




System Operating Procedures

SOP-RTMKTS.0120.0060

Implement Emergency Action Plans

Effective Date: June 30, 2011
Revision No. 26

	© ISO New England Inc. 2011	Procedure: Implement Emergency Action Plans
	Process Name: Implement Emergency Operations	
	Procedure Number: RTMKTS.0120.0060	Revision Number: 26
	Procedure Owner: Steve Gould	Effective Date: June 30, 2011
	Approved By: Director, Operations	Valid Through: May 5, 2012

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Implement Emergency Action Plans

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1. Objective

The objective of this procedure is to define:


- Emergency job responsibilities and staffing requirements
- Facilitate and organize ISO System Operators and support staff actions during workplace emergencies
- Provide guidance on actions and responsibilities for ISO staff in the event of natural or man-made emergencies

2. Background

These plans outline the staffing, communication flow and responsibilities for the following:

- Emergency conditions where restoration actions are required/imminent
- A major storm or natural disaster
- Medical emergencies
- Hazardous material spill
- Fire
- Bomb threat
- Operational staffing shortages including pandemic events, which impact normal power system operations within New England
- Any other threat to bulk power system security which would require special staffing at ISO

The personnel involved in these plans along with their positions and responsibilities are described in the following sections. Information pertaining to the status of the New England transmission system can be found on the ISO website located at <http://www.iso-ne.com/>.

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3. Responsibilities

NOTE


Any NERC Certified System Operator, certified at the RC level, has the authority to take action(s) required to comply with NERC Reliability Standards.

1. System Operations management, normally the Manager, Control Room Operations or the on-duty Operations Shift Supervisor, is responsible for responding to emergency events and determining the need for emergency staffing.
2. If it is determined that emergency staffing of ISO is required, the Manager, Control Room Operations or a designated alternate is responsible for notifying all appropriate supervisory and support personnel needed for additional staffing listed in Attachment A - Emergency Personnel Notification List to report for duty as needed.

NOTE

Confidential home phone numbers, mobile phone numbers and pager numbers of management and support personnel (With the exception of IT personnel, who are contacted through the IT On-Call Technician) are included in Attachment A - Emergency Personnel Notification List. Attachment A is maintained as a hard copy that is only available in Control Room SOP binders.


3. The Manager, Control Room Operations or designee is responsible for directing the response to emergency events and coordinating the information flow from the Control Room.
4. The Manager, Control Room Operations or designee is responsible for:
 - Assessing situations and determining whether an emergency exists and whether it requires an emergency response
 - Activation of Master Local Control Center Procedure No. 6 - Procedure For Evacuation of ISO New England Control Room (M/LCC 6)
 - Ensuring that outside emergency services such as medical aid, police and fire departments are notified when necessary
 - Assigning a Restoration Coordinator/Advisor as described in ISO New England Operating Procedure No. 6 - System Restoration (OP-6)
5. The Restoration Coordinator is responsible for establishing, coordinating and monitoring the ISO restoration efforts in the Restoration Workroom located behind the Operations Shift Supervisor work station in the ISO Control Room.

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6. The Director External Affairs and /or the Director Media & Corporate Communications or their designee(s) are responsible for providing all communications on system operations status during Master Local Control Center Procedure No. 2 - Abnormal Conditions Alert (M/LCC 2), ISO New England Operating Procedure No. 4 - Action During a Capacity Deficiency (OP-4), ISO New England Operating Procedure No. 7 - Action In An Emergency (OP-7) or when system conditions warrant, to the following stakeholders: government officials; regulatory agencies; certain Market Participants as identified in their respective Event Communications Plan; and the general public through media announcements and broadcasts.
7. Customer Support shall notify Market Participants by posting notices to the ISO website as applicable.

4. Controls

- None

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5. Instructions

5.1 Emergency Event Response

NOTE

The Operations Shift Supervisor has the authority to take action(s) if unable to contact the Manager, Control Room Operations or Director Operations.

The ISO New England Facilities Emergency Action Plan (FEAP) is located on the Intranet under the “Business Units”/“Facilities” link.

Security personnel at the gate should be made aware when emergency vehicles are dispatched to ISO. Attachment A - Emergency Personnel Notification List contains gate contact information.

Fire Department personnel (Incident Commander) assume command and control of the ISO New England Facilities when requested to respond to an emergency event.

5.1.1 Medical Emergency

When a medical emergency occurs, Control Room staff should refer to the FEAP section dealing with Medical Emergency Events.

