

Western Region Mutual Assistance Group

(WRMAG)

Charter

ADOPTED 22 April, 2014

PURPOSE

The need to move resources across multiple state lines or international borders has increased dramatically, as demonstrated during Hurricane Sandy. Mutual assistance is well coordinated within the western region; however, there is a need at the national level to facilitate the coordination of resources in the Western U.S. and Canada to fulfill requests for a “National Response Event.” This document outlines the organizational structure and operations of the Western Region Mutual Assistance Group (WMRAG.)

VISION

Based on industry best practices, provide an seamless process through the establishment of a WRMAG capable to coordinate and organize an effective and efficient response to emergencies at the regional or national level.

MISSION

Provide a robust system throughout the Western United States that has established relationships, strong coordination, and a collaborative concept of operations to address large emergencies requiring mutual assistance. This framework supports the Nation’s Preparedness Goals to respond quickly to save lives, protect property and the environment, and to aid recovery with a focus on the timely restoration.

VALUES

Provide value to all participating utilities by improving efficiency and transparency to requesting and providing resources. As a regional coordination entity, the WRMAG will work collaboratively to maximize the value and effectiveness of mutual assistance, both regionally and nationally.

CONCEPT OF OPERATIONS:

The WRMAG is comprised of voluntary participating utilities, public and private, in an organized effort to communicate and coordinate multiple mutual assistance requests for large scale emergency incidents. When activated by one or more requesting utility, or at the request of a neighboring Region Mutual Assistance Group (RMAG), the WRMAG will coordinate within the western region of the U.S., or with multiple RMAGs for a National Response Event (NRE.)

The WRMAG is intended for NREs or large regional events involving multiple utilities within the western region, activated at the request of one or more participating utilities. WRMAG is not intended to be activated for normal company to company mutual assistance requests.

RESOURCE ALLOCATION GUIDING PRINCIPLES

Resource Transparency: Requesting companies will disclose all available resources, including their own personnel, full time sustaining contractors, parent/sister company resources and any other resources secured in the reported mutual assistance resource counts.

Coordinate Release of Resources: Companies agree not to release or dispatch any resources unless committed to and the need confirmed by the requesting member company. It is understood that the responding member company's territories must be free from significant threat before resources (company and contractor) can be committed and dispatched.

Situational Awareness: Requesting companies will communicate to responding companies' personnel regarding the degree of devastation in the emergency restoration work area and expected work conditions. Requesting companies will communicate general guidelines with responding companies, such as labor contractual issues, safety issues, contract personnel, vehicle fueling arrangements, typical standard construction, meal and lodging arrangements, etc.

PARTICIPATION/MEMBERSHIP:

- Utilities requesting mutual assistance during a major event will offer assistance in future events proportional to their size and abilities, recognizing that great geographical separation may limit opportunities to share in all but the most catastrophic events.
- Participation by a utility does not require a utility to be a signatory or party to any formalized agreement. Those organizations, however, have been proven most effective in communicating and coordinating utility resources in emergencies.

- Membership requires updating contact information annually, participation on mutual assistance request conference calls, and attendance at semi-annual meetings with other participating members.
- Participants should actively engage in information exchange, meetings and exercises, and volunteer in a governance position within the group as a Co-Chairs, Vice Chair or Secretary.
- Member utilities are responsible for ensuring their request for mutual assistance will meet their requirements

GOVERNANCE STRUCTURE:

The Governance structure of the Western Region Mutual Assistance Group will consist of 2 Co-Chairpersons (Co-Chairs), 1 Vice Chairperson (Vice Chair) and 1 Secretary of the RMAG.

