



*ICMA's Annual Conference Presentation*

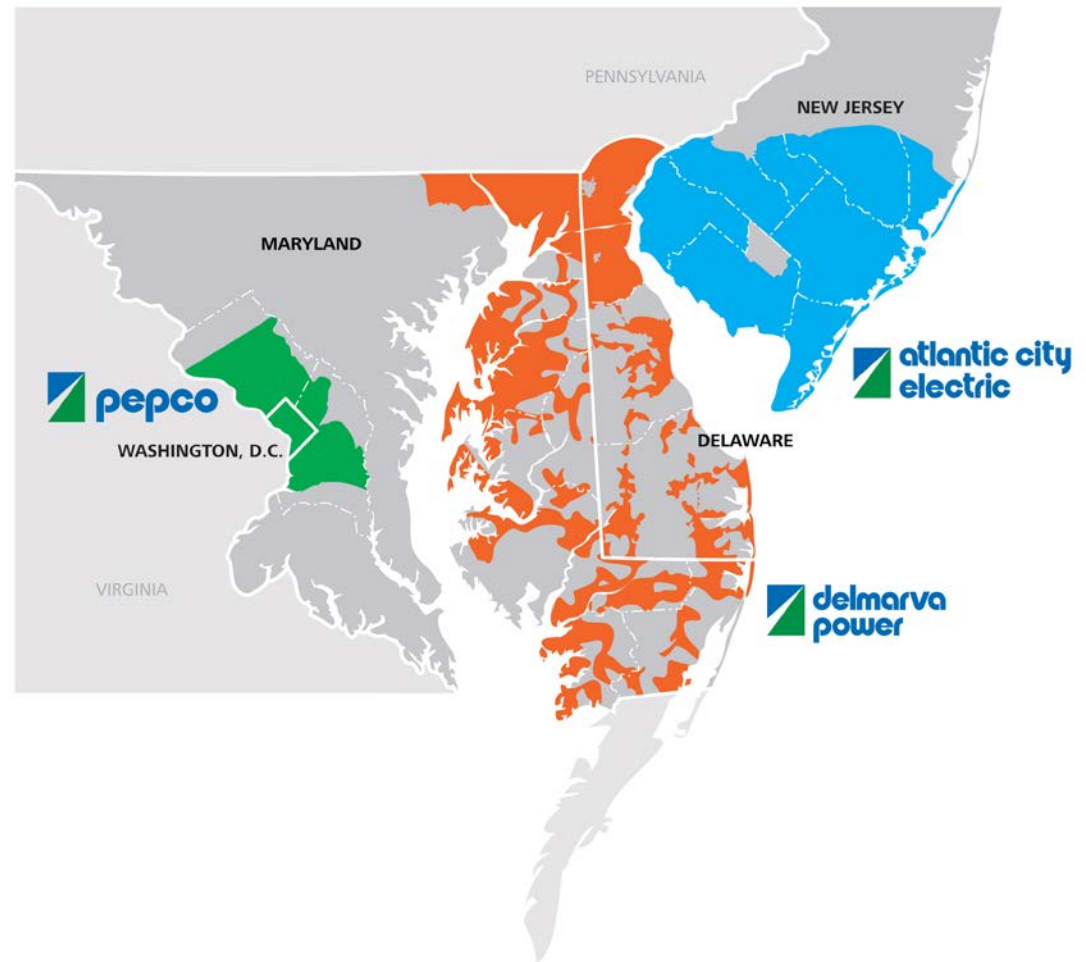


*Keeping the Power On When You Don't Have the Power:  
Collaboration in Emergency Management*

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Manager of Emergency Management - Pepco  
September 23, 2013

# Pepco Holdings, Inc. Quick Facts

- Incorporated in 2002
- Service territory:  
8,340 square miles
- Customers served
  - Atlantic City Electric:
    - 545,000 – electric
  - Delmarva Power:
    - 503,000 – electric
    - 125,000 – natural gas
  - Pepco:
    - 793,000 – electric
- Total population served:  
5.6 million (Approx.  
2 million customers)