5.1.2 Fire Emergency / Explosion

When a fire emergency or explosion occurs, Control Room staff should refer to the following:

- FEAP section dealing with - Fire/Explosion.
- Master/Local Control Procedure No. 6 - Evacuation of ISO New England Control Room (M/LCC 6).

5.1.3 Bomb Threat

When a bomb threat occurs, Control Room staff should refer to the following:


- FEAP sections dealing with - Bomb Threats, including the Attachment - FBI Bomb Threat Call Checklist.
- Master/Local Control Center Procedure No. 6 - Evacuation of ISO Control Room (M/LCC 6).

5.1.4 Natural Disaster

When a natural disaster occurs (Examples: tornado, hurricane, flood or earthquake), Control Room staff should refer to Attachment C - Natural Disaster Guidelines.

5.1.5 Shelter in Place

When directed to Shelter In Place, Control Room staff should refer to the FEAP Attachment dealing with Shelter In Place.

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5.1.6 Hazardous Material Spills

When a hazardous material spill occurs, Control Room staff should refer to the FEAP section dealing with hazardous material spill guidelines and consider implementing Master/Local Control Center Procedure No. 6 - Evacuation of the ISO Control Room (M/LCC 6).

5.1.7 Pandemic Event Preparation and Response


When a pandemic event occurs, Control Room staff should refer to the following for dealing with strategy for preparedness and response to a Pandemic:

- FEAP
- Master Local Control Center Procedure No. 14 - Strategy for Preparedness and Response to a Pandemic (M/LCC 14)

5.1.8 System Restoration

When implementation of OP-6 is required, the Control Room staff shall perform the following to activate the Restoration Workroom:

- The establishment of ISO restoration efforts will be coordinated and monitored in the Restoration Workroom.
- The Restoration Workroom is located in the ISO Control Room, behind the Shift Supervisor work station.

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5.2 Staffing Instructions

NOTE

The Operations Shift Supervisor has the authority to take action(s) if unable to contact the Manager, Control Room Operations or Director Operations.

The Manager, Control Room Operations or the on duty Operations Shift Supervisor should consider the personnel staffing needs if implementation of M/LCC 6 is required. M/LCC 6 is the trigger for the ISO Business Continuity Plan.

The Restoration Coordinator/Advisor is the Manager, Control Room Operations or the Off-Shift Supervisor and has a key role in implementing OP-6 and provides guidance on restoration of the bulk power system after a partial or complete blackout.


1. When circumstances exist with the potential to impact the staffing/operations of the Control Room, the Control Room staff shall; verify that there are sufficient control room supplies and review applicable operating procedures.
2. When it has been determined that additional staffing is required, and upon approval from the Director, Operations (or designee), the Manager, Control Room Operations (or designee) shall contact the required additional staff referenced in Attachment A - Emergency Personnel Notification List as follows:

NOTE

The Director, Operations in coordination with the Vice President, System Operations, Senior Vice President and COO, and General Counsel or their designees will determine if the Solutions Center will be staffed by Senior Staff, External Affairs, and Corporate Communications Staff to facilitate communications with stakeholders. In general the Solutions Center will normally be staffed for all occurrences of OP-4, Actions 4, 10 and 11, as well as all OP-7 implementations.

For Emergency Conditions where restoration actions are required/imminent:

- Restoration Coordinator/Advisor
- Director, Operations
- Extra System Operator
- IT Technician
- Director, External Affairs
- Director, Media & Corporate Communications
- Manager of Facilities and Security

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For other Emergency Conditions related to capacity or transmission deficiencies or credible threats to bulk power system security or reliability:


- Director, Operations
- IT Technician
- Director, External Affairs
- Director, Media & Corporate Communications

5.3 Communications

1. In the event of a system emergency, it is imperative that ISO issue timely, complete and consistent reports on power system conditions and system operations status. To ensure that these reports are available, the following communications sequence shall be followed:
 - A. All operational information to be released to the Market Participants, governmental or state regulatory bodies, media, etc., shall:
 - 1) Originate from information provided by the Director, Operations; Manager, Control Room Operations; or the Operations Shift Supervisor (designee)
 - 2) Be developed into a pre-scripted or prepared statement by the Corporate Communications and or External Affairs departments (or designee)
 - 3) Be approved for release by the Director, Media and Corporate Communications, the Director of External Affairs (or their designees)


NOTE

Corporate Communications, the Director of External Affairs (or their designees) will confirm actions being taken by the Control Room by calling (in the following order) the Director, Operations; Manager, Control Room Operations; or the Operations Shift Supervisor prior to making external notifications involving Control Room emergency actions.