- Each position serves for 1 year with progression from Secretary to Vice Chair to Co-Chair (which is 2 years of service, except the first year of this charter where 1 of the co-chairs will serve only 1 year)
- Each position will represent a different region within the WRMAG to ensure continuity of operations (e.g. Co-Chair from South Coastal, Co-Chair from Northwest, Vice Chair from Central West, and Secretary from North Coastal Region)
- If a governance position is vacated before the end of term, the line of progression will apply and the current Co-Chair(s) will appoint a representative volunteered from a member utility to fill the position of Secretary.
- WRMAG Officers shall not incur debt or costs on behalf of the committee or Group and are not liable for the actions of committee members or member companies
- Governance positions are elected by nomination and majority vote of participating members present at semiannual meeting (voting by e-mail may be permitted by the Co-Chairs under specific circumstances)

Responsibilities:

Co-Chairman – The Co-Chairman for WRMAG will be responsible for:

- Liaison for the WRMAG with Edison Electric Institute Mutual Assistance/Emergency Preparedness Executive Committee, and serve on NMART (National Mutual Assistance Resource Team).
- Serve as a single point of contact and keep WRMAG members informed
- Ensuring the availability of a Governance position when impending or foreseeably damaging storms may require assistance contact
- Designating Special Work Groups and Sub-Committees as needed
- Providing guidance and direction on WRMAG Guidelines and Charter
- Serving as a Mentor and Subject Matter Expert for the Group
- Serving a term of two (2) years (except for initiating year)
- Developing spring and fall Meeting Agendas with the Vice Chairman, Secretary, either as designated host company, or in conjunction with utility industry association

Vice Chairman – The Vice Chairman for WRMAG will be responsible for:

- Assisting the WRMAG Co-Chairman
- Leading Special Work Groups or Sub-Committees
- Developing Meeting Agendas
- Serving as Mentor and Subject Matter Expert for the Group
- Serving for a term of one (1) year
- Succeeding the WRMAG Co-Chair at the end of term

Secretary – The Secretary for WRMAG will be responsible for:

- Maintaining WRMAG Rosters and Directories
- Assisting in input and maintenance of Resource Worksheets during WRMAG assistance activation
- Maintaining Meeting Minutes and WRMAG Documents
- Developing Spring & Fall Meeting Agendas with the Co-Chairs and Vice Chair
- Serving for a one (1) year term
- Succeeding the WRMAG Vice Chair at the end of term

Activation of the WRMAG:

Intra Region Activation (Within the WRMAG)

- Activation of the WRMAG to assist in mutual assistance resource management can be requested by any one or more WRMAG participating utilities
- Activation consists of live contact of one of the WRMAG Officers beginning with the Co-Chairs
- Upon activation, requesting utility will provide situational assessment of the incident/emergency, number and type of assistance resources requested, location where assistance resources needed, and other logistical issues as outlined in Appendix C: Conference Call Protocol/Agenda
- Deactivation of WRMAG is at the request of the requesting utilities once all available resources have been deployed and there are no more resource requests

Inter Region Activation (Request from neighboring RMAG)

- Activation of the WRMAG is at the request of a neighboring RMAG to provide additional mutual assistance resources that are beyond the capability of the requesting RMAG
- Requesting RMAG will provide all resource requirement and logistics issues for the WRMAG to conduct the call
- Requesting RMAG and WRMAG would work cooperatively in allocation of resources that best supports all participating utilities

National Response Event (Multiple RMAG's responding to national level incident)

- Activation of the WRMAG will be at the request of the NMART (see Appendix E)

Semi Annual Meetings:

- The WRMAG Group will meet twice a year (preferably Spring and Fall)
- Host utility will be the company of the second term Co-Chair
- The host utility (or volunteering Association) will establish tentative dates to be set at the previous meeting
- Host utility will be responsible for:
 - Developing the Agenda with the Vice Chairman and Secretary
 - Scheduling the location, dates and time for the business meeting
 - Arranging for a block of rooms for travelers
 - Arranging for Networking Dinner

APPENDIX LIST

Appendix A: Participating Companies

Appendix B: Contact List / List Server

Appendix C: Conference Call Agenda (WRMAG)

Appendix D: Resource Management Worksheets

Appendix E: National Response Event

Appendix F: Mutual Assistance Agreement Documents

Appendix A: Participating Companies

Parties to the Western Region Mutual Assistance Group (WRMAG)

Name of
Party:
Utility Name:
Effective
Date:

