Plan.
- Maintains liaison with the FRCC Public Information Committee.
- Ensures that employees are informed as to the nature of the fuel supply shortage, conservation and curtailment actions recommended for employees and their families, and appropriate information for dissemination to friends and neighbors.

EMERGENCY

-FACILITIES

-&

EQUIPMENT

~~5~~

4.0 – 4.6 EMERGENCY FACILITES AND EQUIPMENT

~~5~~4.1 Communications Equipment

~~5~~4.1.1 FPL Intelligent Tandem Network (ITN) Phone System

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

~~5~~4.1.2 Cellular and Satellite Phone System

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

Following a hurricane it is possible that cellular towers or other equipment will be damaged. Satellite phones have been installed at all FPL power plants including nuclear sites, at the system control center, at the GOCC, and provided to each of the Station Managers.

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

~~5~~4.1.3 FPL FM Radio System

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

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

~~5~~4.1.4 Emergency Broadcast System

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

~~5~~

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

~~5~~4.1.5.1 Supervisory Control and Data Acquisition (SCADA)

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

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

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

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

~~54~~.1.5.2Customer Information System (CIS)

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

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

CIS has the ability to be used as a quick communication device. Using a command called "FACT," certain General Office staff groups can send messages to all CIS users. A FACT message can be as routine as a notice of an accounting change, to as urgent as a storm warning. The message will be presented to CIS users within seconds of it being sent.

~~54~~.1.5.3Electronic Mail (Lotus Notes)

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

Lotus Notes may be used during conditions outlined in this plan as a data gathering and information-disseminating tool, provided other more

important systems such as TCMS are not affected. Critical storm information and status updates are contained within the Distribution Storm ICONS including substation map coordinates, critical phone lists, procedures, SRR summaries, and general storm data.

~~54~~.1.5.4Trouble Call Management System (TCMS)

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

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

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

~~54~~.1.6 Insta-news

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

~~54~~.1.7 Radio Paging System

Telephones in the FPL Intelligent Tandem Network (ITN) are interconnected to the Radio Paging System. This system is capable of reaching beepers in much of FPL's territory. Beepers are regularly assigned to key personnel in the Emergency Organization and additional beepers can be quickly assigned if required.

~~54~~.1.8 Service Restoration Reporting System (SRR)

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

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

~~5~~4.2 SYSTEM CONTROL CENTER (SCC)

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

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

The most basic function of the SCC is Supervisory Control and Data Acquisition (SCADA). (Refer to Section 5.1.5.1) The SCC also performs Automatic Generator Control (AGC) for all of FPL's (non-nuclear) generators. The AGC program maintains a constant balance between the energy demanded by the customers and the energy supplied, either through FPL generation or purchased from other utilities. This balance is maintained by sending control signals to the generators to either increase or decrease their output. This control also maintains the system frequency at 60 Hz. Another major function of the SCC is to evaluate the security of the power system as conditions change and provide this evaluation as an aid to the operators and dispatchers who are controlling the system. These security programs periodically collect a complete set of measurements from SCADA and then perform a series of contingency analyses. Potential problems are presented to the operators so that they can be prepared to take action if necessary.

~~5~~4.3 Power Systems LFO Command Center (LFOCC)

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

The Manager of Operations Engineering is responsible for the operations of the LFOCC.

~~5~~4.4 Physical Distribution Center (PDC)

The Physical Distribution Center is responsible for all logistical support in providing material, tools and equipment to support the restoration efforts. This facility is also used as the back-up site for the GOCC. They are also responsible for coordination of the logistics efforts (food, housing, ice, water, etc.) to support initial FPL crew movements and the processing of external manpower from other utilities and other contractors. They maintain the Storm Personnel Information System (SPIS) database for all employees & external forces used in the restoration efforts.

This group is located in the Physical Distribution Center in West Palm Beach, Florida.

~~5~~4.5 General Office Command Center (GOCC)

The GOCC is located in the General Office building (Room 5000) in Miami. The facility will be staffed during hurricane response, other severe weather condition with significant customer outages, and if a capacity alert or emergency is declared.

