The American Public Power Association represents not-for-profit, community-owned electric utilities powering the lives of 48 million Americans in nearly 2,000 communities. Public power has helped to strengthen American communities for more than 100 years by creating local jobs and investing in community parks, businesses, and other local priorities.
PUBLIC POWER MUTUAL AID PLAYBOOK

Emergency Outage Response and Recovery Guide

The American Public Power Association (APPA) works with its utility, state association, and joint action agency members, as well as other industry associations and federal agencies, to enhance communication during preparation for and recovery from disasters. In 2013, APPA formed the Mutual Aid Working Group (MAWG) to establish a mutual aid network for the nation's public power utilities. The MAWG developed the Public Power Mutual Aid Playbook for public power utilities, network coordinators, and APPA to refer to during disasters to ensure efficient power restoration after outages.

Public power has a long history of using mutual aid to expedite restoration efforts after natural disasters, including major events such as Hurricane Katrina and Sandy. Communities benefit from their public power utility participating in mutual aid networks such as the one outlined in this playbook. Utility coordinators, network coordinators, and the national coordinator at APPA all work together in coordination with industry partners and federal partners like the Federal Emergency Management Agency and the Department of Homeland Security to maintain situational awareness, facilitate requests for assistance, and overcome administrative obstacles. We hope that you and your utility take mutual aid seriously, and continue to work with us to build and strengthen both our network and this playbook.

– Rick McKinley, Kirkwood Electric, MAWG Chair & Vicky Budreau, Santee Cooper, MAWG Vice Chair

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<td>29</td>
</tr>
</tbody>
</table>
Just as firefighters, police officers, and other emergency responders combine forces to support community recovery in the wake of natural disasters, lineworkers and other electric utility personnel come together to restore power and keep people safe.

Utilities’ commitment to helping each other was most evident in October 2012, when Superstorm Sandy caused widespread damage to the Northeast and Mid-Atlantic states. Public power’s response was immediate and far-reaching. After Sandy made landfall, more than 1,000 electric crews, with three to four individuals per crew, came from more than 20 states — as far away as California — to rebuild the electric system in affected areas. The crews worked for weeks to ensure that devastated communities could begin to rebuild quickly and safely.

The American Public Power Association (APPA) works with its utility, state association, and joint action agency members, as well as other industry associations and federal agencies, to enhance communication during preparation for and recovery from disasters. In 2013, APPA formed the Mutual Aid Working Group (MAWG) to formalize the existing mutual aid network for the nation’s public power utilities.

In September 2014, the MAWG developed the Public Power Mutual Aid Playbook (MAP) to outline the step-by-step plan for public power utilities, network coordinators, and APPA to refer to before and during a disaster to ensure an expeditious and organized response. The plan provides a framework for mutual aid coordinators to develop a “battle rhythm” and become familiar with a routine to follow during emergencies.

About Mutual Aid

Every emergency brings new challenges, and large-scale mutual aid within the electric power industry is constantly evolving. APPA’s Public Power Mutual Aid Playbook will be updated based on user experiences and feedback.

The public power mutual aid network includes three key resources:

- **APPA Mutual Aid Agreement**: Facilitates rapid, short-term deployment of emergency support prior to, during, and after an incident or disaster and fulfills a federal policy for reimbursement of presidentially declared disaster expenses. To date, more than 2,000 cooperative and municipal utilities have signed the APPA/NRECA mutual aid agreement (see Appendix A).
- **Online Repository**: APPA maintains www.PublicPower.org/MutualAid, a central repository on its website of expert perspectives and best practices that public power utilities can use to continuously evaluate and improve disaster preparedness.
- **Network Coordinator List**: APPA maintains the most up-to-date list of public power mutual aid network coordinators at www.publicpower.org/MutualAid. Network coordinators are individuals in public power serving as points of contact for states or regions during multi-state events. Public power utilities are encouraged to download the latest the list on a regular basis.
The Public Power Mutual Aid Playbook provides a protocol to coordinate dialogue and actions across a three-tiered national communications network, without impinging on one-on-one mutual aid agreements between utilities. Utility coordinators communicate with local and county partners; network coordinators correspond with state and regional partners; and the national coordinator collaborates with the Edison Electric Institute (EEI), National Rural Electric Cooperative Association (NRECA), and emergency management agencies.