Service Area:

Name of
Party:
Utility Name:
Effective
Date:

Service Area:

Name of
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Name of
Party:
Utility Name:
Effective
Date:

Service Area:

Appendix B: Contact List / List Server

Western Region Mutual Assistance Groups (WRMAG) utility and authorized representative contact lists can be found on the Western Energy Institute website:

http://www.westernenergy.org/wrmaa/wrmaa_main.html

The WRMAG will utilize NotiFind for all mass communication between parties participating in the WRMAG. Notifind is an emergency management communication and continuity software. All Parties to the Western Region Mutual Assistance Agreement (WRMAA) included in the contact list server are currently loaded in to Notifind. Other utilities that are not parties to the WRMAA, but wish to participate in the WRMAG, will need to provide their contact information to the WRMAG Co-Chairs to be loaded into the RMAG list server.

Note: All WRMAG members will receive text messages, calls, and emails when an activation is initiated.

Appendix C: Conference Call Agenda (WRMAG)

WESTERN
REGION
MUTUAL
ASSISTANCE
GROUP

WRMAG – Coordination Conference Call Agenda

Meeting Requested by (WRMAG representative):			
Date:		Time (include time zone):	
Conference Call #:		Conference Call Code:	

Agenda

1. Coordinator – Opening Comments:

- ☐ Take roll call.
- ☐ Review meeting etiquette:
 - o Hold all questions until updates are completed.
 - o Limit side-bar conversations.
 - o Silence cellular phones.
 - o Mute phones unless you are speaking (DO NOT PLACE PHONES ON HOLD).

2. Requesting Utility (utilities) – Update/Request

- ☐ Provide a situation and working conditions overview:
 - o Current damage assessment.
 - o Weather conditions (*current, forecasted*).
 - o Safety, security and travel issues or concerns.
 - o Other conditions impeding assessment and restoration efforts.
- ☐ Provide resource status:
 - o Company and contract crews working.
 - o Mutual assistance resources already working, in route, and already “promised.”
- ☐ Identify resource needs by quantity, and type:
 - o Line personnel (*transmission, distribution, underground network*)
 - o Tree crews
 - o Assessors
 - o Other: _____
- ☐ Identify specific work practices, such as “rubber gloving” or “hot-sticking” requirements

3. Coordinator – Facilitated Q&A, Next Steps and Closing:

- ☐ Facilitate brief Q&A session.
- ☐ Clarify next steps and actions.
- ☐ Identify the next meeting date and time.
- ☐ Verify shift/positions changes for next call (if applicable).
- ☐ Adjourn.

Appendix D: Resource Management Worksheets

The WRMAG Resource Management Worksheet is an electronic file that will be managed by the WRMAG Secretary or other Governance position during WRMAG activations. Worksheet can also be utilized in activations between two RMAGs, but does not apply to a National Response Event. (Sample below)

