STATE OF NEW YORK DEPT. OF PUBLIC SERVICE DATE: 10/15/08 CASE NO: 08-E-0539 Ex.\_\_\_151

BEFORE THE STATE OF NEW YORK PUBLIC SERVICE COMMISSION



In the Matter of

Consolidated Edison Company of New York, Inc.

Case 08-E-0539

September 2008

Prepared Exhibit of:

Staff Emergency Management Panel

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State of New York Department of Public Service 90 Church St. New York, New York 10007

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# Staff Emergency Management Panel

# Exhibit (SEMP-1)

## List of Staff Information Requests

# Staff Request

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Consolidated Edison Company of New York, Inc. Electric Rate Case 08-E-0539

# Exhibit\_\_(SEMP-1)

Information Request Responses and Company Supplied Information

Redacted

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Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS5 Date of Response: 09/04/2008 Responding Witness:

Question No.: 46Rev

<u>Response</u>: Confidential

Redacted

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Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS5 Date of Response: 06/03/2008 Responding Witness: Emergency Management Panel

## Question No.:48

Subject: Centralized Emergency Management Organization - List the synergies that are anticipated to result from the May 1, 2008 corporate centralization of the emergency management organization referenced on page 17. Indicate how the identified synergies are reflected in the rate filing.

#### Response:

As of May 1, 2008, Con Edison and O&R have undertaken an initiative to improve the companies' emergency management structures through a re-organization that combines Emergency Management into a single corporate organization with overall responsibility for Con Edison and Orange and Rockland Utilities emergency management program. This centralization did not require any additional personnel and it is anticipated that there are limited synergies as a result in the areas of business continuity efforts and municipal liaison activities.

Specifically, the existing O&R EM resources dedicated to business continuity efforts will be supplemented by the Con Edison business continuity resources. This will minimize any duplication and allow for an increase in the breadth and scope of business continuity planning and training efforts at O&R.

Further, the centralization will increase the pool of resources available to provide municipal liaison support on a routine basis, as well as during emergencies. This will result in more comprehensive, consistent and efficient communication efforts with local government agencies and elected officials.

Accordingly, while the centralization will enhance aspects of the Company's Emergency Management program, it did not, in and of itself, reduce the Company's request for Emergency Management staffing. However, we would note that although the Company's Work and Staffing Plan (discussed in our testimony at pages 36-38) initially identified the need for 37 full-time positions to accomplish the additional necessary work resulting from an increased breadth and scope of the Emergency Management organization, further analysis of potential consolidations, synergies and a focus on minimizing resource requirements to reduce customer costs resulted in the requested staffing level of 32 people. This reduced staffing requirement request is accounted for in the program change (see Exhibit \_\_EMP-5).

Exhibit\_(SEMP-1) 3 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS19 Date of Response: 07/11/2008 Responding Witness: Emergency Management

## <u>Question No.</u>:293

1. Provide the Organization charts for Corporate Emergency Management, Electric Operations Emergency Management, and the Orange & Rockland Emergency Management as of January 1, 2007 and January 1, 2008. Include all personnel from top to bottom. 2. Provide the title, salaries, job description, and duties for each personnel within Corporate Emergency Management and Orange & Rockland Emergency Management Organizations for the two periods requested above. 3. Quantify the synergy savings in terms of cost from combining the three organizations. What other value-added benefits did the Company gained?

#### Response:

1. The Organizations requested for January 2007 and 2008, which include all personnel from top to bottom are attached. It should be noted that the current organization chart for Emergency Management, which was centralized in Spring of 2008, is included in Exhibit \_\_ (EMP-6).

#### 2. Job descriptions:

**Corporate Emergency Management:** 

The position guides for the Project Manager and Business Continuity positions are included as attachments. There is no position guide for the Vice President of Corporate Emergency Management.

#### Orange and Rockland Emergency Management: Section Manager Emergency Preparedness Primary Function:

Under the general supervision of the Director - Electric Operations, the individual is responsible for the coordination and maintenance of comprehensive emergency plans for corporate response and recovery, the electrical system and the gas system. The individual is responsible to optimize the Company's response to incidents requiring the utilization of the emergency plans and pro-actively updating the plans to ensure a proper and appropriate response strategy is used and resources are allocated correctly to the restoration and emergency incidents. The individual shall direct and guide other individuals engage in restoration and emergency incidents and response.

#### Senior Specialist Emergency Preparedness Primary Function:

Under the general supervision of the Emergency Preparedness Manager the individual is responsible for the coordination and maintenance of comprehensive emergency plans for corporate response and recovery, the electrical system and the gas system. The individual is responsible to optimize the Company's response to incidents requiring the utilization of the emergency plans and pro-actively updating the plans to ensure a proper and appropriate response strategy is used and resources are allocated correctly to the restoration and emergency incidents

The average 2008 salary for the Corporate Emergency Management Project Manager position is \$117,250 and a Project Specialist is \$107,150.

The average 2008 salary for the Orange and Rockland Section Manager is \$117,250 and a Senior Specialist is \$94,050.

3. Please see the response to DPS 48. In DPS 48, the Company noted that there would be limited synergies as a result of the centralization of the emergency management organizations. In terms of dollars, this centralization enabled the Company to avoid the need for one-quarter of a full time equivalent position for the business continuity area which equates to an avoided cost of approximately \$23,000 for a senior specialist position. The Company reflected this avoided cost in its filing. The benefits realized through the centralization are focused on standardization and a focused and consistent execution of the Corporate Emergency Management Strategy.

Exhibit\_(SEMP-1) 5 of 53

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#### EDISON POSITION GUIDE - Draft

Position Title: <u>Project Specialist</u>, Business Continuity & Emergency Management Position Code:

Organization: <u>Emergency Management</u> Effective Date:

Location: <u>4 Irving Place</u> Payroll Code:

Reports to: Project Manager or Vice President Emergency Management POSITION TITLE

**PURPOSE:** In this highly visible position, the prime function is continuation of the Business Continuity effort begun by Emergency Management Staff. The selectee will be integral to the success of a corporate wide Business Continuity Program through her or his ability to provide guidance and educate the corporation on what Business Continuity is, what it involves and how it differs from the myriad other plans under which we operate.

MAJOR	RESPONSIBILITIES:	Only Major duties of and described here.)	a contributing nature	should be listed
1.	Number of people superv	vised: Directly: Mgmt	None Indirectly:	Mgmt. None
	(if none, state "None")	Weekly	None	Weekly None
2.	Will team with operating to design and implement selected critical facili	appropriate Business		
3.	Ensures implementation employees whose work is the environment is fully regulations.	directed. Ensures	that safe work practic	es are followed and
Prepare	ed by: <u>James_Kerr</u> <b>NAME (Type d</b>	r Print) Project N	anagerINIT	IALS DATE
— Reviewe	ed by: <u>George Greenwood</u> NAME (Type or Pr	Vice President		DATE
Concurr	ced: <u>Kevin Burke</u>	President & C	:00	
COMPENS	SATION	DAT	E	
Periodi	c Review: DATE	DATE	DAT	E

Send original and one copy to Compensation

#### POSITION GUIDE - MAJOR RESPONSIBILITIES (continued)

Using the corporate plan as a guide, prepare and implement Business Continuity Plans for geographically selected critical facilities. Select appropriate team members from operating organizations, corporate units and Information Resources to construct a useful plan for the organizations affected during a large scale business interruption. Designs and implements organization wide training program for selected critical business functions. Will also guide senior management in planning for non-critical business function post event communication and action. Will be instrumental in the on-going success of the program and for establishing it as a model for the utility industry.

ORGANIZATION STRUCTURE

Incumbent Reports to	New Position FOSITION TITLE
Incumbent (this Position Title) List of Titles of those	New Position POSITION TITLE
reporting directly to incumbent:	None - Individual Contributor POSITION TITLE
	POSITION TITLE
	POSITION TITLE

EMPLOYEE SPECIFICATIONS (To do this job)

Education -BA/BS in an appropriate discipline. MS a plus. Professional industry certification desirable.

Experience - This is a high visibility position. Eight to ten years of experience in contingency planning and Business Continuity Program initiation and maintenance. Broad based knowledge of life safety, evacuation planning and Information Technology Disaster Recovery (in that order) is required. Expertise deep enough to be considered the Subject Matter Expert will be a defining factor in the selection process. Significant ability to lead, participate in and manage teams will be necessary for the successful candidate to demonstrate during the selection process. Single band knowledge, i.e. evacuation planning or IT disaster recovery processes will not meet the broad based requirement noted above.

#### CON EDISON POSITION GUIDE

Location: 4 Irving Place

Exhibit (SEMP-1) 7 of 53

Position Code: 603/ Position Title: Project Manager

Organization: Emergency Management

Payroll Code:

Effective Date: October <u>1</u>, 2005

Reports to; Vice President Emergency Management POSITION TITLE

PURPOSE: (Summarize the prime function of this position, its basic objectives and why the position is needed as a contribution to the success of the Company.)

Facilitate the Company's preparation and response to incidents throughout the system under the nationally accepted Incident Command System (ICS), based on management by objective and described in Corporate Instruction CI-260-4, "Corporate Response to Incidents and Emergencies." Play a major role in the development of emergency plans including natural disaster; crisis management and corporate business continuity plans. Act as a company liaison to government agencies for emergency planning activities, planned major work and during field incidents.

MAJOR RESPONSIBILITIES: (Only Major duties of a contributing nature should be listed and described here.)

1)Number of people supervised: Directly: Mgmt. None Indirectly: Mgmt. 0

(if none, state "None")

Weekly None

Weekly \_\_\_\_ None

2) Ensures implementation of Company safety, health and environmental programs. Ensures that safe work practices are followed and the environment is fully protected in accordance with Company policy and governmental regulations.

3) Act as a liaison to the New York City Office of Emergency Management (OEM), NYPD, FDNY, NYCDOT, NYCDOB, FEMA, SEMO and the Westchester Office of Emergency Services along with other agencies during Company caused/involved incidents ranging in severity from routine work to full-scale corporate emergencies. During non-emergency periods, work with these agencies on manmade and natural disaster emergency planning, company field activities with potential impacts on citizens and special projects/concerns.

4) Work to assure company procedures, internal communications and management actions include the ICS process for all incident responses.

5) Working with TLC staff review and modify ICS eLearning & classroom course content with the goal of producing relevant, timely and quality instruction beneficial to individuals filling incident response and support positions under ICS.

6) Assure incident response is appropriate based on the size and severity of the

	Exhibit(SEMP~1)
emergency as defined by CI-260-4 classification tables.	-8 of 53
7) Develop and publish monthly staffing schedules for a full- including an organization chart, phone list, position guides	
8) Help establish ICS/Emergency Management experts from the b organizations respond to "upgraded" and "serious" incidents. of established Incident Management Assist Teams (IMAT) provid support at "serious" and "full-scale" incidents.	Assist as a member
9) Assist in the development and execution of drills as well action reviews (critiques) to help assure they challenge empl point of notification to the repair and ultimate recovery fro problem. Drills must also include achievable objectives and c internal and external) by the Company. Drills will be followe reviews highlighting successes and areas of improvement. Re "serious" and "full-scale" level must go through a similar af process. Assist in the development of annual full-scale corpo exercises. Assist in development of courses aimed at external educate them on company activities.	oyees from the m a scenario-based ommunications (both d by after action al events of ter action review rate emergency
10) Continue benchmarking other emergency management organiza our presence in local and national associations and conferenc professionals.	
11) Address issues such as the Company's business continuity planning for natural disasters such as hurricanes, security o facilities and building evacuation planning.	
12) May perform other related assignments as appropriate incl delegated as VP, Emergency Management in his absence.	uding being
13) Assist in chairing Emergency Management Ad-hoc interdepar meetings setup to achieve specific company goals.	tmental committee
14) Participate in crisis management plan development activit	ies.
Prepared by James Kerr Project Manager (7 NAME (Type or Print) TITLE INITIAL	DATE DATE
Reviewed by George Greenwood Vice President	INITIALS JATE
Concurred Jorge (New COMPENSATION	<u>10/5/25</u>
Periodic Review: DATE DATE	DATE

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POSITION GUIDE - MAJOR RESPON	SIBILITIES (continued)
L	
ORGANIZATION STRUCTURE	
Incumbent Reports to	Vice President
	POSITION TITLE
Incumbent (this Position Title)	Project Manager
includence (chills rosicion incle)	POSITION TITLE
List of Titles of those	
reporting directly to incumbent:	
	NONE
	FOSITION TITLE
	POSITION TITLE
EMPLOYEE SPECIFICATIONS (To d	lo this job)
Education - Essential	
A Bachelor's degree in Engineering or Appl	lied Science is required.
Experience - {Discuss type and dept	th of emperience)
   Must have a minimum of 3 years of relevan	t work experience in Emergency Management including interaction
with constituents external to the Company a	
A minimum of 3 years in developing, organ	nizing and conducting drills to test the readiness of Electric, Gas,
· · · · · ·	partments including developing scenarios, timeliness on inserted
messages and	burnens including developing scenarios, interness ond inserted
I messages <u>min</u>	
At a minimum of 3 years of approximal ava	voringen in Flortric, Gas. Stoom or Substation Systems including
responding to field emergencies as a first re	perience in Electric, Gas, Steam or Substation Systems including
Leshouding to tierd emergencies as a trust te	saponoer.
Must person good oral Aurithan armen alar	tions, proportation and strong intersection - I - Wills
i musi possess good orai/written communica	tions, presentotion and strong interpersonal skills.