The playbook aims to:

• **Improve communication among utilities and with network coordinators:** By providing the point of contact for utilities to obtain or provide emergency assistance in the form of personnel, equipment, materials, and other services from outside the area of impact.

• **Ensure an expeditious and organized response to requests for assistance:** By providing step-by-step plans and standard communication forms for utilities requiring and providing assistance and mutual aid coordinators.

• **Assist in the navigation of administrative obstacles to procure assistance before, during, and after a major storm/event:** By identifying the central point of contact for utilities to file timely situation reports with federal agencies, through APPA.

Figure 1.1 on the following page illustrates the different levels of coordination needed in the event of a disaster. Figure 1.2 guides the three tiers of communication networks through five thresholds of engagement.

The main actors in the National Mutual Aid Network include the Utility Coordinator, Network Coordinator, and National Coordinator. The Utility Coordinator is the point of contact for an individual participating mutual aid utility, the Network Coordinator is the point of contact for a group of participating mutual aid utilities or a large utility, and the National Coordinator is the point of contact from the American Public Power Association.

There are 5 levels within the National Mutual Aid Network. These levels provide a framework for communication channels and activation. There are instances when the National Mutual Aid Network will operate at a level higher than that of the associated descriptions below.

• Level 0: No outages
• Level 1: Isolated event
• Level 2: Local/state event
• Level 3: Regional event
• Level 4: National event
Utility Coordinator (Tier 1): Point of contact for an individual participating mutual aid utility.

Network Coordinator (Tier 2): Point of contact for a group of participating mutual aid utilities.

*Network/Utility Coordinator (Tier 2): Although rare, there are situations where a utility’s size, location, or other factor enables it to act as its own network coordinator.

National Coordinator (Tier 3): Point of contact from the American Public Power Association.
# 1.2 Mutual Aid Network Trigger and Responsibility Matrix

<table>
<thead>
<tr>
<th>Level</th>
<th>Tier 1: Utility Coordinator</th>
<th>Tier 2: Network Coordinator</th>
<th>Tier 3: National Coordinator (American Public Power Association)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steady State</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>No outages</td>
<td>• Update contact and resources lists and communicate periodically with network coordinator</td>
<td>• Maintain mutual aid playbook and listserv</td>
</tr>
<tr>
<td>1</td>
<td>Isolated event</td>
<td>• Assess need, respond to event, and determine if escalation is needed</td>
<td>• None generally, but may assist with information as requested</td>
</tr>
<tr>
<td>Local/State Mutual Aid Activated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Local/state event</td>
<td>• Communicate needs and available resources to network coordinator and update periodically</td>
<td>• Monitor response</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Manage response within their utility</td>
<td>• May assist identifying available resources</td>
</tr>
<tr>
<td>Regional Mutual Aid Activated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Regional event</td>
<td>• Communicate needs and available resources to network coordinator</td>
<td>• Assist identification of available resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Periodic updates of needs and resources as response proceeds</td>
<td>• May work with other network coordinators to mobilize needed resources</td>
</tr>
<tr>
<td>National Mutual Aid Activated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>National event</td>
<td>• Communicate needs and available resources to network coordinator</td>
<td>• Assist identification of available resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Multiple daily updates of needs and resources as response proceeds</td>
<td>• Work with other network coordinators and APPA to mobilize needed resources</td>
</tr>
</tbody>
</table>
During a Level 1 Isolated Event

Since Level 1 events can generally be handled by the utility itself, there is rarely a need to coordinate with the network coordinators or APPA staff. Mutual aid is not activated at this level and mutual aid coordination calls are not needed.

During a Level 2 Local/State Event

During or prior to a Level 2 event, a utility coordinator is encouraged to reach out to his/her network coordinator to provide information on preparations or situational awareness on the number of outages, any requests needed for mutual aid, etc. If the utility and network coordinator decide to activate local/state mutual aid and host daily coordination calls, both should consult the sample forms in Appendix B on what information should be reported. For a Level 2 event, the utility and network coordinator that activated mutual aid will deactivate mutual aid at the end of the response. A Level 2 event can be quickly escalated to a Level 3 or 4 event depending on severity of outages, government involvement, and/or media attention.