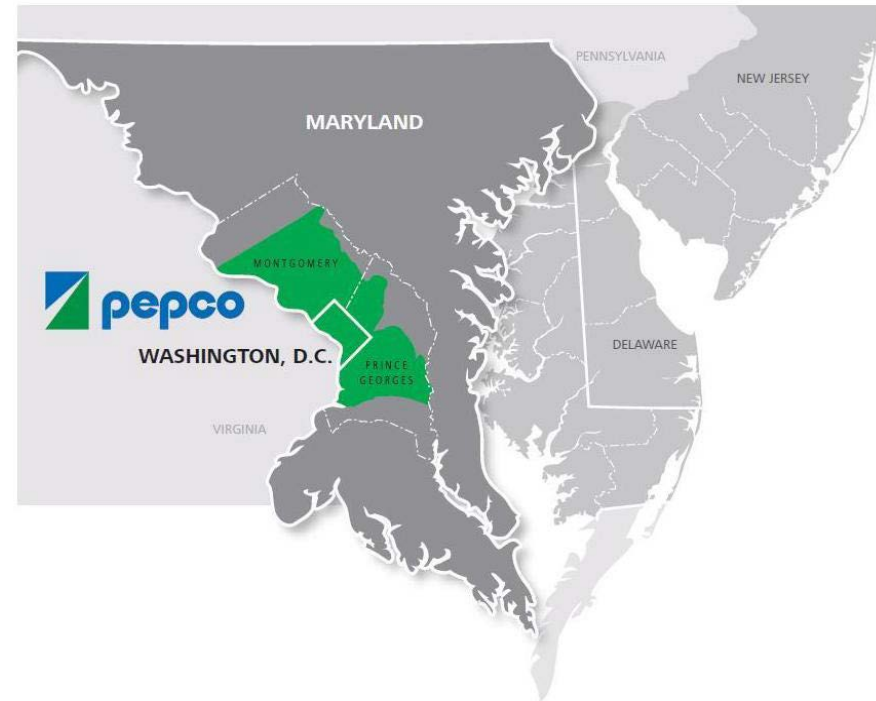


## At PHI, Each Day We...

- Handle 13,000 customer phone calls
- Respond to and restore 144 electrical outages
- Read 60,000 meters and send out the same number of accurate bills
- Connect 46 additional customers (17,000 per year)
- Reconnect and/or disconnect 455 customers
- Replace 16 poles (nearly 6,000 per year)
- Deliver 135 million kWh of electricity
- Deliver 64,000 Mcf gas to 118,000 gas customers
- Incur \$1.4 million in construction costs
- Maintain 3,500 miles of transmission lines and 30,000 miles of distribution lines
- Maintain 530 substations and 400,000 distribution transformers

## Pepco Quick Facts

- First incorporated in 1896
- Service territory:  
640 square miles
- Facilities: 9
- Substations: 150
- Customers served: 794,000
  - Washington, D.C.: 260,000
  - Montgomery County: 309,000
  - Prince George's County: 225,000
  - 350 High Voltage Customer  
[CVC / CVG]
    - Large Gov. Facilities, WMATA, Water/Sewer Plants, Hospitals
    - Customer Owned Equipment



# Safety First

- Safety is a core value at PHI
  - Internal and external safety education is a key commitment from PHI
  - We want to share information with first responders to ensure their safety and the safety of their teams
  - We also share information with the public through our newsletters, advertising and public speaking events

# Public Safety

***The Safety of our employees and the community we serve is paramount in all that we do. Therefore, it is sometimes necessary to redirect a crew in route or pull them off of a restoration job in progress to respond to a priority safety call.***

- Improved wires down process & DOT Tree/Wire Process
- Emergency Services Partnership Program
  - Electrical Safety training and information provided to Police, Firefighters, and Community Emergency Response Team's
- Emergency Management Response Team
  - Incident Command System
- Life Safety Task Force Team