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# EDISON POSITION GUIDE

Position Title:	Project Manager (3L)	Position Code:	26031
Organization:	Corporate Emergency Planning	- Effective Date:	1/1/08
	4 Irving Place	_	
Location:	Vice President, Corporate Emergency Planning	Payroll Code:	93 <u>34 S</u>
Reports to:	POSITION TITLE	_	
	arize the prime function of this positi sition is needed as a contribution to		
highly visible position,	Planning is seeking a candidate to manage the C , this candidate will be integral in developing and wide business continuity program.		
continuity planning ac departmental and cor	e VP of Corporate Emergency Planning by identify tivities. This position will provide advice and cour porate business continuity plans. This position w business continuity planning efforts.	nsel in the development	of comprehensive
MAJOR RESPONS	IBILITIES: (Only Major duties of a (	contributing nature	should be listed
   1. Number of people s	and described here.)	Indirectly: Mgmt.	
(if none, state "Non	e") Weekly	Weekly	
directed. Ensure	ntation of Company safety, health and environ s that safe work practices are followed and the and governmental regulations.		
3. This position will	lead the company's business continuity planning (	efforts at selected comp	any critical facilities.
	as a subject matter expert to vice presidents, ge and maintenance of their business continuity plar		partment coordinators in
	ne design, development, and evaluation of busine action reviews and critiques of exercises and live		exercises; this includes
	ation program that introduces the business contin on and development of education materials.	uity process to Con Edi	son employees; this
7. Lead the compan	y in benchmarking Con Edison's business continu	ity program with other o	companies and utilities.
8. Ensure departme	nts' conduct annual maintenance of business con	tinuity plans.	
9. Manage the comp	pany's pandemic flu preparedness efforts and cha	ir the Company's pande	mic flu team.
10. Support the liaiso	n function of Emergency Planning during Corpora	ate Emergency Response	e Center activations.
11. Lead role in the c	ompany's crisis management plan development a	activities.	
12. Manage the ongo	ing coordination and plan development for corpo	rate relocation planning	efforts.

<u> </u>	····	<b>_</b>		Exhibit <u>11 of 5</u> 3	(SEMP-1) 3	<u>-</u>
			ross-functional project tea es or other types of events		levelop plans,	
14. Reinforce co	mpany's commitment	to the Incident C	ommand System (ICS).			
15. Promote a te	am spirit work environme	ent in support of G	on Edison's Corporate Values	and Mission.		
Prepared by:	Susan Diehi	Proj	ect Specialist	SD	13/3008	
<b>_</b>	Name (type or Prin	t)	Title	Initials	Date	
Reviewed by::	George Greenwood		Corporate Emergency	lely	1/2/2005	
	Name (type or Prin		Title	Initials	Date	
Concurred:	All al Cl	Sontitio			2/7/08	
feriodic Revi	Lew Compensation	-			Daté	
	p	ato	Date		Date	
MAJOR RESP	ONSIBILITIES;	(Continued	d one copy to Compensat:			
	onal Structure					
Incumbent Repo		Position Title:	Vice President, Corpora	ate Emergency Pla	nnina	
Incumbent (this		Position Title:	Project Manager			┢
•	ose directly reporting to		Project Specialist			$\uparrow$
incumbent		Position Titles:				
						╞
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## EMPLOYEE SPECIFICATIONS (To do this job)

#### <u>Education - Essential</u>

- Bachelor's Degree required Master's Degree preferred
- Business Continuity Certification required (CBCP or MBCP from DRII)

## Experience - (Discuss type and depth of experience)

- Ten years of work experience, with a minimum of 5 to 7 years of experience in business continuity planning is required.
- Expertise deep enough to be considered the Subject Matter Expert will be a defining factor in the selection
  process
- Significant ability to lead, participate in, and manage teams will be necessary for the successful candidate to demonstrate during the selection process.

Exhibit\_(SEMP-1) 12 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS19 Date of Response: 07/11/2008 Responding Witness: Emergency Management

## Question No.: 294

1. Is there a document covering the policies, procedures, responsibilities, and methodologies for designing, conducting, and assessing drills in each of the operating regions that will ensure consistency among themselves? If so, provide this document for each of the operating regions. 2. Provide the details of the "enhanced emergency management drill program" as indicated in your testimony on page 21. 3. Provide the title, salary, job description, and duties for each of the two proposed personnel under this program. 4. Provide the analysis document on identifying resources required to manage the drill program indicated in exhibit EMP-2, page 38 of 87.

#### Response:

- 1. The Master Implementation Plan of Consolidated Edison Company of New York, Inc. (Exhibit \_\_\_\_\_EMP-2) for the Final Report Independent Audit of Consolidated Edison Company Electric Emergency Outage Response Program for the New York State Department of Public Service Case No. 06-M-1078 February 29, 2008 (Master Implementation Plan), identifies initiatives that are being undertaken by Con Edison following the Vantage audit. One of the teams established to address the recommendations made in the Vantage audit focused on the emergency drill program expansion. The Master Implementation Plan was developed to establish the priorities and schedules for the completion of necessary work to address the recommendations identified in the audit. The policies, procedures, responsibilities, and methodologies for designing, conducting, and assessing drills in each of the operating regions is to be completed as part of the Master Implementation Plan by March 2009 (at page 38 of 87). The Company is on schedule for meeting that deadline.
- 2. The enhancements described in the Master Implementation Plan on page 21 of our testimony refers to the drill program generally. Consistent with the schedule set forth in the Master Implementation Plan, the Company is developing specific enhanced drills. To date, the Company has focused on developing an enhanced heat drill; we will provide the drill report upon completion. The remainder of the enhanced emergency management drill program is progressing as set forth in the Master Implementation Plan.

- 3. The duties of the two proposed personnel (EMOS Preparedness (Drills) & Liaison) are described in Exhibit\_(EMP-5) which is the Work and Staffing Plan associated with the Emergency Management organization. The salary information for these two positions is included in response to DPS 295.
- 4. The analysis document is Exhibit\_\_\_(EMP-5), the Work and Staffing Plan; see specifically pages 2 and 3 of 9 Functional Organization EMOS Preparedness (Drills) & Liaison.

Exhibit\_(SEMP-1) 14 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS19 Date of Response: 07/11/2008 Responding Witness: Emergency Management

#### **Question No.**:295

1. Provide the title, salary, job description, and duties for each of the five current existing personnel under the Emergency Management Operations Services organization. 2. Provide the title, salary, job description, and duties for each of the nine proposed personnel under the Emergency Management Operations Services organization. 3. Identify the recommendations in the Vantage Report associated with the Risk Assessment Program and the Weather Technology Program.

#### Response:

1. The title, job description, and duties of the five current existing personnel under the Emergency Management Operations Services organization are attached. The Project Manager positions in Planning, and Preparedness and Liaison are cross functional and are the same as the Project Managers in the Emergency Management organization. The duties of these positions are further defined in Exhibit (EMP-5). Each of these positions is a Project Manager and the average 2008 salary is \$117,250.

2. The titles of the nine proposed positions are Director Emergency Management Operations Services; Planning Project Specialist; Preparedness & Liaison Project Specialist; Strategic Planning Senior Specialist (2 positions); Risk Management & Benchmarking Project Manager (2 positions); Risk Management & Benchmarking Project Specialist (2 positions). The duties of these positions are described in Exhibit\_\_\_(EMP-5). The average 2008 salary for a Director is \$158,600; Project Specialist is \$107,150; Senior Specialist is \$94,050; and for a Project Manager is \$117,250.

3. The Vantage Report (pp. 217-218), under the section heading titled "Strategic Planning" states:

Also typical for a strategic and business planning process is the routine assessment of the organizations strengths and weaknesses, opportunities and threats (often referred to as a S.W.O.T. assessment). The SWOT facilitates management's self assessment of areas needing improvement as well as threats or risks associated with a changing business environment. The SWOT assessment is a prerequisite to continuous improvements, for without such a candid self-recognition of the company's needs, it would be extremely difficult to:

- assess the Company's current situation;
- identify and prioritize strategic initiatives;
- manage and control gaps between stated objectives and actual performance.

Con Edison's Electric Operations Business Plan does not address the Company's SWOTs and fails to address tactical measures to make performance improvements. Furthermore, there are several observations which suggest that Con Edison does not consider the planning process as a serious endeavor for identifying, prioritizing, and assigning tactical measures that address the Company's near term needs.

As respects weather, which represents a major risk to the Company, see also Vantage recommendation V-R14, which recommends the complete assessment of the Deep Thunder modeling system and its integration with the STAR system.

## Company Name: Con Edison Case Description: Case: 08-E-0539

## Response to DPS Interrogatories – Set DPS27 Date of Response: 07/23/2008 Responding Witness: Emergency Management Panel

## Question No. :391

Subject: Follow-up to July 9 Meeting - Work and Staffing Plan Provide the basis (job task analysis) used in determining the number of hours needed for each duty and responsibility for the 16 existing and the 16 new positions discussed?

## Response:

Organi	zation	Existing Staff	Staff Increase	Total
1.	Executive / Admin	2	0	2
2.	EOEM - Electric Operation Emergency Management	7	2	9
3.	OEM - Gas / Central Operations Emergency Management	0	5	5
4.	EMOS - Emergency Management Operations Services	5	9	14
5.	O&R - Orange & Rockland Emergency Management	2	0	2
Total		16	16	32

- 1. The actual hours associated with an existing task for the existing two (2) positions in the department office (Vice President & Administrative Assistant) were collected and documented on the "Work & Staffing Plan".
- 2. The actual hours associated with the existing task for each existing position (7) in the Electric Operations Emergency Management" (EOEM) group were collected and documented on the "Work & Staffing Plan". The additional two (2) positions for EOEM are associated with the expansion of responsibility of dedicating resources to each of the four regions and based on the existing tasks.
- 3. The tasks for the new group, Operations Emergency Management (OEM), mimic those of EOEM in that they will be performing the same duties for the Gas, Steam, System Operations, Transmission Operations and Substations Operations. The job task analysis hours for OEM were documented on the "Work & Staffing Plan" and represent five (5) equivalent full time (EFT) positions.
- 4. The actual hours associated with the existing task for each existing five (5) positions in former Corporate Emergency Management group were collected and documented on the "Work & Staffing Plan". The additional staffing of nine includes a Director and eight staff. The tasks associated with the new Director (1) position

were based on the existing EOEM Director's position and documented on the "Work & Staffing Plan". Four of the eight additional staff positions are associated with the expansion of responsibility in the areas of plans/procedures (1), drill/training/re-assessment (1), business continuity/emerging issue planning (2). The tasks for the new risk assessment/benchmarking positions (4) were benchmarked with other utilities and documented in the "Work & Staffing Plan".

5. The actual hours associated with the existing task for each existing position (2) in the Orange & Rockland Emergency Management (OREM) group were collected and documented on the "Work & Staffing Plan". The OREM does not require additional staffing.