During a Level 3 Regional Event or Level 4 National Event

During a Level 3 or 4 event, it is likely that APPA will begin to host daily conference calls with mutual aid network coordinators in the affected regions and nearby regions. Activation of those daily calls can be done by one of three ways:

1. **Utility coordinator or CEO/General Manager makes the request:** If a utility coordinator or his/her CEO/General Manager is concerned about mutual aid, first he/she should ask the network coordinator to request that APPA activate daily conference calls. If the network coordinator is unreachable or the network coordinator does not agree, the utility coordinator or his/her CEO/General Manager may reach out to APPA staff to make the request directly.

2. **Network coordinator makes the request:** If a network coordinator is concerned about mutual aid, he/she should contact APPA staff to activate daily calls with other network coordinators.

3. **APPA staff makes the request:** In the event that the federal government, the U.S. Department of Energy (DOE) specifically, is concerned about an upcoming storm or other incident and have activated their daily Emergency Response Team (ERT) conference calls with APPA, Edison Electric Institute (EEI), and the National Rural Electric Cooperative Association (NRECA), then APPA may ask to activate the public power daily calls. Generally, APPA staff will wait for direction from network coordinators on whether or not to activate daily calls.

For a Level 3 or 4 event involving APPA as the National Coordinator, APPA will both activate and deactivate mutual aid and daily calls using an email notification to network coordinators.
The APPA's Mutual Aid Working Group contacted public power mutual aid coordinators across the country to identify the “network coordinator(s)” for the states in each of the ten regions shown in Figure 2.1. These regions are based on the FEMA regions, to ensure a coordinated response with state and federal government officials.

Contact information for mutual aid network coordinators must regularly be updated. Please check your information at www.PublicPower.org/MutualAid and email MutualAid@PublicPower.org with any updates.

- Region I: Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, Vermont
- Region II: New Jersey, New York, Puerto Rico, U.S. Virgin Islands
- Region III: District of Columbia, Delaware, Maryland, Pennsylvania, Virginia, West Virginia
- Region IV: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee
- Region V: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin
- Region VI: Arkansas, Louisiana, New Mexico, Oklahoma, Texas
- Region VII: Iowa, Kansas, Missouri, Nebraska
- Region VIII: Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming
- Region IX: Arizona, California, Hawaii, Nevada, Guam, American Samoa, Commonwealth of Northern Mariana Islands, Republic of Marshall Islands, Federated State of Micronesia
- Region X: Alaska, Idaho, Oregon, Washington

Utility Coordinator (Tier 1)

A utility coordinator, identified by the utility, serves as the point of contact for an individual municipal electric utility or a small group of utilities that have signed APPA’s Mutual Aid Agreement (see Appendix B) and other applicable mutual aid agreements for their state or region. Sample detailed mutual aid agreements are posted on www.PublicPower.org/MutualAid.

Responsibilities

Utility coordinators are responsible for:

• Becoming familiar with the Public Power Mutual Aid Playbook.

• Maintaining and implementing a disaster management/emergency response plan as standard operating procedure; this plan should be accessible to all utility personnel, and all information should be up to date.

• Holding regular drills to ensure readiness.

Communications

Utility coordinators must:

• Confirm that their utility contact information is accurate during the annual APPA directory update.

• Respond to information requests by their network coordinator as needed.

• Understand procedures for communicating with the network coordinator at each mutual aid level. Figure 3.1.1 provides an overview of the types of information needed, who to inform, and when to provide that information. Figure 3.1.2 provides forms to use during a level 4 event.

• Establish and/or strengthen communication channels with local and county partners.
Figure 3.1.1 Utility Coordinator Trigger and Responsibility Matrix