# Public Education/Preparedness

***In the post 9/11 era, the Washington Metropolitan area in particular, must be prepared to react to any type of incident that may result in the loss of essential services.***

- Partnerships with the American Red Cross, and local and state EMA's to share information on emergency preparedness to the public
- Emphasis the use of the Emergency Medical Equipment Notification Program
- Videos and brochures on emergency preparedness, tree management, storm restoration procedures and reliability
- Pre-season coordination meetings with the jurisdictional school systems, health and human services, public works and emergency management agencies
- Involvement in community response groups and other agencies (i.e. CERTs)

# Information Sharing

***As a utility, we provide two key services to our customers, energy and information. When the first is not available, the second becomes critical. Our customers need information to better plan their lives.***

- Near real time outage maps on our webpage
- Providing access to more system information for our Customer Service Representatives and EMA Liaisons
- Reaching out to the Cable TV and other venues for providing information on the restoration effort, during a crisis
- Established a Crisis Communication Team and Joint Information Center to ensure the free flow of information from operations to key stakeholders and customers
- Educational DVD's Weathering the Storm; When the Lights Go Out and ESPP Electrical Safety for 1<sup>st</sup> Responders
- Increased the focus on emergency preparedness



# Collaboration in Emergency Management

*“In an emergency, municipalities rely on private sector utility providers to restore and manage utilities. In many cases municipalities lack the legislative authority to direct the utility companies, which creates coordination, commitment, and communication problems.”*

The Utility has the responsibility for Operation and Restoration of the Electric System.

They are the subject matter experts

“If everything is a priority nothing is a priority”

What Emergency Plan do you have ?

# *Emergency Preparedness*

- **Hope is not a strategy.**
  - Benjamin Ola Akande, Rudy Giuliani, Hillary Clinton, and Sarah Palin
  
- **Hope for the best, prepare for the worst.**
  - Traditional proverb, as found in [Roger L'Estrange](#), *Seneca's Morals* (1702)

# Emergency Preparedness Key Messages

***Pepco is an essential service provide in the nation's capitol and therefore must constantly work to ensure that we are prepared to respond to any type of crisis***

- Storms, Extreme Heat/Cold, Flooding, Life Safety, Voltage Reductions, Rolling Blackouts, System Shutdown and Post 9/11 issues.

***Pepco has taken various steps to enhance our emergency preparedness process***

- Second roles for all employees
- Improved procedures for providing information to customers
- Expanded capacity of Outage Management System
- Improved “Wires Down” process and development of a “Life Safety Task Force” with Montgomery Co. Fire and Rescue
- Developing community outreach programs
- Enhanced Planning and Drilling

# Emergency Preparedness

- PHI Emergency Management
  - Responsible in each PHI Region for Emergency Management and Preparedness Initiatives
  - Liaison with State and local Emergency Management Agencies
  - Critical Infrastructure Protection Assistance
  - Emergency Services Partnership Program (ESPP)
  - Internal & External Plans, Exercises and Drills
  - National Special Security Events
  - Utility Mutual Assistance

# Emergency Preparedness

- PHI Crisis Management Plan
  - All Hazards
  - Common Structure Across PHI Companies
    - Incident Management / Command System
  - Corporate Crisis Management & Strategy
  - Incident Support Team
    - Enterprise Wide Resource Management & Policies
    - PHI is Industry Leader In Use of ICS
- Regional Incident Response Plan
  - Regional Incident Management Teams [ICS]
- PHI Business Continuity Plans
  - By Facility and Activity

# Emergency Management a Multi-Level Approach

Pepco (all of PHI) recognizes the importance of providing and maintaining reliable electric service as well as being a reliable neighbor to our communities, especially in time of crisis.