Exhibit\_\_(SEMP-1) 18 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS27 Date of Response: 07/23/2008 Responding Witness: Emergency Management Panel

## Question No.: 404

Subject: Follow-up to July 9 Meeting – Emergency Drill - 1. Describe how the new enhancements, listed on page 21 of your testimony, will improve standardization and consistency throughout the operating organizations? 2. What systems will the Company use to insure that lessons learned are implemented, tracked accordingly, and is held accountable?

## Response:

- 1. The testimony addresses how the dedicated personnel "will improve standardization and consistency throughout the operating organizations" of the emergency management drill program. The testimony further delineates the areas of improvement and standardization. The summer 2008 heat drills were the first drills that benefited from the increased focus on standardization. The enhanced emergency management drill program will improve standardization and consistency throughout the operating organizations through:
  - Further defining requirements for drill frequency;
  - Continuing to standardize drill objectives including proficiency requirements;
  - Establishing drill development guidance;
  - Expanding outside participation of appropriate external stakeholders;
  - Modifying the tracking system to standardize documentation for recording and tracking implementation of improvements identified during drills;
  - Emphasizing accountability for completing improvement opportunities identified during drills;
  - Revising existing written procedures to reflect identified process improvements; and
  - Establishing a mechanism to communicate across operating areas and commodities appropriate lessons learned.

These enhancements will be accomplished through the development of a drill guidance document. The operating areas and Emergency Management will utilize the guidance document when developing drills, thus, establishing standardization among the drills. This document is scheduled to be completed as part of the Master Implementation Plan by the end of 2008 (See page 38 of 87 in EXHIBIT\_\_\_(EMP-2).

2. Con Edison's Action Tracking System (ATS) provides a centralized, structured system for tracking the status and details of commitments made by Con Edison to complete specific tasks. These tasks may be the result of lessons learned from drills or events. Commitments will be submitted by an organization, upon approval by a General Manager, Director or Vice President, for final approval. A Con Edison employee is assigned responsibility for the fulfillment of these commitments, which may be achieved through new training courses, changed work procedures / processes or other methods. This system is designed to consolidate this information and to provide users with a means to capture and view their own commitments as well as others within the Company.

Exhibit\_\_(SEMP-1) 20 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS28 Date of Response: 08/22/2008 Responding Witness:

## Question No. :410.9Rev

Subject: Emergency Management Organization - Did the Company and / or Panel consider the rate impacts on customers when formulating its proposed new Emergency Management organization?

#### Response:

The Company gave much and serious consideration to the rate impact of the cost of the proposed new Emergency Management organization. In fact, the analysis provided as part of Exhibit \_\_\_\_(EMP-5) demonstrates the efforts the Company is undertaking to reduce the impact on rates. As indicated in that Exhibit, the work and staffing plan identified the need for a total of 37 people in Emergency Management. It should be further noted that the 37 positions were identified using available 1920 hours, which represents a 92.3% availability. While staffing plans generally use 85% availability to account for vacation and sick time, despite the personnel needs identified in the work and staffing plan, and despite the significant increased scope of work identified as part of the Implementation Plan (See Exhibit \_\_\_(EMP-2)), we requested only 16 positions, increasing the total emergency management organization to 32.

Additional detail on the staffing increase requested and the specific additional work load that justifies the request are provided in two attachments:

U Staffing Increase

Staffing increase basis.

#### Staffing Increase Detail DPS28-410.9 updated 080815

1. The actual hours associated with an existing task for the existing two (2) positions in the department office (Vice President & Administrative Assistant) were collected and documented on the "Work & Staffing Plan".

#### Executive & Staff (secretary)

- New Staff: 0
- Workload Description: Existing Functions
- 2. The actual hours associated with the existing task for each existing six (6) positions in former Corporate Emergency Management group were collected and documented on the "Work & Staffing Plan". The additional staffing of nine includes a Director and eight staff and combined constitutes the new Emergency Management Operations Services group (14). The tasks associated with the new Director (1) position were based on the existing EOEM Director's position and documented on the "Work & Staffing Plan". Four of the eight additional staff positions are associated with the expansion of responsibility in the areas of plans/procedures (2), business continuity/emerging issue planning (1). The tasks for the new risk assessment/benchmarking positions (3) weather analysis position (1) were benchmarked with other utilities and documented in the "Work & Staffing Plan".

#### **Emergency Management Operations Services Director**

- New Staff:
- New Workload Description: This new position has overall responsibility to review, monitor and, as necessary, establish policy and procedures to improve the effectiveness of the Company's overall emergency management programs, resulting in enhanced service to our customers and the communities we serve. Directly responsible for conducting effective risk assessments for operating and related business functions, developing appropriate prevention or risk mitigation strategies, and implementing comprehensive emergency preparedness programs for the company. Directly responsible for communicating the company's emergency management strategies and principles to internal and external stakeholders. Ensure compliance with regulatory guidelines and commission orders. In addition, this position will be the company's liaison with external stakeholders including industry organizations and Federal, state and local public officials and agencies.

#### EMOS - Operational Risk Management & Benchmarking

□ New Staff:

Increased Workload Description: These new positions will be directly responsible for developing a Electric Operations specific risk assessment program, conducting effective risk assessments for operating and related business functions, developing appropriate prevention or risk mitigation strategies, and implementing comprehensive emergency preparedness programs for the company.

This new group will also organize both existing and future benchmarking efforts into a central organization responsible for coordinating with internal departments, identifying best practices, implementing lessons learned, and aligning benchmarking efforts with corporate strategy. This new organizational structure will facilitate a more formal information capture and dissemination process for communicating information as well as utilizing it to identify and implement best practices.

## EMOS Planning (Document Control)

3

New Staff: 2

Expanded Workload Description: The two new positions will augment the existing staff (1 FTE) and be responsible for reviewing, monitoring and, as necessary, establishing policy and procedures to improve the effectiveness of the Company's overall emergency management programs. This will include implementing elements of the Emergency Management program heretofore not fully implemented including determining response plans and preparedness initiatives are appropriate for the potential

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#### Staffing Increase Detail DPS28-410.9 updated 080815

consequences of emergency events. In additional this new group will develop and maintain a process for revising, distributing, communicating and controlling Emergency Management related documentation.

#### EMOS Preparedness (Drills) & Liaison

New Staff: 0 Workload Description: Existing Functions

#### EMOS Strategic Planning

New Staff:

Expanded Workload Description: This new position will be an integral part of the existing Business Continuity Program by focusing on expanding the development, maintenance, and testing of business continuity plans to other areas of the company. This position will provide ongoing support and maintenance for business continuity and emergency plans and support the development and evaluation of business continuity drills and exercises. In addition, this position will support a business continuity education program that includes electronic communications and education materials. This position will also provide support for the Emergency Planning functions of the organization.

#### EMOS - Weather, Forensic Analysis & Technology

- New Staff:
- New Workload Description: The primary role of this position will involve the day-to-day analysis and operational forecasting necessary to meet the needs of Company operations including, consolidating and managing the company's weather services, severe weather or quantitative precipitation forecasting, assisting in development of response plans and on demand meteorological consulting including forensics. Additionally, this position will provide internal support for long-term projects within the department, such as:

Comparing weather forecast with historical event conditions and develop correlation models

• Developing methodologies to utilize the technology to improve the Company's preparation and response

• Coordinate with NWS personnel to further develop and coordinate our ability to predict certain information; i.e. storm surge, local flooding

• Work with non-operating groups to identify opportunities to capitalize on a dedicated weather person – forecasting, gas purchasing etc.

#### Staffing Increase Detail DPS28-410.9 updated 080815

3. The actual hours associated with the existing task for each existing position (7) in the **Electric Operations Emergency Management**" (**EOEM**) group were collected and documented on the "Work & Staffing Plan". The additional three (3) positions for EOEM are associated with the expansion of responsibility of dedicating resources to each of the four regions and based on the existing tasks.

#### EOEM - Electric Operations Emergency Management Director & Staff (secretary)

Workload Description: Existing Functions

#### **EOEM Bronx-Westchester Dedicated**

New Staff: 0
 Workload Description: Existing Functions

#### **EOEM Brooklyn-Queens**

- 1 New Staff: 1
- Expanded Workload Description: This new position (1FTE) will be dedicated (imbedded) in the Brooklyn-Queens Electric Distribution Operations organization reporting to Emergency Management and will augment the existing staff (1 FTE) to implement elements of the Emergency Management program hereto fore were not fully implemented including the development, planning and implementation of the Brooklyn-Queens Electric Distribution Operations emergency response activities that will achieve effective mitigation, efficient response and timely restoration. Directly responsible, in conjunction with Brooklyn-Queens Electric Distribution Operations, for developing, maintaining, updating and publishing plans, guidelines, checklist and instructions. Directly responsible, in conjunction with Brooklyn-Queens Electric Distribution Operations, for the development of response strategies for contingencies in line with the Incident Command System (ICS) including coordinating staffing and resources of supporting company organizations during emergency responses. Direct responsibility, in conjunction with Brooklyn-Queens Electric Distribution Operations, for developing and implementing drills and critique afterwards to highlight best practices and areas for improvement.

#### **EOEM Manhattan**

II New Staff: 1,5

Expanded Workload Description: This new position (1.5 FTE) will be dedicated (imbedded) in the Manhattan Electric Distribution Operations organization reporting to Emergency Management and will augment the existing staff (.5 FTE) to implement elements of the Emergency Management program hereto fore were not fully implemented including the development, planning and implementation of the Manhattan Electric Distribution Operations emergency response activities that will achieve effective mitigation, efficient response and timely restoration. Directly responsible, in conjunction with Manhattan Electric Distribution Operations, for developing, maintaining, updating and publishing plans, guidelines, checklist and instructions. Directly response strategies for contingencies in line with the Incident Command System (ICS) including coordinating staffing and resources of supporting company organizations during emergency responses. Direct responsibility, in conjunction with Manhattan Electric Distribution Operations, for developing and implementing drills and critique afterwards to highlight best practices and areas for improvement.

#### **EOEM Staten Island**

New Staff: .5

Expanded Workload Description: This new position (.5 FTE) will be dedicated (imbedded) in the Staten Island Electric Distribution Operations organization reporting to Emergency Management and will augment the existing staff (.5 FTE) to implement elements of the Emergency Management program hereto fore were not fully implemented including the development, planning and

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## Staffing Increase Detail DPS28-410.9 updated 080815

implementation of the Staten Island Electric Distribution Operations emergency response activities that will achieve effective mitigation. efficient response and timely restoration. Directly responsible, in conjunction with Staten Island Electric Distribution Operations, for developing, maintaining, updating and publishing plans, guidelines, checklist and instructions. Directly responsible, in conjunction with Staten Island Electric Distribution Operations, for the development of response strategies for contingencies in line with the Incident Command System (ICS) including coordinating staffing and resources of supporting company organizations during emergency responses. Direct responsibility, in conjunction with Staten Island Electric Distribution Operations, for developing and implementing drills and critique afterwards to highlight best practices and areas for improvement.

## Staffing Increase Detail DPS28-410.9 updated 080815

4. The tasks for the new group, **Operations Emergency Management (OEM)**, mimic those of EOEM in that they will be performing the same duties for the Gas, Steam, System Operations, Transmission Operations and Substations Operations. The job task analysis hours for OEM were documented on the "Work & Staffing Plan" and represent five (5) full time equivalent (FTE) positions.

#### GCOEM - Gas & Central Operations Emergency Management Department Manager

- □ New Staff:
  - New Workload Description: This new position has direct responsibility to facilitate the company's preparation and response to incidents in System and Transmission Operations, Substation Operations, Gas Operations and Steam Operations utilizing the company's emergency management principles. Overall responsible for the development, planning and implementation of emergency response activities that will achieve effective mitigation, efficient response and timely restoration. Directly responsible, in conjunction with operations. Directly responsible, in conjunction with operations. Directly responsible, in conjunction with operations. Directly responsible, in conjunction with operations in line with the Incident Command System (ICS) including coordinating staffing and resources of supporting company organizations during emergency responses. Directly responsible, in conjunction with operations, for developing and implementing drills and critique afterwards to highlight best practices and areas for improvement.