<table>
<thead>
<tr>
<th>Level</th>
<th>Steady State</th>
<th>Local/State Mutual Aid Activated</th>
<th>Regional Mutual Aid Activated</th>
<th>National Mutual Aid Activated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunny day: No outages</td>
<td>0</td>
<td>All utilities:</td>
<td>Regional event: Resources from an area network required for event response</td>
<td>National event: Multi-network response required</td>
</tr>
<tr>
<td>Isolated event: Single utility has resources to restore power</td>
<td>1</td>
<td>All utilities:</td>
<td>Communicate needs and available resources to other utilities and/or network coordinator</td>
<td>Communicate needs and available resources to network coordinator</td>
</tr>
<tr>
<td>Regional mutual aid activated</td>
<td></td>
<td>All utilities:</td>
<td>Communicate needs and available resources to network coordinator</td>
<td>Communicate needs and available resources to network coordinator</td>
</tr>
<tr>
<td>National mutual aid activated</td>
<td></td>
<td>All utilities:</td>
<td></td>
<td>Communicate needs and available resources to network coordinator</td>
</tr>
<tr>
<td>Tier 1: Utility Coordinator Responsibilities</td>
<td></td>
<td>Affected utilities:</td>
<td>Periodic updates of needs and resources as response proceeds (multiple daily communication of needs)</td>
<td>Periodic updates of needs and resources as response proceeds (multiple daily communication of needs)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Manage local response</td>
</tr>
</tbody>
</table>

- Sunny day: No outages
- Isolated event: Single utility has resources to restore power
- Local/state event: Resources from multiple utilities required for event response
- Regional event: Resources from an area network required for event response
- National event: Multi-network response required

- Routine maintenance of disaster management/emergency response plans
- Inventory materials and supplies, locations thereof
- Update contact lists and other response resources, such as crew deployment templates and checklists
- Periodic communication of available resources and personnel to network coordinator to prepare for event
- Assess need and identify triggers to determine if outside assistance is needed
- Respond to event
- Communicate needs and available resources to other utilities and/or network coordinator
- Communicate needs and available resources to network coordinator
- Periodic updates of needs as response proceeds (daily, unless significant change warrants more frequent)
- Manage response within their utility
- Periodic updates of needs and resources as response proceeds (multiple daily communication of needs)
Utility Coordinator Level 4 Communications Plan

At the onset of a level 4 event, coordinators from utilities requesting help and responding to the call for help must communicate with their network coordinators. Use of standard communication forms are recommended, but not required. Network coordinators can help utilities prepare mutual aid forms (see Appendix B) and communicate as needed.

**Figure 3.1.2 Utility Coordinator Level 4 Communications Plan**

- **Requesting Utility Coordinator**
  - **Step 1: Assess Need**
    - Verify extent of damage and conditions
    - Complete Form A. Response Requirements
  - **Step 2: Contact your Network Coordinator with Response Requirements**
    - Provide Form A. Response Requirements to Network Coordinator
  - **Step 3: Acknowledge and Accept Resources**
    - Acknowledge resources offer from Responding Utility
    - Confirm offer is accepted with Responding Utility
  - **Step 4: Receive Resources**
    - Coordinate response logistics with Responding Utility
    - Receive responding utility personnel
    - Conduct tailboard briefings
  - **Step 5: Communicate Situation**
    - Send multiple daily updates to Requesting Network Coordinator on status of response

- **Responding Utility Coordinator**
  - **Step 1: Receive and Verify Request from Network Coordinator**
    - Verify available resources
    - Estimate duration of resources are available
  - **Step 2: Offer Resources and Notify Network Coordinator**
    - Communicate offered resources to Requesting Utility
    - Confirm offer is accepted with Network Coordinator
  - **Step 3. Mobilize Resources**
    - Coordinate response logistics with Requesting Utility
    - Conduct deployment briefing
    - Leave for designated staging area
    - Report to the designated Point of Contact upon arrival to staging area
  - **Step 4: Communicate Situation**
    - Send multiple daily updates to Responding Network Coordinator on status of response

- **Requesting/Responding Network Coordinator**
  - **Step 1: Receive and Verify Request from Requesting Utility**
    - Aggregate response needs in Form B. Resource Requirements and Status Summary
  - **Step 2: Broadcast Request to Appropriate Utilities and Assist in Matching Resources**
    - Aggregate offered resources in Form C. Resources Available and Status Summary
    - Periodically update Resource Assignments in same form
  - **Step 3: Communicate Situation**
    - Requesting Network Coordinators continue to update Form C. Resources Available and Status Summary
    - Responding Network Coordinators update Form B. Resource Requirements and Status Summary

**All Coordinators Participate in Post-Event Review**

Participate in conference call/webinar of all participating entities and coordinator to review lessons learned, discuss what went well and what to improve, draft new best practices, and answer questions relevant to post-response (e.g., reimbursement)
Photo courtesy of Greenville.
Network Coordinator (Tier 2)

A network coordinator serves as the point of contact for a group of participating mutual aid utilities or in rare situations, a large or isolated utility (e.g., Los Angeles or Guam). Network coordinators may be part of a state association, joint action agency, or public power utility.