To accomplish these objectives Pepco's Emergency Preparedness Group utilizes a multi-level approach to relationship management:

- **Education** – sharing information, processes, participation in drills and exercises and constantly working to improve.
  - think outside the box
- **Communication** – developing and maintaining effective lines of communication, ensuring the proper information is shared between utilities and emergency services organizations.
  - establish priorities and set expectations
- **Partnerships** – build the partnership based on the common goal of serving the community, focus on operational issues
  - leave the egos at the door

# Education

- **Education** – We work to share information with our EMA's and other key partners on topics such as restoration plans, situational awareness, weather, safety information and mutual assistance. We also look for opportunities to participate in joint drills and exercises with our key partners to better understand how their EOC's and Operation Centers function. In addition we have an in-person training program utilizing PHI's High Voltage Safety Trailers and power point presentations specifically targeted at training for police, fire and public works personnel designed to educate first responders about utility safety at incidents.
  - Basic understanding of your utility's restoration plan
  - Share state/county/local COOP's with utility
  - Identify gaps/issues between public and private sector and possible solutions to close gaps.
  - Hold meetings to discuss operation/restoration procedures, concerns and suggestions
  - Participate in joint training exercises
  - Review "Critical Customer/Facility" lists annually

# Restoration Process

***In a disaster, continuity of government and the community are critical. Pepco's restoration plans must support that effort with a systematic but flexible restoration sequence***

- Life threatening situations (Hospitals, wires down)
- Transmission Lines
- Substations
- Distribution Lines
- Individual customers

## ***Additional Restoration Efforts***

- Rework our Incident Response Plans to follow NIMS
- Improved estimated restoration time process
- Revamped customer coding (weights) in CIS
- Improved mutual assistance process
- AMI (Advanced Metering Infrastructure)
  - Pinging of customers meter



# Restoration Process

## Priority Basis

- Potentially Life-threatening Situations
  - Energized Wires Down
  - Life Safety
    - Hospitals, 911 Centers, Water Treatment Plants, WMATA
  
- Bulk Power System Facilities
  - Transmission Lines (Tens of Thousands)
  
- Sub Transmission System Facilities
  - Sub Station Supplies (Thousands)
  
- Distribution System Facilities
  - Primary Feeders (Hundreds)
  - Vicinities (Dozens)
  - Service Drops (Single)