#### **GCOEM Gas Operations**

- New Staff:
- New Workload Description: This new position will be dedicated (imbedded) in the Gas Operations organization reporting to Emergency Management. This position will have the direct responsibility for the development, planning and implementation of Gas Operations emergency response activities that will achieve effective mitigation, efficient response and timely restoration. Directly responsible, in conjunction with Gas Operations, for developing, maintaining, updating and publishing plans, guidelines, checklist and instructions. Directly responsible, in conjunction with Gas Operations. Directly responsible, in conjunction with Gas Operations, for the development of response strategies for contingencies in line with the Incident Command System (ICS) including coordinating staffing and resources of supporting company organizations during emergency responses. Direct responsibility, in conjunction with Gas Operations, for developing and implementing drills and critique afterwards to highlight best practices and areas for improvement.

## **GCOEM Steam Operations**

New Staff:

New Workload Description: This new position will be dedicated (imbedded) in the Steam Operations organization reporting to Emergency Management. This position will have the direct responsibility for the development, planning and implementation of Steam Operations emergency response activities that will achieve effective mitigation, efficient response and timely restoration. Directly responsible, in conjunction with Steam Operations, for developing, maintaining, updating and publishing plans, guidelines, checklist and instructions. Directly responsible, in conjunction with Steam Operations for contingencies in line with the Incident Command System (ICS) including coordinating staffing and resources of supporting company organizations during emergency responses. Direct responsibility, in conjunction with Steam Operations, for developing and implementing drills and critique afterwards to highlight best practices and areas for improvement.

## **GCOEM Substations Operations**

- New Staff:
- New Workload Description: This new position will be dedicated (imbedded) in the Substations Operations organization reporting to Emergency Management. This position will have the direct responsibility for the development, planning and implementation of Substations Operations emergency

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#### Staffing Increase Detail DPS28-410.9 updated 080815

response activities that will achieve effective mitigation, efficient response and timely restoration. Directly responsible, in conjunction with Substations Operations, for developing, maintaining, updating and publishing plans, guidelines, checklist and instructions. Directly responsible, in conjunction with Substations Operations, for the development of response strategies for contingencies in line with the Incident Command System (ICS) including coordinating staffing and resources of supporting company organizations during emergency responses. Direct responsibility, in conjunction with Substations Operations, for developing and implementing drills and critique afterwards to highlight best practices and areas for improvement.

#### **GCOEM System & Transmission Operations**

- \_ New Staff:
- New Workload Description: This new position will be dedicated (imbedded) in the System & Transmission Operations organization reporting to Emergency Management. This position will have the direct responsibility for the development, planning and implementation of System & Transmission Operations emergency response activities that will achieve effective mitigation, efficient response and timely restoration. Directly responsible, in conjunction with System & Transmission Operations. Directly responsible, in conjunction with System & Transmission Operations. Directly responsible, in conjunction with System & Transmission Operations. Directly responsible, in conjunction with System & Transmission Operations, for the development of response strategies for contingencies in line with the Incident Command System (ICS) including coordinating staffing and resources of supporting company organizations during emergency responses. Direct responsibility, in conjunction with System & Transmission Operations, for developing and implementing drills and critique afterwards to highlight best practices and areas for improvement.

## Staffing Increase Detail DPS28-410.9 updated 080815

5. The actual hours associated with the existing task for each existing position (2) in the Orange & Rockland Emergency Management (OREM) group were collected and documented on the "Work & Staffing Plan". The OREM does not require additional staffing.

## **OREM - Orange & Rockland Emergency Management**

- $\square$  New Staff: 0
- U Workload Description: Existing Functions

#### CONSOLIDATED EDISON OF NEW YORK, INC. WORK & STAFFING PLAN

		<b>,</b>	·	Existing Organization		New Organization	
Functional Organization	Total Hours <sup>hate</sup>	FTE	Required Staff	Staff Allocation	Staff Increase	Staff Allocation	Work Load Category
1. Executive & Staff	3925		2	2	0	2	Existing Function
2. EMOS - Emergency Management Operations Services	2492		1	0	1		New Function
EMOS Operational Risk Management & Benchmarking	6337	3.3	3	0	3		New Function
EMOS Planning (Document Control)	4336	2.3	2	1	2	3	Expanded Function
EMOS Preparedness (Drills) & Liaison	7935	4.1	4	4	0	4	Existing Function
EMOS Strategic Planning	6430	3.3	3	1	1	2	Expanded Function
EMOS Weather, Forensic Analysis & Technology	2606	1.4	1	0	1	1	New Function
3. EOEM - Electric Operations Emergency Management	5296	2.8	2	2	0	2	Existing Function
EOEM Bronx-Westchester	4219	2.2	2	2	0	2	Existing Function
EOEM Brooklyn-Queens	4219	2.2	2	1	_ 1		Expanded Function
EOEM Manhattan	3799	2.0	2	0.5	1.5	2	Expanded Function
EOEM Staten Island	2575	1.3	1	0.5	0.5	1	Expanded Function
4. GCOEM - Gas & Central Operations Emergency Management	2313	1.2	1	00	1	1	New Function
GCOEM Gas Operations	2663	1.4	1	0	1	1	New Function
GCOEM Steam Operations	2663	1.4	1	0	1	1	New Function
GCOEM Substations Operations	2663	1.4	1	0	1	1	New Function
GCOEM System & Transmission Operations	2667	1.4	1	0	1	1	New Function
5. OREM - Orange & Rockland	4151	2.2	2	2	0	2	Existing Function
Grand Total	71289	37	32	16	16	32	
Available Hrs*	1920	<b> </b> _			<u>}</u>		<b>├</b> _

\* Available hours take into account that on average each employee has four weeks vacation and these are subtracted from the total available hours for an employee (2080 hrs). This

number does not account for any other excused time (sick time, personal time) for an employee.

		Duties and Responsibilities					2		
				Weekly Bi-weekly	Ì	Ouarterly	Ē.	Ĩ.	¥
	Principles		Į,	a la	Mon		E	Š	roral
Services*	Support	Admin activities (Director)	1			0		-	260
I Services*	Sypport	Admin activities (Director) Develop, monitor and evaluate department budget and annual business plan						40	40
I Services*	Support	Admin activities (Director) Participate and represent EP in the 2009 rate case.						40	40
Services*	Communication	Attend Strategic Issue Seminars, professional development training required for Emergency Management Staff						44	44
s Services"	Planning & Preparedness	Certified American Red Cross Instructor Visiting Professor at TLC to teach First Aid/CPR/AED (secretary)						24	24
	_	Develop and maintain all policies, procedures, etc. (guidelines, checklists, instructions, organize and control documentation) for Medica) and Rescue		_					
Services*	Planning & Preparedness	Squad Team (M.A.R.S) (secretary)		2					104
Services* Services*	Planning & Preparednese	Develop, coordinate, conduct, and evaluate monthly drills/exercises/meetings for 4IP and system wide MARS teams (secretary)			4				48
s Services*	Re-essestment Communication	Ensure compliance with mandates and commission orders External Stakehokter Liaison Activities		16	8				96 832
Services	Communication	EXEMPT Statemonther Lation Activities Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the		16					832
s Services"	Response	incluenz management resist i sam (inver) response to Operazons sendos reverincipens and for any declared torscare CERC to assist in the implementation of the Incident Command System (ICS)	1		16				452
Services*	Re-deseament	Industry Affairs (conferences, etc) / Benchmarking (Director)	•		10			40	40
Services*		Meeting Administrative		e	6			40	512
chmarking	Re-assessment	Analyze & Trend post storm job information		ŝ	Ŷ				416
chmarking		Develop and Meintain Benchmarking program		-					
chmarking	Recovery	Complete lessons learned action terms	4						1040
chmarking	Re-essessment	Industry Affairs (conferences, etc) / Benchmarking		8	40	40		40	1096
chmarking	Prevention & Mitigation	Conduct and maintain enterprise wide risk assessment	8						2080
chmarking	Recovery	Conduct post event meetings to evaluate the strengths and identify areas in need of improvement		6					312
chmarking	Re-assessment	Conduct quarterly Lessons Learned meeting			16			17	209
chmarking	Re-assessment	Trend Lossons Learned riems and actions taken		4	4			16	272
shmarking	Re-alle gament	Develop, maintain storm comparison statistics for predictive analyses and PSC requirements		4	- 4		8		272
		Incident Management Assist Team (IMAT) response for Operations senous level incidents and for any declared full-scale CERC to assist in the							
ch/merking	Response	mplementation of the Incident Command System (ICS)			12				144
shmarking shmarking	Response Re-assessment	Meeting Administrative		2	4	8	B	5	152 344
Strugger 19	Planning & Preparedness	Post event sconseard Coastal Storm Plan coordination			24	Â		0	32
		Corporate Coastal Storm Plan Enhance & maintain contingency plans for each commodify to respond efficiently to various potential coastal storm,				Ū			
	Planning & Preparedness	Conduct process reviews and establish processes			4	12			96
	Support	Carporete IMS coordination			2				24
	Planning & Preparedness	Corporate Policy Review Committée			з				36
	Planning & Preparedness Planning & Preparedness	Develop, maintain, modify and publish checklists for use during emergencies (CERC)		12 16					624 832
	Planning & Preparedness	Develop, maintair, modify and publish checklists for use during emergencies (COEM) Develop, maintair, modify and publish checklists for use during emergencies (OEM)		12					624
	Planning & Preparedness	Develop, miantain, induity and publish bitectivity to use during energiances (OERC) Develop, miantain, update and publish plans, guidelines and instructions (CERC)		12		30			120
	Planning & Preparedness	Develop, maintain, update and publish plans, guidelines and instructions (EOEM				50			200
	Planning & Preparedness	Develop, maintain, update and publish plans, guidelines and instructions (OEM				30			120
		Develop, maintain, update and publish region specific procedures, guidelines, checklists and instructions, organize and control documentation (260-4,							
	Planning & Preparedness	CSP5-0-23, etc)			в				96
		EM Corporate Instructions & Operations Procedures, Oevelop, maintain, update and publish specific procedures, guidelines, checklists and instructions,						40	••
	Planning & Preparedness	organize and control documentation (CI-260-5, Cl260-5, Security Matrix, Crisis Managément Plan) Incident Management Assist Team (IMAT) response for Operations senous level incidents and for any declared full-scale CERC to assist in the						40	40
	Response	inclose wangenient Assis ream (MAT) response to Operations serious level incloseme and for any declared tur-scale CERC to assist in the implementation of the Incident Command System (ICS)	1		12				404
	Planning & Preparedness	mplommenterior of the inclusion command asystem (inco) Maintain, enhance Storp Central internet site		8	12				416
	Planning & Preparedness	Maintain, enhance Storm General method and		6					416
		Manage all aspects of the Emergency Preparedness website. Keeping information updated in all sections. Work with other organizations to the other							
	Planning & Preparednesa	Company shes to EP (Security, EEM, CFS, SSO, Elc)		2					104
	Re-assessment	Meeting Administrative		2	4				152
	Planning & Preparedness Re-assessment	Announce new IS-700, ICS-300 courses, achedule attendees. Work with SEMO and NYC-OEM in creating new course offerings.	1		8				260 96
	Planning & Preparedness	Audit TLC emergency training programs Conduct external training courses			B				96
	Planning & Preparedhera	Conduct External training courses			16	40	12	350	726
	Planning & Preparedness	Oesign, develop and facilitate Emergency response drills		16					832
	Planning & Preparedness	Develop, maintain e-learning training modules (functional specific)			16		4		200
	Planning & Preparedness	Develop, maintain training manuals and instructions		4	0				208
	Rasponse	Incident Menegement Assist Team (IMAT) response for Operations senous level incidents and for any declared full-scale CERC to assist in the implementation of the Incident Command System (ICS)			12				144
	Re-assessment	In prevention of the incluent Command System (ICS) Maintain, Action Tracking System Date	2		4			8	576
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CONSOLIDATED EDISON OF NEW YORK, INC WORK & STAFFING PLAN

#### Functional Organization

EMOS - Emergency Management Operations Services\* EMOS - Emergency Management Operations Services\*