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B. When deemed appropriate, the Manager, Control Room Operations; Director, Operations; or the Operations Shift Supervisor will initiate the issuance of an ISO system update report. These reports, which are defined in Attachment B - ISO System Update and Capacity Analysis Report, will be issued to the following:

- Local Control Centers (LCCs) via fax or website posting and or disseminated via conference calls
- Director External Affairs and the Director Media & Corporate Communications

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6. Performance Measures

- None

7. References

ISO New England Operating Procedure No. 6 System Restoration (OP-6)

Master/Local Control Center Procedure No. 2 - Abnormal Conditions Alert (M/LCC 2)

Master Local Control Center Procedure No. 6 - Procedure For Evacuation of ISO New England Control Room (M/LCC 6)


ISO New England Operating Procedure No. 7 - Action in an Emergency (OP-7)

ISO New England Operating Procedure No. 4 - Action During a Capacity Deficiency (OP-4)

Master Local Control Center Procedure No. 14 Strategy for Preparedness and Response to a Pandemic (M/LCC 14)


ISO New England Facilities Emergency Action Plan

ISO Business Continuity Plan

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8. Revision History

Rev. No.	Date	Reason	Contact
0	02/13/03	Initial procedure for SMD	Don Gates
1	06/11/03	Update procedure for added clarity	Don Gates
2	11/16/03	Modified Controls and Performance Measures to align with ISO 9001 standards	Don Gates
3	2/17/04	Added solution center and communication approval by Director Media, Communications	Don Gates
4	5/26/04	Updated after Corporate communication input and updated personnel information	Don Gates
5	9/9/04	Incorporate the confirmation of communications by Corporate Communications prior to posting emergency events	Don Gates
6	12/08/04	Updated personnel information	Don Gates
7	02/01/05	Updated SOP for RTO terminology	Steve Weaver
8	03/29/05	Revised to incorporate the VELCO Local Control Center	Steve Weaver
9	06/02/05	Updated personnel information	Steve Weaver
10	06/30/05	Updated personnel information	Steve Weaver
11	9/25/05	Update Attachment A to reflect COO re-org changes	Steve Weaver
12	1/26/05	Updated personnel information	Steve Weaver
13	5/30/06	Updated personnel information	Steve Weaver
14	09/08/06	Updated personnel information	Steve Weaver
15	03/15/07	Revised to include NERC audit recommendations for emergency action plans	Steve Weaver
16	05/25/07	Updated personnel information and deleted reference to using spare diagram to ensure use of up to date information	Steve Weaver
17	06/18/07	Updated personnel information	Steve Weaver
18	09/14/07	Updated personnel information	Steve Weaver
19	12/20/07	Updated personnel information and added NSTAR LCC Phone #s	Steve Weaver
20	11/25/08	In the header, the "Review Due Date:" was changed to "Valid Through:" and the date was changed from one year after last annual review to a date that is 24 months after the current "Effective Date:" per direction of Manager, Operations Minor editorial and format changes; Modified 5.1.1., 5.1.2., 5.1.3., & 5.1.6. Added 5.1.5. Modified 5.2.1 Added M/LCC2 to References; Updated personnel information in Att A	Steve Weaver

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Rev. No.	Date	Reason	Contact
21	01/16/09	Added new Step 3.5 responsibility for activation of Restoration Workroom Added new Step 5.1.8 to activate the Restoration Workroom Attachment A made minor corrections due to phone # changes , personnel job and title changes; Added new Attachment D – Restoration Workroom Guide	Steve Weaver
22	07/27/09	Update Attachment A for personnel contact information and organizational changes	Steve Weaver
23	01/13/10	Section 3 Responsibilities NOTE replaced text with new standard version; Minor editorial and format changes; Update Attachment A for personnel contact information and organizational changes	Steve Weaver
24	05/05/10	Added to Responsibilities Section NOTE following step 3.2 the Att A list is only available as a hard copy in the Control Room Update Attachment A for personnel contact information and organizational changes	Steve Weaver
25	01/17/11	Updated Attachment A for organizational and personnel changes; NOTE following step 5.2.2 changed OP-4 Action numbers	Steve Weaver
26	06/30/11	Updated Header Procedure Owner; Section 5.1.3 deleted “#1”; Section 5.1.5, deleted “2”; Section 5.1.8, 3 rd bullet, deleted; Section 5.2, 1 st NOTE, modified 3 rd paragraph; Section 5.2.2 deleted language; Section 7 deleted “ISO Facilities Emergency Action Plans”; Attachment A, updated personnel and contact information; Attachment B replaced reporting Matrix; Attachment C Inserted the following language “Operations Shift Supervisor shall follow the instructions for “Hotel Policy of Inclement Weather” located on the Control Room SharePoint; Attachment D retired	Steve Gould