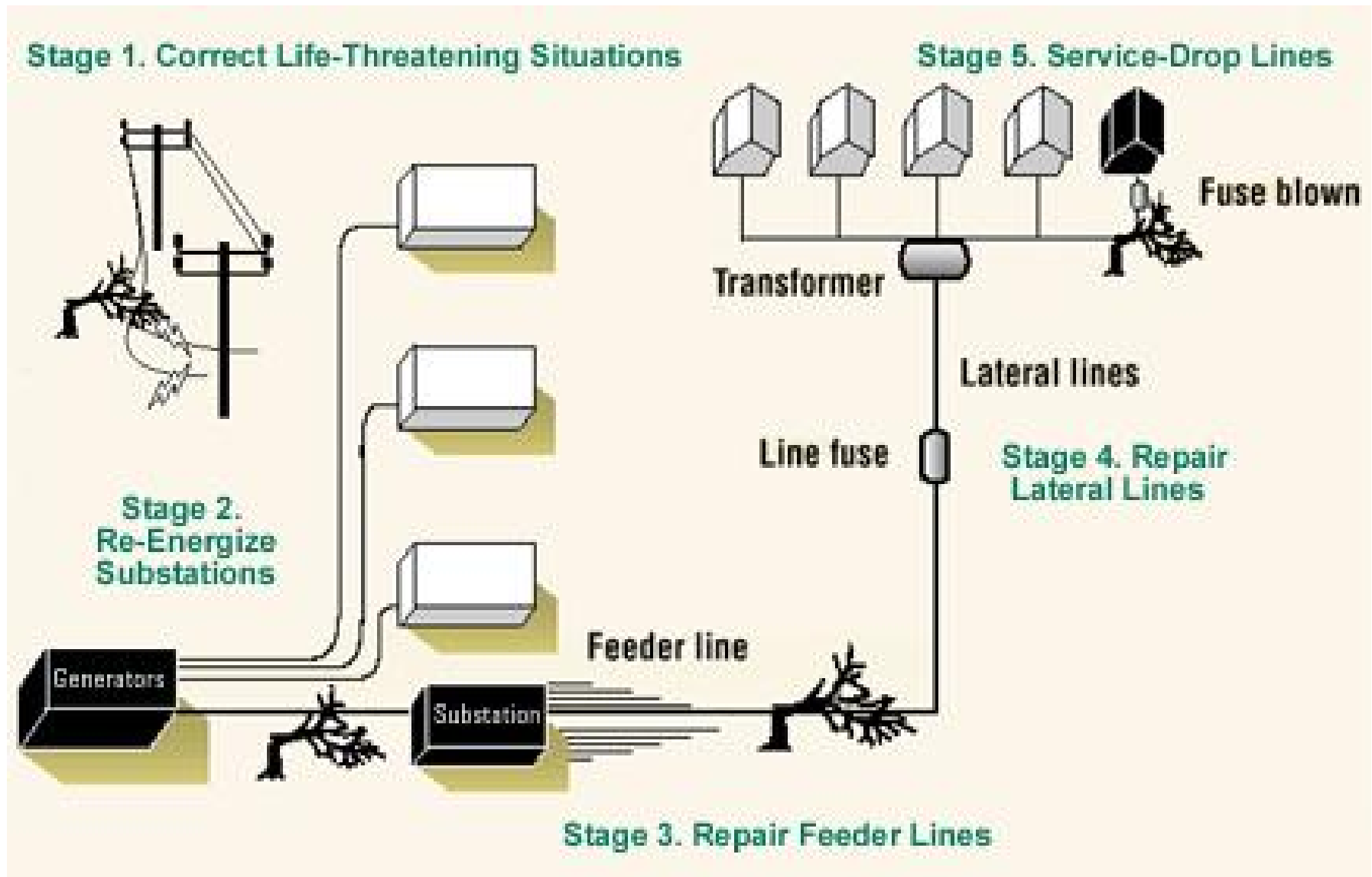
# Service Restoration

## Restoration Challenges

- Weather
  - Transportation
  - Cold Load Pickup
- Resources
  - Pepco & Sustaining Contractors
  - PHI Resources ACE / DPL
  - Supplemental Contractors
  - Utility Mutual Assistance
- Conflicting Priorities
  - Federal vs. State vs. Local
  - Multiple Jurisdictions
- Travel Restrictions
  - Traffic
- Wires Down
- Access / Permits??????