Responsibilities

Network coordinators are responsible for:

- Aggregating regional information such as resource needs and system conditions, and communicating with the national coordinator to provide consistent, accurate reporting to federal entities.
- Encouraging utilities in their network to become familiar with the Public Power Mutual Aid Playbook, update mutual aid agreements and disaster plans, hold regular drills, and assist other public power utilities in times of need.
- Offering mutual aid training to utilities in their region, if possible.
- Requesting mutual aid activation or escalation when relevant.

Communications

Network coordinators must:

- Contact MutualAid@PublicPower.org on a quarterly basis to refresh contact information for utility coordinators in their network.
- Maintain a contact list and make sure the backup network coordinator knows how to access it.
- Inform utility coordinators about the best ways to communicate in a disaster.
- Establish procedures for communicating with their utility coordinators at each mutual aid level.
- Brief and train their utility coordinators to share processes and templates to use during a national event.
- Establish and/or strengthen communication channels with state and regional partners.

The nature of the disaster will influence the preparedness timeline as some types of disasters allow planning and others do not. Natural disasters such as severe winter storms or hurricanes, that build up in intensity over time, allow network coordinators to anticipate the potential damage and response.

Other disasters such as tornadoes, earthquakes, and flash floods have sudden impact and do not allow time for a preemptive call. So network coordinators must conduct an initial rapid assessment after the disaster to determine if a multi-network response is warranted; and if yes, ask APPA to activate level 4 mutual aid.
### Tier 2: Network Coordinator Responsibilities

<table>
<thead>
<tr>
<th>Level</th>
<th>Steady State</th>
<th>Local/State Mutual Aid Activated</th>
<th>Regional Mutual Aid Activated</th>
<th>National Mutual Aid Activated</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Sunny day: No outages</td>
<td>Facilitate communication: • Monitor response • May assist identifying available resources • Inform APPA of response, potential needs, and if preemptive call is needed</td>
<td>Facilitate communication: • Conduct preemptive calls • Assist identification of available personnel and resources • May work with other network coordinators to mobilize needed personnel and materials</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Isolated event: Single utility has resources to restore power</td>
<td></td>
<td></td>
<td>A network coordinator conducts mutual aid conference calls to set the tempo and maintain daily situational awareness of the status of response • Assist identification of available personnel and resources • Work with other network coordinators and APPA to mobilize needed personnel and materials</td>
</tr>
</tbody>
</table>
Network Coordinator Level 4 Communications Plan

When mutual aid is warranted, Figure 3.2.2 illustrates how network coordinators integrate input from utility coordinators and communicate with other network coordinators and the national coordinator. The goal is to identify if needs are being matched with available resources and help in filling gaps efficiently and safely.