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

~~5~~4.5.1 Facilities Description

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

The Customer Service/ Sales & Marketing Response Team (CSSMRT) which is responsible for all customer service issues during the event and the Distribution Response Team (DRT) which is responsible for crew movements (FPL and foreign crews), emergency restoration and coordination of all distribution operations issues, are also located in the GOCC room.

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

~~5~~4.5.2 Telephone, Radio and Other Equipment

The GOCC is equipped with a phone system consisting of assigned blocks of

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

~~5~~4.5.3 Staffing

Staffing will be determined by the ECO and will depend on the nature and severity of the emergency. The general staffing may include any of the following list of Emergency Management Personnel or their designee but not necessarily all of these at any one time.

Emergency ~~Corporate Communications~~Marketing & Communication Manager (ECCM)
Emergency Distribution Manager 1 & 2 (EDM 1 & 2)
Emergency Residential & General Business Manager (ERGBM)
Emergency Commercial & Industrial Manager (ECIM)
Transmission Operations and Planning General Office Coordinator (PSGOC)
G.O. Communications Center Supervisor
Customer Service Personnel (2-4)
Distribution Personnel (5)

~~5~~4.6 Emergency News Center (ENC)

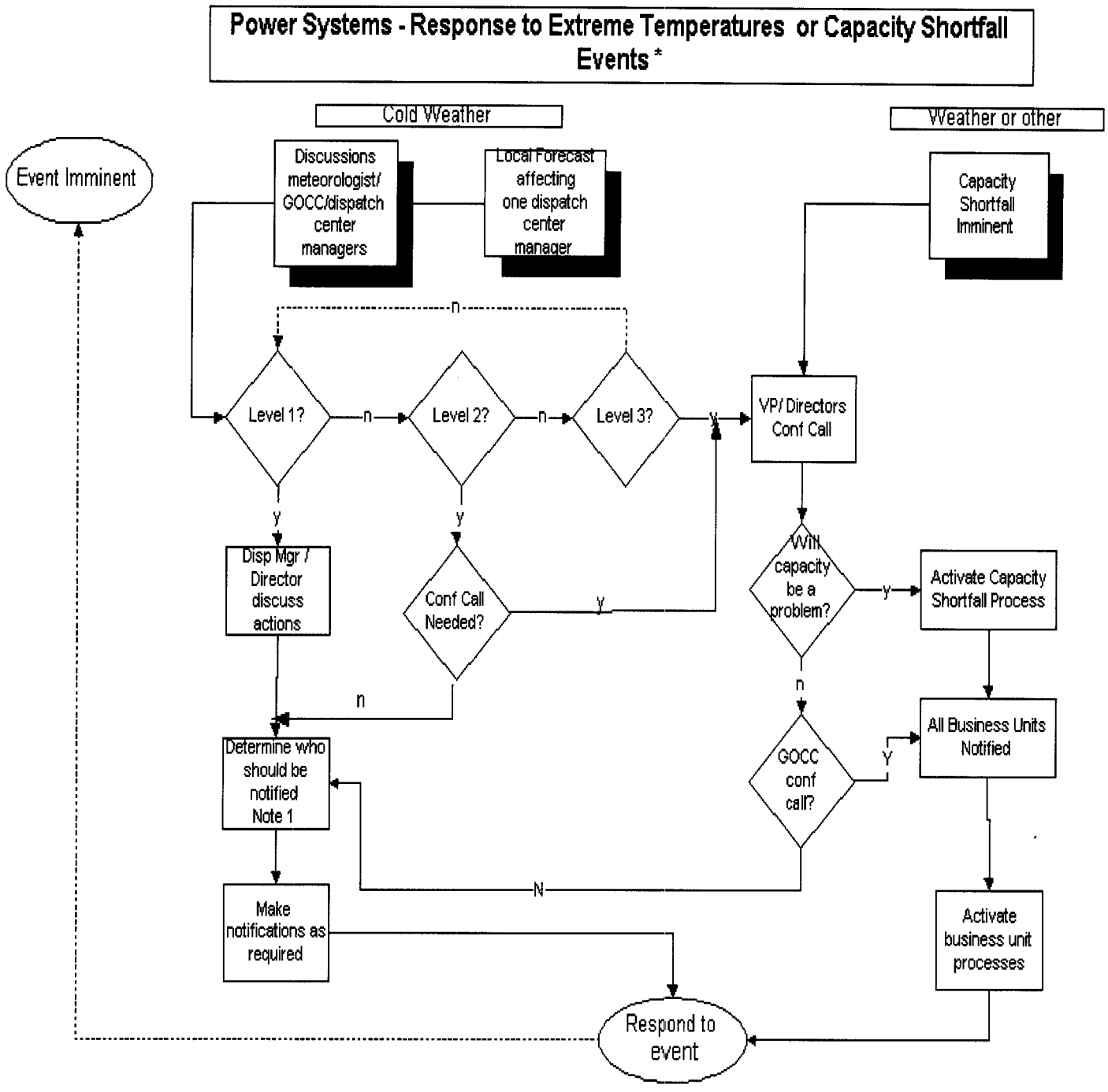
The Emergency News Center (ENC) is located in room 2626 of the General Office, can be activated if needed in an emergency. It is used as a central location for gathering and distributing emergency information to the news media and to employees. Media inquiries, the distribution of news releases, press kits and other information is coordinated from this area. Personnel in the ENC are also responsible for coordinating the set up of the auditorium for news briefings and coordinating the scheduling of those briefings.

