

Defining the Utility's Role in Ensuring 'Community Continuity'

Keynote Address

Presented by Dan O'Neill
President and Managing Consultant
O'Neill Management Consulting, LLC

To the Infocast Emergency Preparedness Conference
On May 10, 2006
In Atlanta, GA

Agenda of this introductory presentation

- Welcome to Atlanta and the Conference
- Emergency Preparedness is making headline news
- What is Community Continuity?
- What is the *limited role* of the electric utility in ensuring Community Continuity?
- Why is communication of that role so important?
- Overview of the conference

Welcome to Atlanta and this conference

Atlanta is the home of:

- **Business**
 - Southern Company, Georgia Power
 - INPO (nuclear utility self-regulator)
 - Coca-Cola, Delta, Home Depot, CNN
 - Most Southeast regional HQ's
 - World's busiest passenger airport (ATL)
- **Education**
 - Georgia Tech, Emory University
 - HBC's Morehouse, Spelman, Morris Brown, Clark Atlanta
 - Agnes Scott, Oglethorpe, Georgia State U., Kennesaw State U., etc.
- **Government**
 - Capital of Georgia
 - HQ of Federal Region IV – Southeast
 - Federal Reserve Bank (Sixth District)
- **Culture**
 - Martin Luther King, Jr. Center
 - Jimmy Carter Presidential Library
 - Woodruff Arts Center
 - Centennial Olympic Park
 - Braves, Falcons, Hawks, Thrashers

Atlanta, Georgia



*Where Southern hospitality meets
Sunbelt business opportunity*

Emergency preparedness has become a headline issue for utilities

- **Terrorist attacks**

- NYC: September 11, 2001 WTC attacks
- Madrid: March 11, 2004 train bombings
- London: July 8, 2005 subway bombings

The New York Times

U.S. ATTACKED

*HIJACKED JETS DESTROY TWIN TOWERS
AND HIT PENTAGON IN DAY OF TERROR*

- **Blackouts**

- Northeastern North America: August 14, 2003
- Los Angeles: September 12, 2005

Detroit Free Press

Communication

failed,

Congress told

- **Hurricanes**

- 2003: Isabel hits from Richmond to Philadelphia
- 2004: Charley, Frances, Ivan, Jeanne hit FL, AL
- 2005: Dennis, Katrina, Rita hit Gulf; Ophelia hits NC

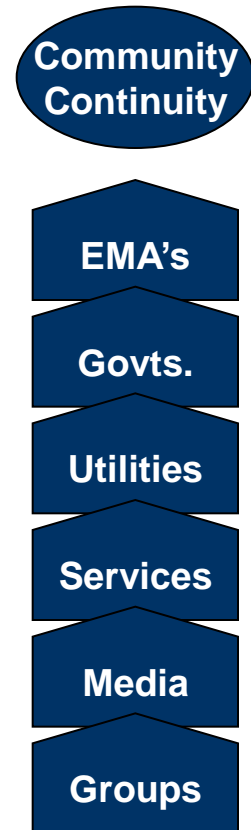
The Washington Post

**Storm Deals Another
Knockout Punch**

***Increasingly, utilities are being scrutinized – after the fact –
for their response to emergencies***

The key to getting EP right is understanding 'Community Continuity'

- **What is 'community continuity'?***
 - It is a recognition that some customers have a larger role in the essential functions of the community (e.g., schools)
- **Who is involved in community continuity?**
 - 'All response is local'
 - Emergency Management Agency (EMA)
 - Government agencies (Fed, state, county, local)
 - Utilities (electric, gas, water, telephone, pipelines)
 - Public services (fire, police, transit, street lights, hospitals, schools, grocery/drug stores, etc.)
 - Media and regulators
 - Community groups (regional councils, community and homeowners' associations)
- **What is the utility's expected role?**
 - Where does it end? And how does the utility manage expectations about its role with these groups?



The key is to recognize that the electric utility cannot guarantee community continuity. It can only ensure that it does its part, and ensure others know theirs

* Term coined by Mike Maxwell, VP, Emergency Preparedness, Pepco Holdings, Inc.

What is the utility's *limited* role in Community Continuity?

What is *not* the utility's role:

- **Community continuity** – That belongs to the EMA, if there is one
- **Overall ICS** – again, the EMA is the overall incident commander
- **Public safety** in general
- **Prioritize** restoration of other services – police, water, fire, traffic signals (but the utility should work to know them)
- **Communicate** to the public what to do to ensure their safety, health, and comfort, e.g. boil water notices, evacuation routes
- **Emergency backup** for essential services that really cannot be interrupted for long
- **'Good neighbor' services**
 - Distributor of dry ice
 - Emergency rescue or transport
 - Restore other utilities' services

What *is* the utility's role:

- **Service restoration** - Restore its own services (e.g., electric)
- **Utility ICS** – You command your own/contracted resources
- **Safety** of its own facilities (e.g., wire watch) and resources (employees/contractors)
- **Prioritize** restoration of its services, with information provided by others about the importance of each meter
- **Communicate** information about restoration times, both generally, by area, and for specific customers, and about safety around its facilities
- **Planning** and coordination with others for how it will perform its role in emergencies

To define *its* unique role, the utility must communicate with others

Communication Activities

		Meetings/ Education	Plans/ Procedures	Drills/ Exercises	Major Event
Entities	EMA	Supporting	Key	Key	Key
	Services	Supporting	Key	Key	Supporting
	Media and Regulators	Key	Key	Situational	Situational
	Community Groups	Key	Situational		

Target of Communication

- Key
- Supporting
- Situational

- During 'major event', coordination of response should be primarily the responsibility of EMA
- During all other times, the utility must engage in wide-ranging coordination efforts with numerous organizations

This is where you can ensure that other entities understand the vital yet limited role of your utility in the larger job of community continuity

Conference Agenda

Today:

Session One: Communicating with the Media and Customers in an Emergency

- “Defining the Utility’s Role In Ensuring Community Continuity,” Dan O’Neill, O’Neill Management Consulting
- “Communicating Through the Media About the Emergency,” Charlie Fisher, James Lee Witt Associates

Session Two: Sharpening the Effectiveness of Your Emergency Preparedness Plans

- “Assessing Your Emergency Preparedness,” Mike Maxwell and Rob Stewart, Pepco Holdings Inc.
- “NYC Utility Emergency Preparedness – A Changing Paradigm”, Mike Spall, Con Edison
- “Adding to Your Communication Technologies in Coping with Emergencies,” Jim Kennedy, Twenty-First Century Communications
- “Long Distance Mutual Assistance,” Eric Dickson, FirstEnergy
- “Managing the Logistics of Restoration Efforts,” Jim Anderson, Progress Energy Manager, Distribution Asset Performance

Today (cont.)

Session Three: Pulling the Trigger – Executing the Restoration Plan

- “Pulling the Trigger – Executing Your Emergency Plan,” Joe Woomer, Dominion
- Panel Discussion: Lessons Learned in Executing Emergency Plans, with the above and Ron Goebel, SCANA

Tomorrow:

Session Four: Lessons Learned: Case Studies from Recent Disasters

- “Hurricanes,” Chuck Wallis, Alabama Power
- “Storms,” Wayne Lynn, Exelon
- “Ice & Snow Storms,” Steve Gilkey, Kansas City Powel & Light
- “Panel Discussion: Lessons Learned from Recent Disasters,” with the above speakers
- “Wrap-up”, Dan O’Neill, O’Neill Management Consulting