<table>
<thead>
<tr>
<th>Requesting Network Coordinator</th>
<th>Responding Network Coordinator</th>
<th>National Coordinator American Public Power Association</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1: Receive and Verify Request from Requesting Utility</strong></td>
<td><strong>Step 1: Assess Available Resources</strong></td>
<td><strong>Step 1: Monitor Conditions</strong></td>
</tr>
<tr>
<td>• Aggregate response needs in Form B Resource Requirements and Status Summary</td>
<td>• Estimate types of needs</td>
<td>• Receive request from Requesting Network Coordinator to schedule conference call</td>
</tr>
<tr>
<td></td>
<td>• Review resources database, if available</td>
<td>• Inform federal agencies and other organizations of mutual aid status</td>
</tr>
<tr>
<td></td>
<td>• Identify systems that could offer assistance</td>
<td></td>
</tr>
<tr>
<td><strong>Step 2: Initiate Request for Assistance</strong></td>
<td><strong>Step 2: Participate in Identifying Available Resources</strong></td>
<td><strong>Step 2: Participate in Identifying Available Resources</strong></td>
</tr>
<tr>
<td>• Request and participate in scheduled conference call with proximate network coordinators and APPA</td>
<td>• Participate in scheduled conference call with proximate network coordinators and APPA</td>
<td>• Host conference call with proximate network coordinators</td>
</tr>
<tr>
<td></td>
<td>• Report on network resource needs</td>
<td>• Available to coordinate response</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Step 3: Assist in Matching Resources</strong></td>
<td><strong>Step 3: Broadcast Request to Appropriate Utility Coordinators and Assist in Matching Resources</strong></td>
<td><strong>Step 3: Communicate Situation</strong></td>
</tr>
<tr>
<td>• Coordinate with Responding Network Coordinator on connecting appropriate responding utilities with requesting utilities to fill gaps</td>
<td>• Aggregate offered resources in Form C Resources Available and Status Summary</td>
<td>• Host daily conference call with proximate network coordinators</td>
</tr>
<tr>
<td></td>
<td>• Periodically update Resource Assignments in Form B</td>
<td>• Coordinate with Requesting Network Coordinator on connecting appropriate utilities with requesting utilities to fill gaps</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Periodically update Resource Assignments in Form C</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Step 4: Communicate Situation</strong></td>
<td><strong>Step 4: Communicate Situation</strong></td>
<td><strong>Step 4: Communicate Situation</strong></td>
</tr>
<tr>
<td>• Engage in daily conference calls with proximate network coordinators and APPA</td>
<td>• Engage in daily conference calls with proximate network coordinators and APPA</td>
<td>• Host conference call with proximate network coordinators</td>
</tr>
<tr>
<td></td>
<td>• Report on status of network resource needs</td>
<td>• Available to coordinate response</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All Coordinators Participate in Post-Event Review

Participate in conference call/webinar of all participating entities and coordinator to review lessons learned, discuss what went well and what to improve, draft new best practices, and answer questions relevant to post-response (e.g., reimbursement).
**National Coordinator (Tier 3)**

The national coordinator serves as the central point of contact for the federal government and the Mutual Aid Working Group. The national coordinator is an APPA staff member who stands ready to help when a response demands national-level coordination.

**Responsibilities**

The national coordinator is responsible for:

- Working with members, the Mutual Aid Working Group, other utility associations, and federal agencies to enhance communication during preparation for and recovery from disasters.
- Educating and encouraging all APPA members to familiarize themselves with the *Public Power Mutual Aid Playbook*, annually update mutual aid agreements and disaster plans, and be ready to assist other public power utilities in times of need.

**Communications**

The National Coordinator communicates with the organizations shown in Figure 3.3.1 to:

- Improve preparedness, coordination, and understanding between these federal entities, other organizations, and public power utilities
- Navigate administrative obstacles to procure assistance during and after a major storm/event
## Tier 3: APPA National Coordinator Responsibilities

### Steady State

**Level 0**
- Sunny day: No outages
- **Responsibilities:**
  - Assist with mutual aid plan maintenance

### Local/State Mutual Aid Activated

**Level 2**
- Local/state event: Resources from multiple utilities required for event response
- **Responsibilities:**
  - One-way communication:
    - Monitor conditions for impending event
    - Monitor response to inform federal agencies

### Regional Mutual Aid Activated

**Level 3**
- Regional event: Resources from an area network required for event response
- **Responsibilities:**
  - Two-way communication:
    - Host preemptive call with network coordinators in projected storm path
    - Monitor response to inform federal agencies

### National Mutual Aid Activated

**Level 4**
- National event: Multi-network response required
- **Responsibilities:**
  - Two-way communication:
    - Available to coordinate response
    - Inform federal agencies
**Mutual Aid Network Membership**

To learn more about the APPA Mutual Aid Network and become a member, email MutualAid@PublicPower.org, call 202-467-2900, or visit www.PublicPower.org/MutualAid.

**General Mutual Aid Website**

APPA members can access a list of public power and cooperative utilities that are part of the national mutual aid agreement at www.PublicPower.org/MutualAid. This site also houses experts’ perspectives and mutual aid best practices that public power utilities can use to evaluate and improve their level of preparedness for any disaster.

**Mutual Aid Coordination Website**

Ensure that your utility has the most up-to-date mutual aid network coordinator list by visiting www.PublicPower.org/MutualAid on a regular basis. To update your contact information, please email MutualAid@PublicPower.org.

**Mutual Aid Listserv**

APPA hosts a mutual aid listserv for member public power utilities, public utility districts, state associations, and joint action agencies. The listserv sometimes allows organizations to communicate during natural disasters, provide restoration updates, and request aid, etc. Members can also share best practices, lessons learned, and general information on mutual aid and disaster recovery.