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Martan, emistree system criterice tarry Assignment program Meeting Administralive DPA-90 PPEFE Everteen Parimic/Recidenting the conduct of annual DPA-30 Exercise for Steam Oberetion?	O MORTE PART AND AND AN A MAINTA PROMINENT AND	Olytanize and chart finery tresponse personnian incentings and und easy one Drodours months unstate and distribute Finercantry Dreased and Navienter		Support other from Edison organizations in prepending and delivering ICS presentations (EM&s. Gas. Electric Operations, Etc	Transmit instruction, collect and enter course completion certificates for IS-700, ICS-300 courses.	311 Liaison Meekings	Accounting for Generator deployment during outages	Assist and participate in annual regional New York SEMO exercises	Assist and participate in annual Westchester County run exercises	Assist ERG's in presentations to autside agencies of PUE/Energy 101 courses. One nour each session, providing insight into CE Emergency	Attend and participate in quarterly Regional New York SEMO meetings with area county Emergency Managers in entendance	Attend and participate in quarterly Westchester County OEM Municipal Emergency Menagers meetings	Attend ERG Agency Classes	Cals about CE Service Problems/Furn ons	Clean Harbors Cooperative Board Member and Operating Committee Member	Communicate stars and expectations with local nubic officies (city, county, municipes) and adencies	Continued coordinations & indifications with OEMs' during recovery from storms	Control room assistance - Irafiic, work schedules		Instituted upwaters on storate for the comparison of the provide the product and for any declared full scale CERC to essist in the	indiana dia manana di kanana di	Tripicos esterenteres terreteres contractor (~~)	Lettern terretern with the transference	Lastin defendent wir vesterinstein Lastin Affredet wir	Arconstructure activity continuents of the providence (including franchistic) and the provided income activity of the provided	NYPD notification of Oversize moves	OEM & NYPD Liaison Staffing Coordinator	OEM duty Italian calls	Other agency dury calls	Planned Event Prep - Paradet, President visit, Pope Visit, New Yaars Eve	Political Visits (o NYC (RNC, Pope, etc)	Duratery with VFC OEM Duratery with VFC OEM	ceardy new for Pricesentations with American result of Jobs and Nicolas and Nicolas and Nicolas and Nicolas and	suuri vaina vaaruusta muutuusta vaa oo eenee juru on aatuur. Teesessaassa suuraassa kur mainta-aasta juraakti esitaan lo Muusii on confiinaantis pilaat	i tatiansseu i unicepte on internerare no non-exercito no mana en vonceptenta. USCG 44e Antimes Security Executive Board & Planning & Prepereditess Committee	USCG TWIC Ruing	Aftend company planning meetings and information aessions as nacessary	Attend Contingency Planning Exchange meetings (business continuity benchmarking and continuing education)	Attend monthly VP steff meeting	Develop Business Continuity Plans for critical facilities	Develop, coordinate, conduct, and evaluate annual Business Continuity Exercises		wiplementation of the incident Command System (ICS)			Ondoring intermentation of the provide the interval and the provided of the pr	original apvenditerit stretete respective primi tre erriteritatione. Desterioriale in apvendi ERPC exercites (an destrut lexam and humbhed in everyise)	rantopace in annual DEAC contract principation from efforts. Participate in Contraria Reflocation Team efforts	renotionate in controlment recommendation of the second state of the second	Participate in development and maintenance of CEI Pandemic Flu Program	Participate in EEI Business Continuity work orouos meetings and conference calls	Participate in meeting with Information Resources and Facilities for Business Continuity Planning purposes	Participation in EMS project (set up EMS drills, employee communications, drill follow-up)	Professional development seminars, conferences and webinars	Set up and evaluate quarterfy CNS business continuity drills	Set up and lead quarterly meetings with Panobinic Flu Team	Constitution was a service of the se	Constructed and with NWS netscored to further develop and conducted out ability to predict ordinate with NWS netscored for the restored out and to further develop and conducted out ability to predict ordinate information (.e. Storm surge, local flooding	Deep Thurder Application Menterance	incident Management Assist Teem (IMAT) response for Operations senous level incidents and for any declared full-scale CERC to essist in the	implementation of the Accident Commend System (ICS)		Mainlain dely, weeky and monthhy records of actuel weather condition:	
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Севропес	Monitor severe weather forecests & evaluate compared to event declaration criteria Prepare weather station monthly reports			2		
	Work to develop mathodologies to utilize the technology to improve our preparation and response - ideally this would even help our ability to design ou	ir i		-		
Planning & Preparedness	systems, i.e. lightning analysis, wind analysis, geography based analysis			8		
Planning & Preparedness	Work with non-operating groups to identify opportunities to capitalize on a dedicated weather person – forecasting, gas purchasing etc.			8		
Support	Admin activities (Director) Develop, monitor and evaluate department budget and annual business plan					4
Support	Admin activities (Director) Participate and represent EP in the 2009 rate case	_				4
Support	Admin activities (Secretary)	6	4	16		1
Planning & Preparedness	Develop, monitor and evaluate department budget and annual business plan. Participate and represent EP in the 2009 rate case			2		
Communication	External Stakeholder Liaison Activities	1	24			
	Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the					
Response	implementation of the Incident Command System (ICS)			24		
Re-agenternent	Industry Affairs (conferences, etc) / Benchmarking (Director)			24	20	4
	Manage the deployment of Mutual Assistance Crews			2		
	Meeting Administrative		8	6		
	Mutual Assistance conference call participation				2	
Response	Pre-storm / Interregional / Municipal / NYMAG conference call			- 4		
Response	Respond to CNS. Text Messages/BNN throughout the year	1				
Planning & Preparedness	Summer Preparetion Schedule (March-June)					16
Re-american	Assist in developing Lessons Learned fierns				8	
Planning & Preparedness	Assist in developing of training modules, manuals and instructions (functional specific)			16		
Planning & Preparednese	Assall in the development Emergency response drills			24		
Communication	Astendin une dereichen eine Einergenzeiten auf der Berlehen auf der Berlehen Berlehen Berlehen auf der Berlehen B			2	4	
Re-assessment	Benchmarking					8
Recovery	Dentalmentaria Complete lessons learned action iteme			40		
Featurery	Conjuice responsi teamici acción restina Conjuici pre event strategy meetings and develop resource recommendations based projected impaci.		2			
Suppl-1	Conductore event strategy meanings and very proson to the common source projection inputs.			2		
Planning & Preparedness	Coordinate Enginetical requirements with CFS including inventory levels, field drop protocol, LOCC procedures				4	
Planning & Preparedness	Coordinate Logistical requirements with CFS burdening internation reveals and and protocol. Locid biologistical				2	
Planning & Preparedness	Coordinate plocas (expense and blocas perfer responsibilities Coordination with Emergency Management Operational Suppor			4		
Planning & Preparedness	Corporation was emergency was agained to be all of the station of				32	
Response	Comporate case forces (), e. CERC and team common participation Develop and maintain "Key Confacts" report 24 hour availability for ICS Position:		2			
Planning & Preparedness	Develop and maintain revision report weekly for all field crews indicating numbers available and shift.		2			
Support	Develop budgat input Incident Menagement Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the					
		1		24		
Response	Implementation of the Incident Command System (ICS)			24		
Planning & Preparedness	Inventory, storage maintenance, assignment and cost tracking of equipment and supplies			24		
Response	Maintain CAT Team readiness (roster, fraining, etc)			2		
Response	Maintain Mutual Assistance coordinator readiness (roster, training, etc)		2	- á		
Reeponse	Meeting Administrative	0,25		•		
Response	Monitor Outage Manager, Feeder Board, etc	0,25				
Response	Office tasks (copying, filing, etc)			16		
Recovery	Post event meetings participation			48		
Support	Special Projects (i.e. regulatory response)			40		
Response	Special requests for data and information (executive, customer ops, public affairs, etc)			4	32	
Response	Staff Development		0.5		32	
Response	Support to the Control Center for Blue Sky events		0.5	<b>.</b>		
Planning & Preparedness	Train response personnel in use of, storm response related applications & processes			24		
Re-assessment	Assist in developing Lessons Learned items			16	8	
Planning & Preparedness	Assist in developing of training modules, manuals and instructions (functional specific)					
Planning & Preparedness	Assist in the development. Emergency response drills			24		
Communication	Attend regularly scheduled staff meetings (departmental, CGM, EM, EP, ERG)			2	•	8
Ro-ussessment	Benchmarking					•
Recovery	Complete tessons learned action items		•	40		
Response	Conduct pre-event strategy meetings and develop resource recommendations based projected impact		2			
Support	Coordinate emergency petty cash custodial, EZ-pass & Emergency P-cards functions			2		
Planning & Preparetinesa	Coordinate Logistical requirements with CFS including inventory levels, field drop profacal, LOCC procedures				4	
	Coordinate process reviews and process owner responsibilities				2	
Planning & Preparedness	Coordination with Emergency Management Operational Suppor					
			2		32	
Planning & Preparedness	Corporate task forces (i.e. CERC drill team) participation					
Planning & Preparedness Planning & Preparedness	Corporate task forces (i.e. CERC drill team) participation Develop and maintain "Key Contacts" report 24 hour availability for ICS Position:					
Planning & Preparadness Planning & Preparadness Planning & Preparadness	Corporate task forces (i.e. CERC drill team) participation		2			
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Planning & Preparedness Planning & Preparedness Planning & Preparedness Response Planning & Preparedness	Corporate task forces (i.e. CERC drill team) participation Develop and maintain "Key Contacts" report. 24 hour availability for ICS Position: Develop and maintain crewing report weekly for all field crews indicating numbers available and shift:		2			
Planning & Preparedness Planning & Preparedness Planning & Preparedness Response Planning & Preparedness Support	Corporate task forces (i.e. CERC drill team) participation Develop and maintain Kev Confacts' report 24 hour availability for ICS Position: Develop and maintain crewing report weekly for all field crews indicating numbers available and shift: Develop budget input Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the	1	2	24		
Planning & Preparedness Planning & Preparedness Planning & Preparedness Response Planning & Preparedness Support Response	Corporate task forces (i.e. CERC drill team) participation Develop and maintain "Key Contacts" report, 24 hour availability for ICS Position: Develop budget input Develop budget input Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the implementation of the incident Command System (ICS)	1	2	24 24		
Pianning & Preparedness Planning & Preparedness Planning & Preparedness Response Planning & Preparedness Support Response Planning & Preparedness	Corporate task forces (i.e. CERC drill team) participation Develop and maintein crewing report weekly for all field crews indicating numbers available and shift: Develop budget input Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the implementation of the Incident Command System (ICS) Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies	1	2			
Planning & Prepardiness Planning & Prepardiness Planning & Prepardiness Response Planning & Prepardiness Support Planning & Prepardiness Response Planning & Prepardiness Recover;	Corporate task forces (i.e. CERC drill team) participation Develop and maintain "Key Contracts" report 24 hour availability for ICS Position: Develop budget input Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the implementation of the Incident Command System (ICS) Inventory, storage, maintenance, assignment and cast tracking of equipment and supplies Maintain CAT Team readiness (reading, tech)	1	2	24		
Pianning & Preparedness Planning & Preparedness Planning & Preparedness Response Planning & Preparedness Support Response Planning & Preparedness	Corporate task forces (i.e. CERC drill team) participation Develop and maintein crewing report weekly for all field crews indicating numbers available and shift: Develop budget input Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the implementation of the Incident Command System (ICS) Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies	1	2	24 2		

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<ul> <li>Monitor Outabe Manager, Federal Board, arc</li> <li>Construction and an advect. Federal Board, arc</li> <li>Construction and an advect for the second of the second</li></ul>	~	deeting Administrative		4
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Answing / conting the house / secretary) Organize, condinate and support the day operations of the office (secretary Particulate in development, coordination and conducting of annual FCR exercised Respond to emerupency incidents throughout the varies (or AIP, MXS) FCRE, exercised and		frain response personnel in use of, storm response heleted applications & processes	e	N
		stsweinst / covering the priorest secretaria. District covering and kunnent the diate onerations of the office (secretary.	4	
Resound to ememency incidents throughout the year for 4IP MARS Team (secretary		Participate in development, coordination and conducting of annual CERC exercise and monthly schedule (secretary		-
	-	Assound to emergency incidents throughout the year for 4IP MARS Team (secretary		