9. Attachments

Attachment A - Emergency Personnel Notification List (Confidential)

Attachment B - ISO System Update and Capacity Analysis Report


Attachment C - Natural Disaster Guidelines

Attachment D - Retired (06/30/11)

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Attachment A - Emergency Personnel Notification List (Confidential)

The information in this Attachment is Confidential and is only available in the Control Room.

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Attachment B - ISO System Update and Capacity Analysis Report

Date:

Time:

TO: Master Local Control Center Heads/ISO Management

FROM: Manager, Operations Control Room / Operations Shift Supervisor


SUBJECT:

Brief System Summary:

The largest first contingency will be at MW
(Unit Name) (MW level)

The preliminary Capacity Analysis for is as follows:
(Date)

CAPACITY ANALYSIS										
	Capacity Supply Obligation									
	+ Capacity Additions (Ec MAX > CSO)									
	- Outages									
	- Offline Reductions (EcMAX < CSO)									} 0 Outages and Reductions
	- Online Reductions (EcMAX < CSO)									
	- Units in UCM 2									
	+ Available Dispatchable Loads									
	+/- Capacity Deliveries									
		RT Only								
	NY AC	S	0	S	0					0 NYISO Interchange
	NNC (1385)	S	0	S	0					0 NBSO Interchange
	NBSO	S	0	S	0					0 TE Interchange
	Phase 2	S	0	S	0					
	Highgate	S	0	S	0					
	CSC (481)	S	0	S	0					
	= Total Available Capacity		0		0					0
	ISO-NE Load		0		0					
	+ Operating Reserve Requirement		0		0					
	= Net Capability Required		0		0					
	Capacity Margin		0		0					0

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Attachment C - Natural Disaster Guidelines

Major Winter Storm

Heavy snowfall and extreme cold can immobilize the entire New England region. Winter storms can result in flooding, storm surge, closed highways, blocked roads, downed power lines and hypothermia.

Control Room personnel should be familiar with the following terms:


Winter Storm Watch: A winter storm is possible in your area. A Watch is issued well in advance of a severe weather event to alert the public of the possibility of a particular hazard.

Winter Storm Warning: A winter storm is occurring or will soon occur in your area. Warnings state a particular hazard or imminent danger.

Blizzard Warning: Sustained winds or frequent gusts to 35 miles per hour or greater and considerable amounts of falling or blowing snow (reducing visibility to less than a quarter mile) are expected to prevail for a period of three hours or longer.

Guidelines

1. Control Room personnel should monitor weather reports and emergency information for information and updates.
2. If travel during the storm is reported to be hazardous the Operations Shift Supervisor shall follow the instructions for “Hotel Policy for Inclement Weather” located on the Control Room SharePoint.

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Hurricanes

The Atlantic hurricane season lasts from June to November, with the peak season from mid-August to late October.

Hurricanes can cause catastrophic damage to coastlines and several hundred miles inland. Winds can exceed 155 miles per hour. Hurricanes and tropical storms can also spawn tornadoes and microbursts (severe localized wind blasts), create storm surges along the coast, and cause extensive damage from heavy rainfall.


Hurricanes are classified into five categories based on their wind speed, central pressure, and damage potential (see chart). Category Three and higher hurricanes are considered major hurricanes, though Categories One and Two are still extremely dangerous.