WRMAG Company Responding Company	Responding Company Contact	Resource Type	Total Number Offered	Unassigned resources	Assigned Resources	Requesting Company Assignment	Requesting Company Contact	Deployment Status	Comments/Breakdown
APS	Terry Yokum	Lineman	20	20	0	LIPA			Staged no Air Lift
		Support	5	5	0				
Bear Valley	Karuna Warren	Lineman	4	0	4	First Energy			
		Support	2	0	2				
Black Hills Colorado Electric		Lineman	12	12	0				
		Support	1	1	0				
Black Hills Power		Lineman	9	9	0				
		Support	1	1	0				
		Mechanic	1	1	0				
Black Hills Cheyenne LFP		Lineman	3	3					
		Mechanic	1	1					
Bridger Valley Elect. Assoc.		?	0						
Clark PUD	Andy Huck	Lineman	8	0	8	First Energy		Arrived	
		Troubleman	2	0	2				
		Support	4	0	4				
Columbia Basin		Lineman	3	3	0				
El Paso Electric	Martin Lopez	Lineman	12	0	12	ConED		?	
		Assessors	10	0	10				
		Support	5	0	5				
Eweb	Todd Simmons	Lineman	8	0	8	First Energy		Arrived	
		Troubleman	2	0	2				
		Support	2	0	2				
Farmington	None	None	None			None		None	
Healdsburg	Todd Woolman	Lineman	2	2	0	FE			
HECO		Lineman	8	8	0				
		Support	4	4	0				
HELCO	Roger Keller	Lineman	4	4	0				
		Support	2	2	0				
Idaho Power	Matt Smith	Lineman	10	10	0				
		Support	4	4	0				
IID		?	24	24	0				
LAPW	Jay Pukdevetz	Lineman	20	0	20	LIPA		?	Staged no Air Lift
		Supervisors	5	0	5				
		Line Support	10	0	10				
		Tree Trimmers	20	0	20				
		Tree Support	3	0	3				
		Mechanics	2	0	2				
Lower Valley Energy		?	0						
MECO		Lineman	4	4	0				
		Support	2	2	0				
Northwestern	Jason Merkel	Lineman	8	8	0				
		Support	2	2	0				
NV Energy	Jim Reagan	Lineman	13	0	13	LIPA		?	Need Air Lift
		Support	3	0	3				
PacifiCorp	Debbie Guerra	Lineman	16	0	16	First Energy		Arrived	
		Support	2	0	2				
PG&E	Angie Gibson	Lineman	90	0	90	ConED		Arrived	
Wave 1		Troubleman	20	0	20				
		Assessors	20	0	20				
		Support	44	0	44				
PG&E	Ben Almario	Lineman	50	50	0				Staged no Air Lift
Wave 2		Troubleman	20	20	0				
		Assessors	10	10	0				
		Support	20	20	0				

Appendix E: National Response Event (NRE)

The development of the Western Region Mutual Assistance Group is essential for western utilities ability to participate in a National Response Event. The organizational structure and governance of the WRMAG is critical to effective coordination and allocation of resources in large events within the Western United States and Canada, and even more critical in response to national level emergencies wherever they occur. The WRMAG Co-Chairs participate on the Edison Electric Institute Mutual Assistance / Emergency Practices Executive Committee (MA/EP), and also on the National Mutual Assistance Resource Team (NMART) when activated for a National Response Event.

This appendix will provide merely an overview of a National Response Event, with samples of the tools used in these activations. The NRE Playbook developed by EEI and the MA/EP Executive Committee will be the guiding document under which the WRMAG Co-Chairs, Vice Chair, and Secretary will operate in an NRE Activation.

(Excerpts from the NRE Playbook)

III. Background on a National Response Event

The purpose of the NRE Resource Allocation Process is to efficiently deliver an equitable and transparent allocation of restoration workers to EEI member companies (“utilities” or companies”) during a National Response Event. This process will be used for events in which an NRE is activated and will be used throughout the event until all resource requests have been met.

Case for action

In the aftermath of Superstorm Sandy, the electric utility industry developed the NRE process to enhance the existing mutual assistance process for national events because:

- Electric customers who have increasing expectations and electricity dependence need to see the mutual assistance process as efficient, transparent and equitable;
- Each individual utility or regional mutual assistance group (RMAG) plays a key role in successful response;
- The industry wants to demonstrate that it is prepared for significant events and committed to continuous improvement; and
- More efficient resource allocation would further improve public safety, accelerate restoration and reduce potential economic consequences.

Defining a National Response Event

A National Response Event is typically an electric utility event that:

- Significantly impacts the energy infrastructure resulting in widespread power outages, telecommunications outages and fuel shortages;
- Impacts life, property and security of a significant population;
- Requires resources that exceed the capacity of the impacted and adjacent regions, in terms of level and capability; and/or,
- Requires coordination of the Federal, State and Local response.

Once the NRE is declared, all of the available resources (lineworkers, tree trimmers, damage assessors, logistical support, etc.) are allocated at the national level across individual companies and RMAGs based on transparent and objective criteria.