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GCOEM - Gas & Central Operations Emergency Management'	Support	Admin activities (Director)	0.25				65
GCOEM - Gas & Centrel Operations Emergency Management*	Support	Admin activities (Director) Develop, montor and evaluate department budget and annual business play				40	40
GCDEM - Gas & Central Operations Emergency Management	Support	Admin activities (Director) Participate and represent EP in the 2009 rate case.				40	40
GCOEM - Gas & Central Operations Emergency Management'	Communication	External Stakeholder Liamon Activities	24				1246
••••••••••••••••••••••••••••••••••••••		incident Management Assist Team (IMAT) response for Operations senous level incidents and for any declared full-scale CERC to assist in the					
GCOEM - Gas & Central Operations Emergency Management*	Response	Implementation of the incident Command System (ICS)		16			192
GCOEM - Gas & Central Operations Emergency Management*	Re-assessment	Industry Affairs (conferences, etc) / Benchmarking (Director)		8	20	40	216
GCOEM - Gas & Centrel Operations Emergency Management* GCOEM Gas Operations	Planning & Preparedness	Meeting Administrative	8	В			512
GCOEM Gas Operations	Planning & Preparedness Planning & Preparedness	Assist in developing of training modules, manuals and instructions (functional specific)		24			266
GCOEM Gas Operations	Planning & Preparedness Planning & Preparedness	Assist in the development of the annual focused Emergency response drills schedule		24		4	268
GCOEM Gas Operations	Recovery	Assist in the development of the annual focused Emergency response drills schedule		8			200
GCOEM Gas Operations	Response	Complete lessons learned action items Conduct pre event strategy meetings and develop resource recommendations based projected impact.	2	•			104
GCOEM Gas Operations	Planning & Preparedness	Conduct pre even samedy meetings and develop resource recommendations based projected impact. Coordinate jogistical requirements with CFS including inventory levels, field (or protoco) LOCC procedures	•			4	4
GCOEM Gas Operations	Planning & Preparedness	Coordinate process reviews and process owner responsibilities			8		32
GCOEM Gas Operations	Planning & Preparadness	Coordination with local stateholders, their participation in drills and expansion of joint planning			18		54
GCOEM Ges Operations	Support	Develop budget input				8	8
		Develop new Emergency Response plans emerging from the on going risk assessment that follow CI-260-4 incident levels including Operations incident					
GCOEM Gas Operations	Planning & Preparedness	lavels, staffing plans for each incxtent level & equipment resource levels for each incident level.				16	16
		Ensures implementation of the Company's safety, health and environmental programs are incorporated in to operational emergency management					
GCOEM Gas Operations	Planning & Preparadness	Encode durage the company's safety in ball and ching in and programs are incorporated in the operational analysing many proceedings and the soft of the company of the company of the soft of the company of the soft of the company of the soft of the company of the comp				۵	4
	Flatelle V & Frepariocitoss	processes Incident Management Assist Team (IMAT) response for Operations sensus level incidents and for any declared full-scale CERC to assist in the				4	4
GCOEM Gas Operations	<b>D</b>			32			384
GCOEM Gas Operations	Response	Implementation of the Incident Command System (ICS)		24			286
GCOEM Gas Operations	Planning & Preparedness Planning & Preparedness	Inventory, storage, maintenance, assignment and cost fracking of equipment and supplier	0.5	24			200
GCOEM Gas Operations	Planning & Preparedness Planning & Preparedness	Maintain "Key Contacts" report 24 hour availability for ICS Positions	0.5				20
GCOEM Gas Operations	Planning & Preparedness	Maintain crewing report weekly for all field crews indicating numbers available and shift: Maaining Administrative i.e. Coordination with Emergency Management Operational Support, departmental, CCM, EM, EP, ER(	0.5	e	4		26 26 112 65 12
GCOEM Gas Operations	Planning & Preparadness	Meaning Administrative i.e. Coordination with Emergency Management Operational Support, departmential, CCM, EM, EP, ERC Monitor system health applications	0 25	v	•		65
GCDEM Ges Operations	Plenning & Preparedness	edina system menut apparations Office Jasks (copyring, filing, atc)	010	1			12
GCOEM Gas Operations	Planning & Preparedness	Chice tasks (copying), and the communication Plan i.e. stakeholders meeting participation		2			24
GCOEM Gas Operations	Planning & Preparedness	Participate in the Benchmarking / best practices process		-	6		24 32 16
GCOEM Gas Operations	Planning & Preparedness	Post event meetings participation			4		16
GCDEM Ges Operations	Planning & Preparedness	Provide feedback from customers on Customer Operations and Public Affairs Initiatives			4		16
GCDEM Gas Operations	Planning & Preparedness	Response to special requests for data and information (executive, customer ops, public affairs, etc) related to Operational EM issues		0,5			e
		Review and revise annuelity existing Operations Procedures and Emergency Response Plans for content and consistency to existing corporate templates					
GCOEM Gas Operations	Planning & Preparedness	and CI-260-4.				4	4
GCOEM Gas Operations	Planning & Preparedness	Review annuaty ICS organization charts to ensure organizational clants				á	4
GCOEM Gas Operations	Planning & Proparadness	Review annually with Emergency Menagement Risk manage/ operational risks process				4	4
GCOEM Gas Operations	Plenning & Preparedness	Revise, distribute and communicate ICS based position guides for all staffed positions named in the EP plans				16	18
GCOEM Gas Operations	Planning & Preparedheas	Speciel Projects (i.e. regulatory response)			6		32
GCOEM Gas Operations	Planning & Preparedness	Staff Development			6		32
		Track (using System Emergency Assignments - SEA) ICS & Operations EP Plan training levels for all Operations responders to assure they are qualified					
GCOEM Gas Operations	Planning & Preparedness			6			96
		Track open items in an Action Tracking system for the above exercises and actual events. Ensure Action Tracking open items are assigned and closed out					
GCOEM Ges Operations	Planning & Preparedness			4			48
GCOEM Gas Operations	Planning & Propersidness	Train response pareonne) in use of lemergency response related applications & processes		16			192
		Work with Operations management to identify risks that require improvements to emergency mitigation, preparedness, rasponse utilizing events, industry					
GCOEM Gas Operations	Planning & Preparedness	expenence, system analysis and lessons learned			8		32
		Working with the ERG and Emergency Management, develop and conduct at least two response exercises per year at an upgraded or sensus scenario			•		
GCOEM Gas Operations	Planning & Preparedness	to bing with the title and time group management, develop and conduct an least the response exercises per year at an upgrated of senates scenario level in accordance with CI-260-4 for Operations			16		32
GCOEM Gas Operations	Planning & Preparedness	Working with the ERG, hold drill & actual event leasons learned			6		32
GCOEM Gas Operations	Plenning & Preparedness	working with the ERG, metry with extent response granizations to identify opportunities for improvemen	4		•		208
GCOEM Gas Operations	Planning & Preparedness	Working with the ERG, respond to Upparaded and above incidents at least noce per quarter to assess ICS usc			4		10
GCOEM Steam Operations	Planning & Preparedness	Assist in developing of training modules, manuals and instructions (functional specific)		24			288
GCOEM Steam Operations	Planning & Prepareoness	Assist in the development of the annual focused Emergency response drills schedule		24			288
GCOEM Steam Operations	Planning & Preparedness	Assist in the development of the annual focused Emergency response drills schedule				4	4
GCOEM Steam Operations	Recovery	Complete lessons learned action items		6			96
GCOEM Steam Operations	Response	Conduct pre event strategy meetings and develop resource recommendations based projected impact.	2				104
GCOEM Steam Operations	Planning & Preparedness	Coordinate Logistical requirements with CFS including inventory levels, field drop protocol. LOCC procedures				4	4
GCOEM Steam Operations	Planning & Preparedness	Coordinate process reviews and process owner responsibilities			8		32
GCOEM Steam Operations GCOEM Steam Operations	Planning & Preparechesa	Coordination with local stakeholders, their participation in drills and expansion of joint planning			16	-	64
OCCEM ORGAN OPERATIONS	Support	Develop budget input				8	8
		Develop new Emergency Response plans emerging from the on going risk assessment that follow CI-260-4 incident levels including Operations incident					
GCOEM Steam Operations	Planning & Preparedness	(avels, staffing plans for each incident level & equipment resource levels for each incident level.				16	18
		Ensures implementation of the Company's safety, health and environmental programs are incorporated in to operational emergency management					
GCOEM Steam Operations	Planning & Preparedness	procedures				4	4
		Incident Management Assist Team (IMAT) response for Operations senous level incidents and for any declared full-scale CERC to assist in the					
GCOEM Steam Operations	Response	Implementation of the Incident Command System (ICS)		32			384