~~January 24, 2007~~

Appendix ~~A~~

~~January 24, 2007~~

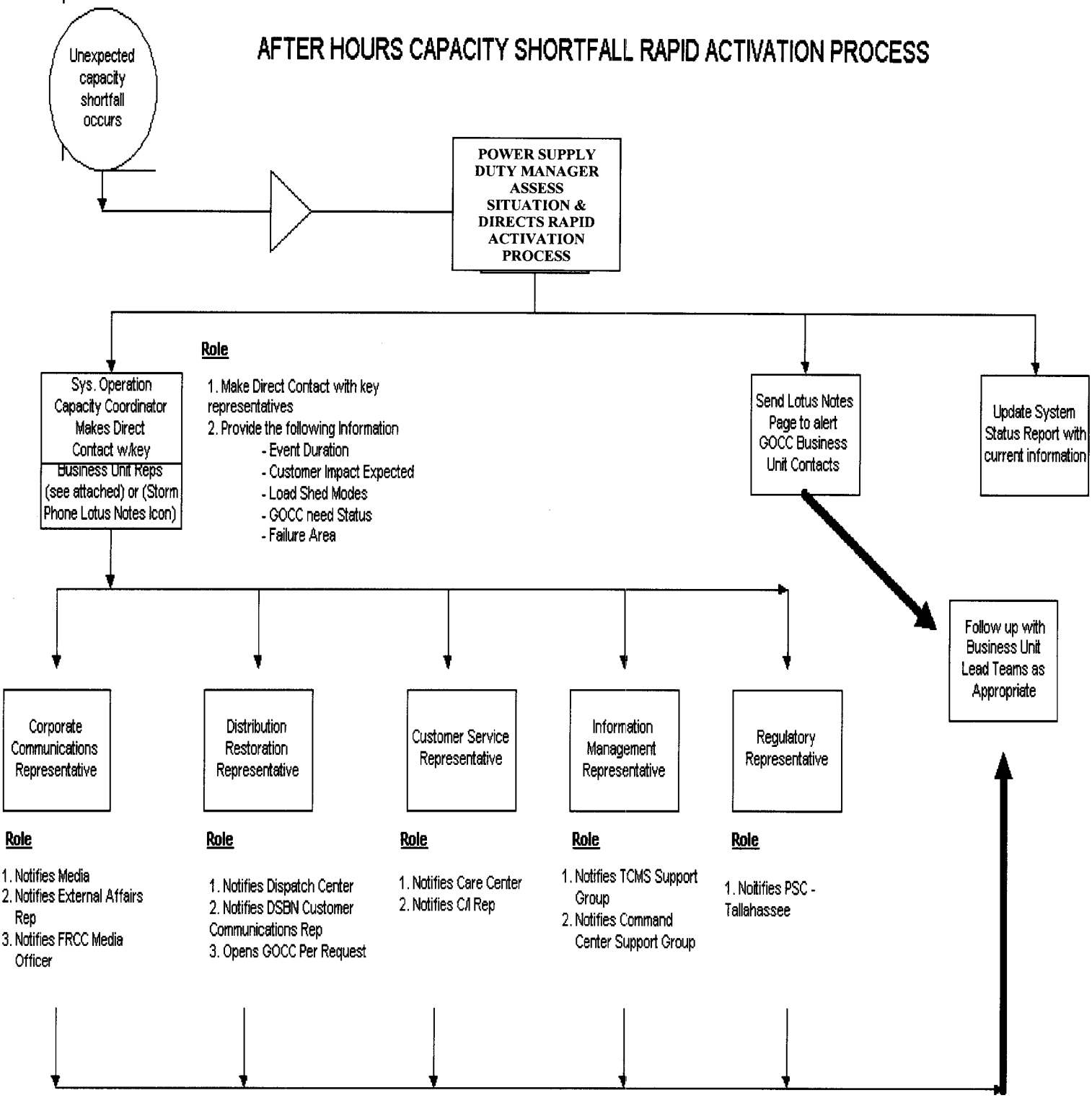
~~Capacity Shortfall Process~~



Note: 1 GOCC Bus Unit Rep List

*** Normal Business Hours**

AFTER HOURS CAPACITY SHORTFALL RAPID ACTIVATION PROCESS



~~January 24, 2007~~

~~Capacity Shortfall~~/Transmission Emergency Terms & Definitions

TLR - TRANSMISSION LOAD RELIEF

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

POWER PLANT OPERATING MODES

1. **On-Control Continuous Capability** – The first level of operations which uses Automatic Generation Control (AGC) to economically regulate the system's generation to meet load demands. This level is normal power plant operations.

2. **OCC – OFF CONTROL CONTINUOUS** – The second level of operations which requires that plants operate OFF System Control. This level of operations allows the power plant operator to fine tune the generating facility for maximum sustained power output, normally greater than normal ON Control capability. The plant can operate at this level efficiently for a prolonged period of time.

3. **PEAK Capability** – The third and final level of power plant operations. This level allows the power plant operator to further increase the power output of the generating facility at a cost in unit efficiency. The plant can only run for a limited time at this level of operation.

DSM – DEMAND SIDE MANAGEMENT

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

LMS – LOAD MANAGEMENT SYSTEM

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

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

The system is also broken down by mode of operation. Under normal operations customers choosing the "Cycle" option will have their Air Conditioning and/or Heating appliances cycled OFF & ON for periods of 15

minutes each for up to 3 hours. Customers choosing the "Shed" option will have their appliances turned off with no cycling for up to 3 hours. The control of the Water Heaters and Pool Pumps has no cycling option, and will result in customer appliances being turned off a period of up to 4 hours.

LMS – SCRAM

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

CILC – COMMERCIAL / INDUSTRIAL LOAD CONTROL

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

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