National Mutual Assistance Resource Team (NMART)

Responsibilities:

- Executing the resource allocation process once it is triggered
- Using the pre-defined criteria for resource allocation and facilitating agreement among requesting utilities
- Documenting the key resource allocation decisions throughout the NRE
- Representing the industry interests, not individual utility interests
- Participating in the periodic drills and after-action reviews
- Managing and executing the NRE resource allocation methodology
- Structure and Governance:
 - Consists of the officers of the Edison Electric Institute (EEI) Mutual Assistance/Emergency Preparedness Committee (EEI MA/EP) and one representative from each RMAG (typically the RMAG lead)
- The EEI MA/EP Chairs and Vice Chair will serve as the NMART Chairs and Vice Chair, respectively

NRE EEI Liaison (NREC – National Response Executive Committee)

- During a large event, EEI is engaged in a significant number of additional activities in support of the industry's overall response. Below are specific responsibilities related to the NRE EEI Liaison:
- Coordinate NRE-specific information flow and events between NREC and EEI
- Ensure consistency in communication of NRE-related information across various stakeholders (internal and external)
- Develop and maintain a library of pre-defined messages for NRE communications
- Structure and Governance:
 - EEI will provide a Liaison who will be collocated with the NREC Chair during an NRE
 - EEI's efforts during an NRE will not take the place of or interfere with individual utilities' efforts to communicate utility-specific information
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Appendix E (Cont.): NRE Resource Management Worksheets

Samples of NMART Allocation Call Agendas.

NMART CALL Restoration Allocations Initial Call

Date:	TIME:
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ITEM	Completion
EEI CEO/COO notifies EEI Mutual Assistance Executive Committee requesting NRE activation.	
EEI MA Executive Officers notifies (via email- Send meeting request) EEI RMAG Executive Committee, EEI and Executive Oversight Committee of NRE request and call info	
Communicate any preliminary info available in email	
Open conference call/Webinar (by Secretary or designee to operate the NMART spreadsheet)	
Roll call	
Brief description of reason for call	
Brief weather update	
Impacted RMAG's description of event and impacted utilities	
Request utilities complete NRE "Requesting & Responding" template	
Set time for completed sheets to be emailed to MA Executive Officers or designees (Analytic Team)	
Set up and communicate conference call time for RMAG restoration allocations	
Set up and communicate Analytic Team Conference Call to review and discuss allocations.	
Set up and communicate next NMART call for allocations and continuation of process.	
Communicate call summary to NREC, EEI, NMART, etc.	

**NMART CALL
Restoration Allocations
Analytic Call**

Date:	TIME:
--------------	--------------

ITEM	Completion
Open conference call/Webinar (by Secretary or designee to operate the NMART spreadsheet)	
Roll call	
Review output from formula	
Review refinement factors (utilize checklist) discussed and adjustments needed.	
Make preliminary assignment of resources to RMAG's	
Repeat process until requests met.	

**NMART CALL
Restoration Allocations
Allocations Call**

Date:	TIME:
--------------	--------------

ITEM	Completion
Open conference call/Webinar (by Secretary or designee to operate the NMART spreadsheet)	
Roll call	
Brief description of reason for call	
Brief weather update	
Impacted RMAG's update on description of event and impacted utilities	
Review output from formula	
Communicate RMAG allocations and assignments	
Review refinement factors (utilize checklist) discussed and adjustments	
Ask for any concerns for allocations to be discussed & if we can't resolve, notify Executive Committee Oversight Team	
Follow up communication on assignments via email to MA Executive Committee, Executive Oversight Committee, EEI Staff, etc	
Set up next conference call and communicate via email	
Communicate assignments via email to MA Executive Committee, Executive Oversight Committee, EEI Staff, etc.	
Repeat process until completion	

**The National Mutual Assistance Resource Team (NMART) presents:
The National Response Event (NRE) Resource Allocation Tool - [Responding Template](#)**

Event Name

Date and Time

(Press ctrl+; to enter the current date, ctrl+shift+; to enter the current time)

[Table of Contents](#)

Input Guidelines

This page documents the guidelines for companies to input their data.