Saffir-Simpson Hurricane Scale

Scale Number (Category)	Sustained Winds (MPH)	Damage	Storm Surge
1	74-95	Minimal: Unanchored mobile homes, vegetation and signs.	4-5 feet
2	96-110	Moderate: All mobile homes, roofs, small crafts, flooding.	6-8 feet
3	111-130	Extensive: Small buildings, low-lying roads cut off.	9-12 feet
4	131-155	Extreme: Roofs destroyed, trees down, roads cut off, mobile homes destroyed. Beach homes flooded.	13-18 feet
5	More than 155	Catastrophic: Most buildings destroyed. Vegetation destroyed. Major roads cut off. Homes flooded.	Greater than 18 feet

Control Room personnel should be familiar with the following terms:


- **Tropical Depression:** An organized system of clouds and thunderstorms with a defined surface circulation and maximum sustained winds of 38 MPH (33 knots) or less. Sustained winds are defined as one-minute average wind measured at about 33 ft (10 meters) above the surface
- **Tropical Storm:** An organized system of strong thunderstorms with a defined surface circulation and maximum sustained winds of 39-73 MPH (34-63 knots)
- **Hurricane:** An intense tropical weather system of strong thunderstorms with a well-defined surface circulation and maximum sustained winds of 74 MPH (64 knots) or higher

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- **Storm Surge:** A dome of water pushed onshore by hurricane and tropical storm winds. Storm surges can reach 25 feet high and be 50-1000 miles wide
- **Storm Tide:** A combination of storm surge and the normal tide (i.e., a 15-foot storm surge combined with a 2-foot normal high tide over the mean sea level created a 17-foot storm tide)
- **Hurricane/Tropical Storm Watch:** Hurricane/tropical storm conditions are possible in the specified area, usually within 36 hours. Tune in to NOAA Weather Radio, commercial radio, or television for information
- **Hurricane/Tropical Storm Warning:** Hurricane/tropical storm conditions are expected in the specified area, usually within 24 hours
- **Short Term Watches and Warnings:** These warnings provide detailed information about specific hurricane threats, such as flash floods and tornadoes

Guidelines

1. Control Room personnel should monitor weather reports and emergency information for information and updates.
2. If travel during the storm is reported to be hazardous the Shift Supervisor shall follow the instructions for “Hotel Policy for Inclement Weather” located on the Control Room SharePoint.

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Floods


All floods are not alike. Some floods develop slowly, sometimes over a period of days. But flash floods can develop quickly, sometimes in just a few minutes and without any visible signs of rain. Flash floods often have a dangerous wall of roaring water that carries rocks, mud, and other debris and can sweep away most things in its path.

Control Room personnel should be familiar with the following terms:

- **Flood Watch:** Flooding is possible. Tune in to NOAA Weather Radio, commercial radio, or television for information
- **Flash Flood Watch:** Flash flooding is possible. Be prepared to move to higher ground; listen to NOAA Weather Radio, commercial radio, or television for information
- **Flood Warning:** Flooding is occurring or will occur soon; if advised to evacuate, do so immediately
- **Flash Flood Warning:** A flash flood is occurring; seek higher ground on foot immediately

Guidelines

1. Control Room personnel should monitor weather reports and emergency information for information and updates.
2. If travel during flooding is reported to be hazardous the Shift Supervisor shall follow the instructions for “Hotel Policy for Inclement Weather” located on the Control Room SharePoint.
3. Control Room personnel should be aware that flash flooding can occur. If there is any possibility of a flash flood that affects ISO operations then activate M/LCC 6 (Site Evacuation). Do not wait for instructions to move.
4. Control Room personnel should be aware during site evacuation of streams, drainage channels, and other areas known to flood suddenly. Flash floods can occur in these areas with or without such typical warnings as rain clouds or heavy rain.


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Earthquake

Earthquakes strike without warning and the major shock is usually followed by numerous, after shocks, which may last for weeks or months. The major threat of injury during an earthquake is from falling objects and debris, and many injuries are sustained while entering or leaving buildings. Therefore, it is important to remain inside the building and quickly move away from windows, glass and free standing partitions and shelves. Be aware that the building electric feed may go out or the sprinkler systems or fire alarms may turn on.

Guidelines

1. Take cover under a sturdy desk or table, in a doorway, or against an inside wall until the shaking stops.
2. After shaking stops, check for injuries, and render first aid if possible
3. Stay alert for aftershocks
4. The Manager, Control Room Operations or designee shall determine whether to activate M/LCC 6 (Site Evacuation). If evacuation occurs then:
 - DO NOT use the elevators when exiting the building
 - DO NOT return to building until Fire Department / Public safety officials determine that building is safe for re-entry
 - Check that all control room staff have evacuated
 - Keep visitors and staff at a safe distance from the building(s) and away from firefighting equipment

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