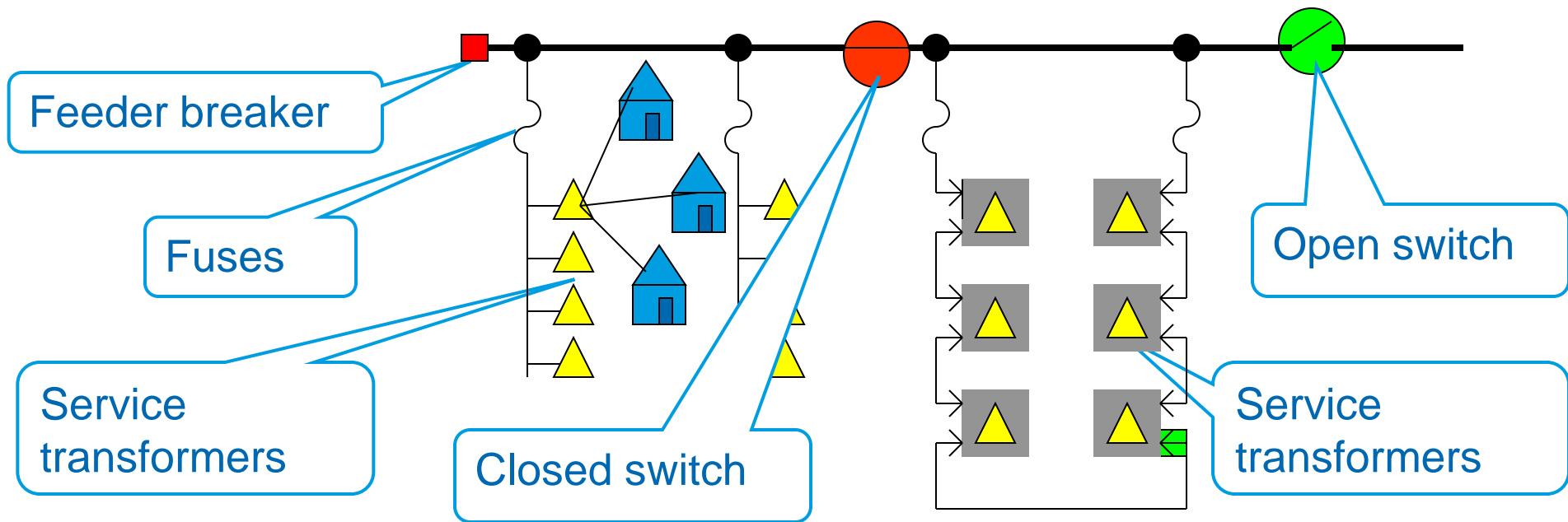


# Restoration Process



# Restoration Process - Distribution Feeder

- Distribution Feeders leave substation from feeder breakers and carry power to customers
- Distribution Feeders typically carry power for distances between 2 and 20 miles
- Schematics of a feeder and a few devices:

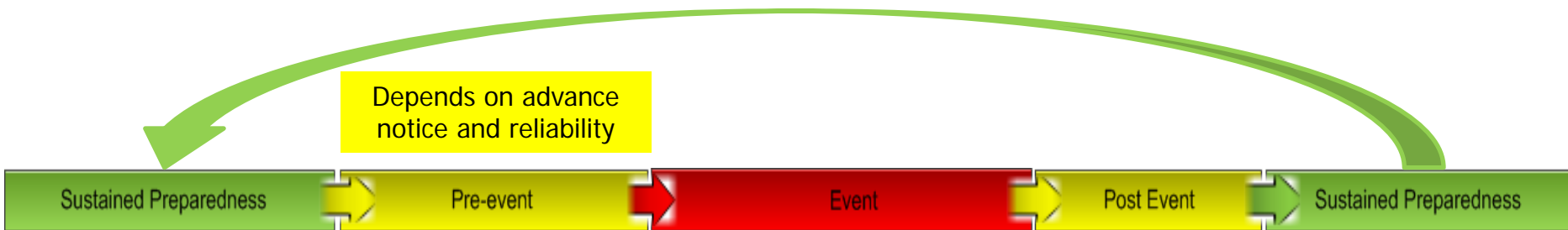


# Communication

**Communication** – Communication needs to be ongoing, not situational and based on common goals and understandings. It includes participation in drills and exercises at the municipal, county and state level. Utility employees attend these drills and exercises in order to further build relationships with a number of agencies at one time and to share operational knowledge and expertise about storm restoration and utility response. These events provide the opportunity to return with feedback from our partners and look for opportunities for improvement. The more you communicate the better you educate.

- communication links should be 24/7 not just for big events
- establish a common language – “Priorities Codes”
- assess capabilities for communicating & coordinating with emergency operation centers (EOC’s) and senior leaders at the Federal, State and local levels within the NCR.
- government concerns should be vetted
- central adjudication of issues – EOC
  - EOC Director should set priorities for consideration by Utility
- ensures common objectives are met, “If Possible”.