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

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

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

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

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

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

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

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

CURTAILABLE LOAD

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

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

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

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

PS- Power Supply System Operator determines the need to request curtailment.
PS- Power Supply System Operator informs PDM-Product Development & Management of the need to request curtailment.
PDM-Product Development & Management informs Account Managers or designees of the need to curtailment.
PS-Power Supply issues POET Page notifying FPL staff of the need to request curtailment.
Account Manager or designee contacts external customer and requests them to curtail for a specified period of time.
External Customer prepares for curtailment and turns off selected loads during the curtailment period specified by the Account Manager.

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

ELM - EMERGENCY LOAD MANAGEMENT

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

~~January 24, 2007~~

FEEDER ROTATION (Manual Trip- Block Load Shed)

Feeder Rotation is a method of reducing system load by manually shedding pre-defined distribution feeders. The program is divided into **4 Levels** with ~~15~~**20 Groups** of feeders in each level. Each Group contains several feeders distributed among the five FPL service areas. The total load per feeder rotation group is approximately 100 MW or 25,000 customers on average. In the event of a system emergency, the FPL System Operator may choose to shed a determined amount of load off the system via manually tripping specific groups/levels in the ELM program. Each Feeder Rotation will be restored in 15 minutes with an additional number of groups being shed if system conditions persist.

VOLTAGE REDUCTION

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