Responding Template

This page is a template for companies to use for providing resource information.

Responding Consolidation

This page is a collection of inputs from companies providing resources. The companies submit their information and the data is copy-pasted into this worksheet.

[Data Input Guidelines](#)

This sheet presents the guidelines for companies to enter their resource requests and resource availability.

[Home](#)

[Requesting
Template](#)

National Mutual Assistance Resource Team (NMART)

Data Input Guidelines

Members Companies to complete Requesting Template or Responding Template, or both, if applicable.

1) Requesting Company Template

a) Home RMAG

- Each Member Company to select one "Home" RMAG and report System Problems, Customers Served, Outages, Request for Assistance etc in the Home RMAG only
- Holding Companies may be in One Home RMAG or split Operating companies to different Home RMAGs where they are geographically located

b) The National Allocation Event process will not override a Holding Company's ability to provide Sister Company Assistance.

- Sister Company Assistance to be reported as Resources Secured by Requesting Company

c) Requests should be the number of Full Time Equivalent (FTE) resources, by type, that a company is willing to commit to or accept for NEXT DAY deployment consideration.

- Requests should be the remaining, outstanding number of FTEs not yet secured or acquired
- If a Requesting Company does not commit to a Responding Company, the available resources will be reallocated

d) Distribution and Transmission FTEs represent Line workers

e) Other FTEs - Enter number FTE requested and explain type in Comment Column. Ex. Staging Site workers, Storekeepers, Track AB/DD, Alley Machines etc

f) Maximum Days Travel - maximum # of days travel by a Responding Company that a Requesting Company is willing to accept (round in whole numbers)

g) Destination - City, State where Responding Companies are needed (Home city in target area)

h) Comment - describe type of Other FTEs, Special Equipment needs or other information as needed

i) Significant Event - list any events with significant public impact by outages, ex. Superbowl, Nat'l Political Convention, etc, during outage event

j) Requesting Company Contact - Mutual Assistance Contact, Name, Cell Number (Not the Field Contact)

2) Responding Company Template

a) Enter each Responding Company and associated information on each row for NEXT DAY deployment.

- Holding Company Operating Companies and Contractors released should each be listed on one row.

b) Other FTEs - Enter number FTE available that have been requested and explain type in Comment Column. Ex. Staging Site workers, Storekeepers, Track AB/DD, Alley Machines etc

c) Comment - describe type of Other FTEs, Special Equipment available that has been requested

Appendix F: Mutual Assistance Agreement Documents

Development of a written Assistance Agreement in an emergency incident

The Western Region Mutual Assistance Group strongly recommends utilities participate in a pre-established mutual assistance agreement within their region. This will alleviate a rush to create a legal agreement during an emergency event. A pre-established agreement has already been submitted to the scrutiny of legal departments and operations departments and found to be a workable document. In the event of assistance provided to a utility that is not a member of the same agreement, a pre-established agreement can be copied and modified to fit the circumstances of the assisting and requesting utilities.

A copy of a written Mutual Assistance Agreement is available on the Western Energy Institute website. [www.westernenergy.org/WRMAA/wrmaa/respOnder\\$.html](http://www.westernenergy.org/WRMAA/wrmaa/respOnder$.html)

Utilizing EEI Mutual Assistance Agreement Template

If a utility is a member of Edison Electric Institute (EEI), and are providing assistance resources to another utility who is a member of EEI, then there is a short form agreement that can be signed and recorded by EEI that constitutes a base agreement between the two utilities.

The following are the EEI Guiding Principles that are utilized in the EEI Mutual Assistance Agreement.