# Communication Emergency Preparedness Modes



Sustained Preparedness	Pre-event	Event	Post Event	Sustained Preparedness
Emergency Procedures	Safety	Safety	Evaluate Statistics	Reviews, Revisions, Changes
Emergency Operation Plans	Monitoring (Weather, Security, etc)	Monitoring (Weather Security, etc)	Debriefs (Internal External)	Emergency Procedures
EMA Interactions	Internal Checklists (IC)	Response	Action Items	Emergency Procedures
Response Training	(IC) T minus 4 or more Days	Assessment	Reports	Roles Assignments
Technology Training	(IC) T minus 3 Days (72 hrs)	Event Checklists	Incident Role Response (2 <sup>nd</sup> Role) Evaluations	EMA Interactions
Roles Assignments	(IC) T minus 2 Days (48 hrs)	External Industry Contacts		Mutual Assistance Interactions
Internal Drills and Exercises	(IC) T minus 1 Day (24 hrs)	External non Industry Contacts		Contact Information
Mutual Assistance Interactions	External Industry Contacts	Incident Role Response (2 <sup>nd</sup> Role) Re-assignments		Training
Contact Information	External non Industry Contacts			Incident Role Response (2 <sup>nd</sup> Role) Assignments
Monitoring (Weather, Security, etc)	Incident Role Response (2 <sup>nd</sup> Role) Activation			
Incident Role Response (2 <sup>nd</sup> Role) Assignments				

# Communications

- ***ALWAYS Report Service Interruptions First!***
  - To Report Power Outages
    - Call:           1-877-PEPCO-62   24 Hours a Day
      - Need Pepco Account Number, Service Address or Call from the phone number listed on account
      - Keep Information Updated & Available to Staff
      - Building Name, Agency or Unit block is Not Good Information

# *Does your company/agency have a Plan?*

## **Resources to Help You Prepare for Emergencies / Develop a Plan**

- **American Red Cross:** [www.redcross.org](http://www.redcross.org)
  - Plan and Prepare (family, school, business)
- **Greater Washington Board of Trade:** [www.bot.org](http://www.bot.org)
  - Emergency Preparedness and Business Continuity Planning
- **Federal Emergency Management Agency:** [www.fema.gov](http://www.fema.gov)
  - Plan, Prepare and Mitigate
- **Ready.gov (Department of Homeland Security):** [www.ready.gov](http://www.ready.gov)
  - Make a Plan
- **District of Columbia Emergency Management Agency:** [www.hsema.dc.gov](http://www.hsema.dc.gov)
- **Maryland Emergency Management Agency:** [www.mema.state.md.us](http://www.mema.state.md.us)



# Partnerships

- **Partnerships** – require coordination, commitment, and communication from both the municipalities/EMA's and the private sector utility providers to restore and manage electrical events. Partnerships require the establishment of trust based on common goals, respect and understanding of the each others operational needs and limitations. Ideally, the onset of a major event is not the time to decide to establish partnerships. That work should be done well in advance and as part of an operational practice that is the routine rather than the exception.
  - Quarterly meetings – breakfast, lunch
  - Speed dial
  - Joint initiatives
  - LEAVE THE EGOS AT THE DOOR

# PHI Aspiration

We will become best in class in **safety, reliability, customer service** and **innovation** by **engaging our talented workforce, leveraging operational excellence** and **applying advanced technology**.

## ■ BEST IN CLASS

OUTPERFORMING OUR PEERS, BALANCING THE NEEDS OF CUSTOMERS WITH THE NEEDS OF THE BUSINESS

## ■ INNOVATION

LEVERAGING EXPERTISE TO OPTIMIZE ENERGY RESOURCES AND USE FOR NON-REGULATED BUSINESS PARTNERS

## ■ TALENTED WORKFORCE

FOCUSING ON LEADERSHIP, TEAMWORK, ENTERPRISE FOCUS, ACCOUNTABILITY AND COMMUNICATION TO BUILD HIGH-PERFORMING TEAMS

## ■ OPERATIONAL EXCELLENCE

DELIVERING A VITAL SERVICE TO CUSTOMERS WHILE BEING FULLY COMPLIANT AND MEETING PHI GOALS

We will continue to empower customers through a **smarter grid, create energy solutions** for our business partners, **protect our environment** and **deliver value** to our shareholders.

## ■ CREATE ENERGY SOLUTIONS

BUILDING CUSTOM, CUTTING-EDGE SYSTEMS TO REDUCE ENERGY COSTS AND ADDRESS OPERATIONAL AND PERFORMANCE NEEDS OUTSIDE THE UTILITY ENVIRONMENT

**THANK YOU**

Questions ?