To join the listserv, please email your name, title, organization name, email address, and phone number to MutualAid@PublicPower.org.

**Contact Information**

**General**

MutualAid@PublicPower.org
202-467-2900

**Individuals**

Michael Hyland  
Senior Vice President of Engineering Services, APPA  
mhyland@PublicPower.org

Nathan Mitchell  
Sr. Director, Electric Reliability Standards & Security, APPA  
nmitchell@publicpower.org

Patricia Keane  
Engineering Services Specialist, APPA  
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Kegan Gerard  
Engineering & Operations Assistant, APPA  
kgerard@publicpower.org
Photo courtesy of Rock Hill SC-Rock Hill SC.
The American Public Power Association/ National Rural Electric Cooperative Association National Mutual Aid Agreement, approved by the Federal Emergency Management Agency (FEMA), assures that personnel and resources from other utilities can be used in a Level 4 event and supports potential federal reimbursement.

To enroll in the National Mutual Aid program, utilities must sign the agreement prior to a Level 4 activation. FEMA requires an agreement to be in place before it considers reimbursement of expenses for out-of-state utility restoration work. Enrolled utilities will make their personnel and resources available for mutual aid efforts and may draw on other utilities’ resources in times of need. However, a utility is not required to assist if management determines it cannot provide that aid.
MUTUAL AID AGREEMENT

In consideration of the mutual commitments given herein, each of the Signatories to this Mutual Aid Agreement agrees to render aid to any of the other Signatories as follows:

1.) Request for aid. The Requesting Signatory agrees to make its request in writing to the Aiding Signatory within a reasonable time after aid is needed and with reasonable specificity. The Requesting Signatory agrees to compensate the Aiding Signatory as specified in this Agreement and in other agreements that may be in effect between the Requesting and Aiding Signatories.

2.) Discretionary rendering of aid. Rendering of aid is entirely at the discretion of the Aiding Signatory. The agreement to render aid is expressly not contingent upon a declaration of a major disaster or emergency by the federal government or upon receiving federal funds.

3.) Invoice to the Requesting Signatory. Within 90 days of the return to the home work station of all labor and equipment of the Aiding Signatory, the Aiding Signatory shall submit to the Requesting Signatory an invoice of all charges related to the aid provided pursuant to this Agreement. The invoice shall contain only charges related to the aid provided pursuant to this Agreement.

4.) Charges to the Requesting Signatory. Charges to the Requesting Signatory from the Aiding Signatory shall be as follows:

   a.) Labor force. Charges for labor force shall be in accordance with the Aiding Signatory’s standard practices.

   b.) Equipment. Charges for equipment, such as bucket trucks, digger derricks, and other special equipment used by the Aiding Signatory, shall be at the reasonable and customary rates for such equipment in the Aiding Signatory’s location.

   c.) Transportation. The Aiding Signatory shall transport needed personnel and equipment by reasonable and customary means and shall charge reasonable and customary rates for such transportation.

   d.) Meals, lodging and other related expenses. Charges for meals, lodging and other expenses related to the provision of aid pursuant to this Agreement shall be the reasonable and actual costs incurred by the Aiding Signatory.

5.) Counterparts. The Signatories may execute this Mutual Aid Agreement in one or more counterparts, with each counterpart being deemed an original Agreement, but with all counterparts being considered one Agreement.

6.) Execution. Each party hereto has read, agreed to and executed this Mutual Aid Agreement on the date indicated.

Please print

Date ____________________________ (Name/Title)
________________________________________ (Organization)
________________________________________ (City, State, Zip)
________________________________________ (Office Phone, Mobile Phone)
________________________________________ (Email)

Please send signed agreement to:

Michael Hyland
Senior Vice President, Engineering Services
American Public Power Association
2451 Crystal Dr., Suite 1000 | Arlington, VA 22202
E-mail: MutualAid@PublicPower.org | Fax: 202/467-2932

Questions about this agreement should be directed to MutualAid@PublicPower.org or 202/467-2900.
The Mutual Aid Working Group considers the following forms, which facilitate standardized communication, essential to the success of a level 4 response. Coordinators may augment these forms according to their network’s unique needs and can assist utilities that may not have the resources to complete all items on their own.