SUGGESTED GOVERNING PRINCIPLES COVERING EMERGENCY ASSISTANCE ARRANGEMENTS

Electric companies have occasion to call upon other companies for emergency assistance in the form of personnel or equipment to aid in maintaining or restoring electric utility service when such service has been disrupted by acts of the elements, equipment malfunctions, accidents, sabotage or any other occurrences where the parties deem emergency assistance to be necessary or advisable. While it is acknowledged that a company is not under any obligation to furnish such emergency assistance, experience indicates that companies are willing to furnish such assistance when personnel or equipment are available. In the absence of a continuing formal contract between a company requesting emergency assistance ("Requesting Company") and a company willing to furnish such assistance ("Responding Company"), the following principles are suggested as the basis for a contract governing emergency assistance to be established at the time such assistance is requested:

1. The emergency assistance period shall commence when personnel and/or equipment expenses are initially incurred by the Responding Company in response to the Requesting Company's needs. (This would include any request for the Responding Company to prepare its employees and/or equipment for transport to the Requesting Company's location but to await further instructions before departing). The emergency assistance period shall terminate when such employees and/or equipment have returned to the Responding Company, and shall include reasonable time required to prepare the equipment for return to normal activities (e.g. cleaning off trucks, restocking minor materials, etc.).
2. Employees of Responding Company shall at all times during the emergency assistance period continue to be employees of Responding Company and shall not be deemed employees of Requesting Company for any purpose. Responding Company shall be an independent Contractor of Requesting Company and wages, hours and other terms and conditions of employment of Responding Company shall remain applicable to its employees during the emergency assistance period.
3. Responding Company shall make available at least one supervisor in addition to crew foremen. All instructions for work to be done by Responding Company's crews shall be given by Requesting Company to Responding Company's supervisor(s); or, when Responding Company's crews are to work in widely separate areas, to such of Responding Company's foremen as may be designated for the purpose by Responding Company's supervisor(s).
4. All time sheets and work records pertaining to Responding Company's employees furnishing emergency assistance shall be kept by Responding Company.
5. Requesting Company shall indicate to Responding Company the type and size of trucks and other equipment desired as well as the number of job function of employees requested but the extent to which Responding Company makes available such equipment and employees shall be at Responding Company's sole discretion.
6. Requesting Company shall reimburse Responding Company for all costs and expenses incurred by Responding Company as a result of furnishing emergency assistance. Such costs and expenses shall include, but not be limited to, the following:

- a. Employees' wages and salaries for paid time spent in Requesting Company's service area and paid time during travel to and from such service area, plus Responding Company's standard payable additives to cover all employee benefits and allowances for vacation, sick leave and holiday pay and social and retirement benefits, all payroll taxes, workmen's compensation, employer's liability insurance and other contingencies and benefits imposed by applicable law or regulation.
 - b. Employee travel and living expenses (meals, lodging and reasonable incidentals).
 - c. Replacement cost of materials and supplies expended or furnished.
 - d. Repair or replacement cost of equipment damaged or lost.
 - e. Charges, at rates internally used by Responding Company, for the use of transportation equipment and other equipment requested.
 - f. Administrative and general costs, which are properly allocable to the emergency assistance to the extent such costs, are not chargeable pursuant to the foregoing subsections.
7. Requesting Company shall pay all costs and expenses of Responding Company within thirty days after receiving an invoice therefor.
8. Requesting Company shall indemnify and hold Responding Company harmless from and against any and all liability for loss, damage, cost or expense which Responding Company may incur by reason of bodily injury, including death, to any person or persons or by reason of damage to or destruction of any property, including the loss of use thereof, which result from furnishing emergency assistance and whether or not due in whole or in part to any act, omission, or negligence of Responding Company. Where payments are made to Responding Company's employees under a workmen's compensation or disability benefits law or any similar law for bodily injury or death resulting from furnishing emergency assistance, Requesting Company shall make reimbursement to Responding Company to the extent such payment increases the Responding Company's workmen's compensation or disability benefits costs, whether such increase in costs occurs in the form of an increase in premiums or contributions or in the form of reduction in dividends or premium refunds, or otherwise.
9. In the event any claim or demand is made or suit or action is filed against Responding Company alleging liability for which Requesting Company shall indemnify and hold harmless Responding Company under paragraph (8) above, Responding Company shall promptly notify Requesting Company thereof, and Requesting Company, at its sole cost and expense, shall settle, compromise or defend the same in such manner as it in its sole discretion deems necessary or prudent.