**Sample Form A: Response Requirements:** This form helps requesting utility coordinators communicate to their network coordinator their system’s status and the quantity, type, and duration of the resources needed.

**Sample Form B: Response Requirements and Status Summary:** This form helps requesting network coordinators aggregate information from Form A and communicate to other network coordinators and the national coordinator during mutual aid conference calls. Requesting network coordinators will update this form to track and report response status throughout the event.

**Sample Form C: Resources Available and Status Summary:** This form helps responding network coordinators aggregate resources.

These forms can be downloaded in Microsoft Excel at [www.PublicPower.org/MutualAid](http://www.PublicPower.org/MutualAid).
Sample Form A: Response Requirements
(Completed by Requesting Utility Coordinator)

Date/Time (time zone):

<table>
<thead>
<tr>
<th>Requesting Utility Coordinator Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requesting Utility Coordinator Organization:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>System Conditions:</th>
<th>Number of Customers Without Power (#):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage of Customers Without Power (%):</td>
</tr>
</tbody>
</table>

Special Conditions (e.g., union, equipment height limitations, weather, water and road hazards):

Crews, Equipment, and/or Other Resources Needed

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
<th>Please Describe Equipment and/or Other Resources Needed</th>
<th>Estimated Time to Release</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transmission</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Substation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Line</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fuel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debris Removal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sample Form B. Response Requirements and Status Summary
(Completed by Requesting Network Coordinator)

Date/Time (time zone):

<table>
<thead>
<tr>
<th>Requesting Network Coordinator Name:</th>
<th>Requesting Network Coordinator Organization:</th>
</tr>
</thead>
</table>

Network Conditions:

- Number of Customers Without Power (#)
- Percentage of Customers Without Power (%)

<table>
<thead>
<tr>
<th>Requesting Utility Crews, Equipment, and/or Other Resource Needed</th>
<th>Resource Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requesting Utility Coordinator Name</td>
<td>Requesting Utility Coordinator Organization</td>
</tr>
<tr>
<td>Distribution</td>
<td>Transmission</td>
</tr>
<tr>
<td>Number of Customers Without Power (#)</td>
<td>Percentage of Customers Without Power (%)</td>
</tr>
<tr>
<td>Debris Removal</td>
<td>Water</td>
</tr>
</tbody>
</table>

Sample

Completed by Requesting Network Coordinator
Sample Form C:
Resources Available and Status Summary

**COMPLETED BY RESPONDING NETWORK COORDINATOR**

<table>
<thead>
<tr>
<th>Date/Time (time zone):</th>
<th>Requesting Utility Coordinator Name</th>
<th>Requesting Utility Coordinator Organization</th>
<th>Resource Status</th>
<th>Requesting Utility Coordinator Name</th>
<th>Requesting Utility Coordinator Organization</th>
<th>Resource Status</th>
<th>Requesting Utility Coordinator Name</th>
<th>Requesting Utility Coordinator Organization</th>
<th>Resource Status</th>
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<tbody>
<tr>
<td></td>
<td>Total Number of Individuals Deployed:</td>
<td>Responding Utility Coordinator Name</td>
<td>Type</td>
<td>Name</td>
<td>Number</td>
<td>Minimum</td>
<td>Deployment Status:</td>
<td>Estimated Time to Release</td>
<td>Time Released:</td>
</tr>
<tr>
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<td></td>
<td>Responding Utility Coordinator Organization</td>
<td>Resources</td>
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<td></td>
<td>Responding Utility Coordinator Name</td>
<td>Transmission Line</td>
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<td></td>
<td></td>
<td>Responding Utility Coordinator Organization</td>
<td>Substation</td>
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<tr>
<td></td>
<td></td>
<td>Responding Utility Coordinator Name</td>
<td>Service Line</td>
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<td></td>
<td></td>
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<td>Tree</td>
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<tr>
<td></td>
<td></td>
<td>Responding Utility Coordinator Name</td>
<td>Fuel</td>
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<tr>
<td></td>
<td></td>
<td>Responding Utility Coordinator Organization</td>
<td>Debris Removal</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Responding Utility Coordinator Name</td>
<td>Water</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Responding Utility Coordinator Organization</td>
<td>Other</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>