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GCOEM Steam Operations	Planning & Preparedness	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies		24			288
GCOEM Steem Operations	Planning & Preparedness	Maintain "Key Contacts" report 24 hour availability for ICS Positions	0.5				26
GCOEM Steam Operations	Planning & Preparedness	Maintan crewing report weekly for all field crews indicating numbers avaitable and shifts	0.5				26
GCOEM Steam Operations	Planning & Preparedness	Meeting Administrative i.e. Coordination with Emergency Management Operational Support, departmental, CCM, EM, EP, ERG		В	4		112
GCOEM Steam Operations	Planning & Preparedness	Monitor system health applications	0.25				65
GCOEM Steam Operations	Planning & Preparedness	Office tasks (copying, filing, etc)		1			12
GCOEM Steam Operations	Planning & Preparedness	Participate in the dissemination of the Communication Plan i.e. stakeholders meeting participation		2			24
GCOEM Steam Operations	Planning & Preparedness	Participate in the Benchmarking / best practices process			8		32
GCOEM Steam Operations	Plenning & Preparedness	Post event meetings participation			4		16
GCOEM Steam Operations	Planning & Preparedness	Provide feedback from customers on Customer Operations and Public Affairs Initiatives		• •	4		16
GCOEM Steam Operations	Planning & Preparednesa	Response to apecial requests for data and information (executive, customer ops, public affairs, etc) related to Operational EM issue:		0,5			6
		Review and revise annually existing Operations Procedures and Emergency Response Plans for content and consistency to existing corporate templates					
GCOEM Steam Operations	Planning & Preparedness	and CH-260-4,				4	4
GCOEM Steam Operations	Planning & Preparedness	Review annually ICS organization charts to ensure organizational clarity				4	4
GCOEM Steam Operations	Planning & Preparedness	Review annuality with Emergency Management Risk manager operational risks process				4	4
GCOEM Steam Operations	Planning & Prepareoness	Revise distribute and communicale ICS based position quides for all staffed positions named in the EP plans			-	16	16
GCOEM Steam Operations	Planning & Preparedness	Special Projects (La, regulatory response)			8		32
GCOEM Steam Operations	Planning & Preparedness	Staff Development			8		32
		Track (using System Emergency Assignments - SEA) ICS & Operations EP Plan training levels for all Operations responders to assure they are qualified					
GCOEM Steam Operations	Planning & Preparadness			в			96
		Track open dems in an Action Tracking system for the above exercises and actual events. Ensure Action Tracking open dems are assigned and closed out					
GCOEM Steam Operations	Planning & Preparedness			4			48
GCOEM Steam Operations	Planning & Preparedness	Train response personnel in use of emergency response releted applications & processes		16			192
,	•	Work with Operations management to identify risks that require improvements to emergency mitigation, preparedness, response utilizing events, industry					
GCOEM Steam Operations	Planning & Preparedness	experience. System analysis and lessons learned			A		32
GOODA Steam operations	Annual e Habereonese	experience, apprentiminations and response realized. Working with the ERG and Emergency Management, develop and conduct at least two response exercises per year at an upgraded or serious scenario					74
					15		32
GCOEM Steam Operations GCOEM Steam Operations	Planning & Preparedness	level in accordance with CI-260-4 for Operations			5 10		32
GCOEM Steam Operations	Planning & Preparedness	Working with the ERG, hold drill & actual event lessons learned	4		•		208
GCOEM Steam Operations	Planning & Prepare dness Planning & Prepare dness	Working with the ERG, meet with external response organizations to identify opportunities for improvemen	-				16
GCOEM Substations Operations	Planning & Preparedness Planning & Preparedness	Working with the ERG, respond to Upgraded and above incidents at least once per quarter to assess ICS use		24	-		288
GCOEM Substations Operations	Planning & Preparedness Planning & Preparedness	Assist in developing of training modules, manuals and instructions (rectional specific)		24			288
GCOEM Substations Operations	Planning & Preparedness	Assist in the development of the annual focused Emergency response drills schedule		**		4	4
GCOEM Substations Operations	Recovery	Assist in the development of the annual focused Emergency response drills schedule Complete lessons tearned action dems		я		-	96
GCOEM Substations Operations	Resource	Complete ressons rearred action retria Conduct or event strateory meetings and develop resource recommendations based projected impact.	2				104
GCOEM Substations Operations	Planning & Preparedness	Conductione seems statesy meetings and beside recommendations based projected inspect.	-			4	4
GCOEM Substations Operations	Planning & Preparedness	Coordinate programs review and process owner responsibilities			8		32
GCOEM Substations Operations	Planong & Preparedness	Coordination will local stateholders, their participation in delise and expansion of joint blanning			16		64
GCOEM Subatations Operations	Support					8	8
		Develop new Emergency Response plans emerging from the on going risk assessment that follow CI-260-4 incident levels including Operations incident					
GCOEM Substations Operations	Planning & Preparedness	levels, staffing plans for each incident level & equipment resource levels for each incident level.				15	16
GODEM Oblatikishis Operationa							
GCOEM Substations Operations		Ensures implementation of the Company's safety, health and environmental programs are incorporated in to operational emergency management					4
GLUEM Substations Operations	Planning & Preparednese	procedures				4	4
		Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scele CERC to assist in the					
GCOEM Substations Operations	Response	implementation of the Incident Command System (ICS)		32			384
GCOEM Substations Operations	Planning & Preparadness	Inventory, storage, maintenance, essignment and cost tracking of equipment and supplies		24			288
GCOEM Substations Operations	Recovery	Maintain "Key Contacts" report 24 hour availability for ICS Positions	0.5				26
GCOEM Substations Operations	Recovery	Maintain crewing report weekly for all field crews indicating numbers available and shifts	0.5	•			26
GCOEM Substations Operations GCOEM Substations Operations	Recovery	Meeting Administrative i.e. Coordination with Emergency Management Operational Support departmental, CCM, EM, EP, ER(	0.25	в	4		112 65
	Recovery	Monilor system health applications	U,¥9				12
GCOEM Substations Operations GCOEM Substations Operations	Receivery Recovery	Office tasks (copying, filing, etc)		2			24
GCOEM Substations Operations		Participate in the dissemination of the Communication Plan i.e. stakeholders meeting participation		4	р		32
GCOEM Substations Operations	Recovery	Participate in the Benchmarking / best practices process			4		16
GCOEM Substations Operations	Recovery Récovery	Post event meetings participation			4		16
GCOEM Substations Operations	Recovery	Provide feedback from customers on Customer Operations and Public Affairs Initiatives Response to special requests for data and information (executive, customer ops, public affairs, etc) related to Operational EM issues		0,5	-		6
GOOLW SADARTING OPERATIONS	Recovery	reesponse to special reduces to rotata and minimetion (executive, custome tops, public amains, enc) related to Operational CM issues. Review and revise annually existing Operations Procedures and Emergency Response Plants for content and consistency to existing corporate templates.		0.5			Ŷ
GCOEM Substations Operations	B					,	4
GCOEM Substations Operations GCOEM Substations Operations	Recovery	and Ch-260-4.				4	4
GCOEM Substations Operations	Recovery Recovery	Review annually ICS organization charts to ensure organizational clarity				4	4
GCOEM Substations Operations	Recovery	Review annually with Emergency Management Risk manager operational insks process Events disktivities and supervised LCC based positions under the all disk process				16	16
GCOEM Substations Operations	Recovery	Revise, distribute and communicate ICS based position quides for all staffed positions named in the EP plans Special Projects (i.e. regulatory response)			8		32
GCOEM Subalations Operations	Recovery	Special Projects (Lis requiatory response) Start Development			B		32
	(coord) j	Stan Development Track (using System Emergency Assignments - SEA) ICS & Operations EP Plan training levels for all Operations responders to assure they are qualified			•		
GCOEM Substations Operations	Repovery	rram feest of statut clustificities loading under a chategous cr. Let fraining issues of 40 Observants restandes in #sprie (lies are drained		р			96
	Keczváry	Treak and Anton Treaking outloss for the about Analysis and Adual sums. Forum Asten Treaking and diversity and adual and adual		6			50
000511.0.1.1.1.1.0.		Track open items in an Action Tracking system for the above exercises and actual events. Ensure Action Tracking open items are assigned and closed out					40
GCOEM Substations Operations	Recovery			4 16			48 192
GCOEM Substations Operations	Planning & Preparedness	Train response personnel in use of emergency response related applications & processes		16			182

		Work with Operations management to identify notis that require improvements to emergency mitigation, preparedness, response utilizing events, industry					
GCOEM Substations Operations	Recovery	expensive, system energies and leasons learned			6		32
		Working with the ERG and Emergency Management, develop and conduct at least two response exercises per year at an upgraded or serious scenario					
GCOEM Substations Operations	Recevery	level in accordance with CI-26D-4 for Operations			16		32
GCOEM Substations Operations	Recovery	Working with the ERG, hold drill & actual event lessons learned			8		32
GCOEM Substations Operations	Planning & Preparedness	Working with the ERG, meet with external response organizations to identify opportunities for improvement task force	4				208
GCOEM Substalions Operations	Recovery	Working with the ERG, respond to Upgraded and above incidents at least once per guarter to assess ICS use			4		16
GCOEM System & Transmission Operations	Planning & Preparedness	Assist in developing of training modules, manuals and instructions (functional specific)		24			288
GCOEM System & Transmission Operations	Planning & Preparedness	Assist in the development of the annual focused Emergency response drills schedule		24			288
GCOEM System & Transmission Operations		Assist in the development of the annual focused Emergency response drills schedule				4	
GCOEM System & Transmission Operations	Recovery	Complete jessons learned action items	_	В			96
GCOEM System & Transmission Operations	Response	Conduct pre-event strategy meetings and develop resource recommendations based projected impact.	2				104
GCOEM System & Transmission Operations	Flaming & Preparedness	Coordinate Logistical requirements with CFS including inversional levels ifield drop protocol LOCC procedures				4	4
GCOEM System & Transmission Operations	Planning & Preparedness	Coordinate process reviews and process owner responsibilities			8		32
GCOEM System & Transmission Operations GCOEM System & Transmission Operations	Planning & Preparedness	Coordination with local stakeholders, their participation in dnlls and expansion of joint planning			16	6	64 8
OCOEM system & transmission operations	Support	Develop budget input				0	0
		Develop new Emergency Response plans emerging from the on going nak essessment that follow CI-260-4 incident levels including Operations incident					
GCOEM System & Transmission Dperations	Planning & Preparedness	levels, staffing plans for each incident level & equipment resource levels for each incident level.				16	16
		Ensures implementation of the Company's safety, health and environmental programs are incorporated in to operational amergency management					
GCOEM System & Transmission Operations	Planning & Preparedness	procedures				4	4
		Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the					
GCOEM System & Transmission Operations	Response	implementation of the Incident Command System (ICS)		32			384
GCOEM System & Transmission Operations	Planning & Preparatimese	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies		24			288
GCOEM System & Transmission Operations		Maintain "Key Contects" report 24 hour availability for ICS Position:	0.5				26 26 112
GCOEM System & Transmission Diperations		Maintein crewing report weekly for all field crews indicating numbers available and shifts	0.5				26
GCOEM System & Transmission Operations		Meeting Administrative Le. Coordination with Emergency Managament Operational Support, departmental, CCM, EM, EP, ER(		8	4		112
GCOEM System & Transmission Operations		Monitor system health applications	.25				65
GCOEM System & Trenamission Operations		Office tesks (copying, filing, etc)		1			12
GCOEM System & Transmission Operations		Participate in the dissemination of the Communication Plan i.e. stakeholders meaning participation		2			24
GCOEM System & Transmission Operations		Participate in the Benchmarking / best practices process			6		32
GCOEM System & Transmission Operations		Post event meetings participation			4		16
GCOEM System & Transmission Operations		Provide feedback from customers on Customer Operations and Public Affairs Initiatives			4		16
GCOEM System & Transmission Operations		Response to special requests for data and information (executive, customer ops, public affairs, atc) related to Operational EM issues		0.5			6
		Review and revise annually existing Operations Procedures and Emergency Response Plans for content and consistency to existing corporate templates					
GCOEM System & Transmission Operations		and CI-260-4.				4	4
GCOEM System & Transmission Operations		Review annually the Vegetation Management program (if applicable) to assess impact on Iree related interruption				8	ė
GCOEM System & Transmission Operations		Review annually ICS organization charts to ensure organizational clarity				4	4
GCOEM System & Transmission Operations		Review annually role of quinzation of an a consist a signification of gains and signification of gains and the signification of the sig				Å	4
GCOEM System & Transmission Operations		Revise, distribute and communicate ICS based position guides for all staffed positions named in the EP plans				16	16
GCOEM System & Transmission Operations		Speciel Projects (i.e. regulatory response)			8		32
GCOEM System & Transmission Operations		Staff Development			6		32
		Track (using System Emergency Assignments - SEA) ICS & Operations EP Plan training levels for all Operations responders to assure they are qualified					
GCOEM System & Transmission Operations				B			96
· · · · · · · · · · · · · · · · · · ·		Track open flems in an Action Tracking system for the above exercises and actual events. Ensure Action Tracking open flems are assigned and closed out					
GCOEM System & Transmission Operations				٨			48
GCOEM System & Transmission Operations	Planning & Preparedness	Train response personnel in use of emergency response related applycations & processes		16			192
OCOLINI System is mananisation operationa	Planning 5 Propare choos			10			132
		Work with Operations management to identify risks that require improvements to emergency mitigation, preparedness, response utilizing events, industry					
GCOEM System & Transmission Operations		expenence, system analysis and lessons learned			6		32
		Working with the ERG and Emergency Management, develop and conduct at laast two response exercises per year at an upgraded or senous scenario					
GCOEM System & Transmission Operations		level in accordance with CI-260-4 for Operations			16		32
GCOEM System & Transmission Operations		Working with the ERG, hold doll & actual event lessons learned			6		32
GCOEM System & Transmission Operations	Planning & Preparedness	Working with the ERG, meet with external response organizations to identify opportunities for improvement task force	4				208
GCOEM System & Transmission Operations		Working with the ERG, respond to Upgraded and above incidents at least once per guarter to assess ICS use			4		16
OREM - Orange & Rockland	Re-anadameni	Assist in developing Lessons Learned items			6		32
OREM - Orange & Rockland	Pjanning & Preparedness	Assist in developing of training modules, manuals and instructions (functional specific)		15			192
OREM - Orange & Rockland	Planning & Preparedness	Assist in the development. Emergency response dnlls		24			288
OREM - Orange & Rockland	Communication	Attend regularly scheduled staff meatings (departmental, CCM, EM, EP, ERG)		2	4		40
OREM - Orange & Rockland	Re-assessment	Benchmarking				8	8
OREM - Orange & Rockland	Recovery	Complete lessons fearred action items		36			432
OREM - Orange & Rockland	Rasponee	Conductore event strategy meetings and develop resource recommendations based projected impact.	2				104
OREM - Orange & Rockland	Planning 5 Preparedness	Coordinate Logistical requirements with CFS including inventory levels, field drop protocol, LOCC procedures			2		9
OREM - Orange & Rockland	Planning & Preparedness	Coordinate process reviews and process owner responsibilities			2		8
OREM - Orange & Rockland	Planning & Preparedness	Coordination with Emergency Management Operational Suppor		1			48
OREM - Orange & Rockland	Planning & Preparedness	Corporate task forces (i.e. CERC drill team) participation			32		128
OREM - Orange & Rockland OREM - Orange & Rockland	Response	Develop and maintain "Key Contacts" report 24 hour availability for ICS Position:	2				104
OREM - Orange & Rockland	Planning & Preparedness	Oevelop and meintain crewing report weekty for all field crews indicating numbers available and shift	2				104
OREM - Dialige of Rubitatio	Support	Develop budget input				16	16

		Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the				
OREM - Orange & Rockland	Response	implementation of the Incident Command System (ICS)	2		15	712
OREM - Orange & Rockland	Planning & Preparedhese	inventory, storage, maintenance, assignment and cost tracking of equipment and supplies			24	288
OREM - Orenge & Rockland	Planning & Preparedness	Maintain Mutual Assistance coordinetor readiness (roster, training, etc)			4	48
OREM - Orange & Rockland	Planning & Preparedness	Meeting Administrative		2	4	152
OREM - Orange & Rockland	Response	Monitor Outage Manager, Feeder Board, etc	0.25			65
OREM - Orange & Rockland	Planning & Preparedness	Office tasks (copying filing, etc)	1			260
OREM - Orange & Rockland	Recovery	Poal event meetings participation			16	192
OREM - Orange & Rockland	Support	Special Projects (i.e. regulatory response)			36	432
OREM - Orange & Rockland	Planning & Preparedness	Special reguests for data and information (executive, customer ops, public affairs, etc)			4	45
OREM - Orange & Rockland	Planning & Preparedness	Staff Development			32	120
OREM - Orange & Rockland	Planning & Preparedness	Support to the Control Center for Blue Sky events		0.5		26
OREM - Orange & Rockland	Planning & Preparedness	Train response personnel in use of storm response related applications & processes			24	288

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Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS35 Date of Response: 08/13/2008 Responding Witness: Emergency Management

Question No.: :531

Subject: Incident Command System (ICS) - In reference to your testimony, p.25, Ln. 3, identify the management area charged with responsibility for ICS enhancements within the new emergency management organization. Have the enhancements been added to the CERP, and if so, cite application references within the CERP.

### Response:

The Emergency Management Operations Services (EMOS) section is responsible to ensure that the company's application of ICS is enhanced "by expanding formal training, improving resource tracking, refining the development of plans made during major system events, and utilizing specially trained personnel to facilitate using the ICS during major events" as stated in testimony, p. 25, lines 10 - 15. EMOS will also ensure the expanded use of Incident Management Assist Teams (IMATs).

Since the CERP is a high-level plan that outlines Electric Operations' response to emergencies, changes to the CERP are not anticipated.

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Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS35 Date of Response: 08/13/2008 Responding Witness: Emergency Management

## Question No.: 532

Subject: Emergency Management Expenses - Regarding the following in your testimony: 1. p. 5, Ln 1, 10-15, for each year, what is the incremental amount of O&M emergency management expenses for RY1- RY5. 2. p. 5, Ln. 1-11, with projected spending for emergency management expenses for RY1 at more than twice the historic level of spending, what synergies have been identified with the centralization of the emergency management functions? How have they been included in your projections for RY1-5? 3. p. 8, provide the detail the specific costs areas and expenses included in EMP-1 for interdepartmental changes.

### Response:

- 1. Reference Exhibit\_(EM-1): The incremental amount (Program Changes column) of O&M emergency management expenses for RY1- RY5 is \$2,458,000 for each RY.
- 2. As of May 1, 2008, Con Edison and O&R have undertaken an initiative to improve its emergency management structure through a re-organization that combines Emergency Management into a single corporate organization with overall responsibility for Con Edison and Orange and Rockland Utilities emergency management program. This centralization did not require any additional personnel and it is anticipated that there are limited synergies as a result in the areas of business continuity efforts, and liaison activities.

Specifically, the existing O&R EM resources dedicated to business continuity efforts will be supplemented by the Con Ed business continuity resources. This will eliminate any duplication and allow an increase in the breadth and scope of business continuity planning and training efforts at O&R.

Further, the centralization will increase the pool of resources available to provide liaison support on a routine basis as well as during emergencies. This will result in a more comprehensive, consistent and efficient liaison effort with the local government agencies and elected officials.

These limited opportunities resulted in a reduced staffing requirement request. The impact of these synergies on our projections have already been addressed in the Company's response to DPS-293. 3. Interdepartmental charges primarily represent the costs associated with building services (including rents), telephone and other communication charges, and charges associated with the maintenance of vehicles. Facilities' charges are on the square footage occupied by organization. Communication and Vehicle O&M charges are allocated based on actual usage.

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Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS35 Date of Response: 08/13/2008 Responding Witness: Emergency Management

Question No.: 533

Subject: Emergency Organization - Regarding your testimony: 1. pp. 3-4, explain the difference between Mr. Walker's and Mr. Torres' positions and work responsibilities and provide detail of expected responsibility interface. 2. p. 6, provide the overview specific organization functions and responsibilities for each of the four new emergency organizations, identifying specific management interface with each other and management's oversight of overall coordination.

### Response:

1. Reference testimony page three for VP Torres' responsibilities: As the Vice President of Emergency Management, Mr. Torres is responsible for overseeing the continued development of the Company's emergency management program and ensuring its consistency with the Corporate Emergency Management Strategy. Also, as the Company's lead liaison, he will facilitate the communication, outreach and cooperation between Con Edison and the senior levels of the many federal, state, and local agencies and organizations the Company works with during events of local, regional and national concern.

Reference testimony page four for Director Walker's responsibilities: As Director of Emergency Management Operations Service, Mr. Walker is responsible for establishing policy and procedures to improve the effectiveness of the Company's overall emergency management programs, conducting risk assessments for operating and related business functions, developing appropriate prevention and risk mitigation strategies, and acting as the primary liaison on planning and operational issues with external stakeholders including industry organizations and federal, state and local public officials.

Mr. Walker reports to Mr. Torres and there is and will continue to be significant and frequent interface between the two positions. Essentially, the Director of Emergency Management Operations Service will establish policies and procedures for Emergency Management and Vice President will oversee the development of these policies and procedures to maintain consistency with the corporate strategy. See also response 2, below. 2. The attached provides the key tasks for each functional organization. Further detail can be found in Exhibit\_EMP-5-Staffing Plan on the "detail" tab.

The Vice President of Emergency Management has four organizations reporting to him including, Emergency Management Operations Services, Electric Operations Emergency Management, Orange & Rockland Emergency Management and Operations Emergency Management. Each of the four groups is lead by a high level manager reporting to the Vice President of Emergency Management (reference Exhibit EMP-6 Org Chart) who provides oversight. Emergency Management Operations Services, Electric Operations Emergency Management, Orange & Rockland Emergency work independently but in cooperation with one another. Emergency Management Operations Services has overall responsibility for reviewing, monitoring and, as necessary, establishing policy and procedures to improve the effectiveness of the Company's overall emergency management programs. Working with and through the Emergency Management Operations Services, Electric Operations Emergency Management, Orange & Rockland Emergency and operating areas, the group will be responsible for implementing the CEMS and consequently conducting effective risk assessments for operating and related business functions, developing appropriate prevention and risk mitigation strategies, and implementing comprehensive emergency preparedness programs for the Company.

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# **Functional Organization**

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# **Key Duties and Responsibilities**

anotional organization	Rey Dulles and Responsibilities
EM - Operations Emergency Management (gas,	External Stakeholder Liaison Activities
eam, SS, S&TO)	Industry Affairs (conferences, etc) / Benchmarking (Director)
	IMAT / Respond to incidents throughout the year
	Organize, coordinate and support the daily operations (secretary)
OEM Gas Operations	Train response personnel in use of: storm response related applications & processes Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the implementation of the Incident Command System (ICS) - i.e. Trouble Assessment - analysis to action
	Assist in developing of training modules, manuals and instructions (functional specific)
	Assist in the development of the annual focused Emergency response drills schedule
	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies
	Complete lessons learned action items
	Working with the ERG, meet with external response organizations to identify opportunities for improvement
OEM Steam Operations	Train response personnel in use of: storm response related applications & processes Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the implementation of the Incident Command System (ICS) - i.e. Trouble Assessment - analysis to action
	Assist in developing of training modules, manuals and instructions (functional specific)
	Assist in the development of the annual focused Emergency response drills schedule
	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies
	Complete lessons learned action items
	Working with the ERG, meet with external response organizations to identify opportunities for improvement
OEM Substations Operations	Train response personnel in use of: storm response related applications & processes Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the implementation of the Incident Command System (ICS) - i.e. Trouble Assessment - analysis to action
	Assist in developing of training modules, manuals and instructions (functional specific)
	Assist in the development of the annual focused Emergency response drills schedule
	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies
	Complete lessons learned action items
	Working with the ERG, meet with external response organizations to identify opportunities for improvement
OEM System & Transmission Operations	Train response personnel in use of: storm response related applications & processes Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the implementation of the Incident Command System (ICS) - i.e. Trouble Assessment - analysis to action
	Assist in developing of training modules, manuals and instructions (functional specific)
	Assist in the development of the annual focused Emergency response drills schedule
	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies
	Complete lessons learned action items
	Working with the ERG, meet with external response organizations to identify opportunities for improvement

# Functional Organization

EMOS Service

ctional Organization - Emergency Management Operations es	Key Duties and Responsibilities External Stakeholder Liaison Activities IMAT / Respond to incidents throughout the year
	Industry Affairs (conferences, etc) / Benchmarking (Director) Develop and maintain all policies, procedures, etc. (guidelines, checklists, instructions, organize and control documentation) for Medical and Rescue Squad Team (M.A.R.S) (secretary)
	Ensure compliance with mandates and commission orders Organize, coordinate and support the daily operations (secretary)
EMOS Business Continuity	Develop Business Continuity Plans for critical facilities
	Ongoing development and maintenance of CEI Pandemic Flu Program IMAT / Respond to incidents throughout the year
	Develop, coordinate, conduct, and evaluate annual Business Continuity Exercises
EMOS Drills & Training	Participate in development and evaluation of Business Continuity Exercises Design, develop and facilitate Emergency response drills
	Conduct In house training courses i.e. ICS
	Maintain, Action Tracking System Data
	Transmit instruction, collect and enter course completion certificates for IS-700, ICS-300 courses. Announce new IS-700, ICS-300 courses, schedule attendees. Work with SEMO and NYC-OEM in creating
	new course offerings.
	Maintain, enhance System Emergency Assignment program
	Organize and chair emergency response personnel meetings and info sessions
	Develop, maintain training manuals and instructions Develop, maintain e-learning training modules (functional specific)
	IMAT / Respond to incidents throughout the year
EMOS Liaison	· · · ·
	Liaison outreach with NY City agencies Liaison outreach with Westchester
	Communicate plans and expectations with local public officials (city, county, municipal) and agencies
	OEM duty liaison calls
	Continued coordination & notifications with OEMs' during recovery from storms
	Storm Calls / standby and notifications to OEMs' prior to a storm
	Meeting Administrative
	IMAT / Respond to incidents throughout the year
	Political Visits to NYC (RNC, Pope, etc)
	Quarterly meeting with NYC OEM
EMOS Event Analysis	Complete lessons learned action items
(Operational Risk Management & Forensic	Conduct and maintain enterprise wide risk assessment
Analysis)	Analyze & Trend post storm job information
	Conduct post event meetings to evaluate the strengths and identify areas in need of improvement
	Post event scorecard
	Develop, maintain and update Lessons Learned items and actions taken

Develop, maintain storm comparison statistics for predictive analyses and PSC requirements Conduct guarterly Lessons Learned meeting IMAT / Respond to incidents throughout the year EMOS Plans, Procedures, Policy (Document Develop, maintain, update and publish plans, guidelines and instructions (EOEM) Control) Develop, maintain, update and publish plans, guidelines and instructions (CERC) Develop, maintain, update and publish plans, guidelines and instructions (OEM) Maintain, enhance Storm Central internet site Maintain, enhance Storm Emergency intranet site IMAT / Respond to incidents throughout the year Develop, maintain, modify and publish checklists for use during emergencies (EOEM) Develop, maintain, modify and publish checklists for use during emergencies (OEM) Manage all aspects of the Emergency Preparedness website. Keeping information updated in all sections. Work with other organizations to tie other Company sites to EP (Security, EEM, CFS, SSO, Etc). Corporate Coastal Storm Plan: Enhance & maintain contingency plans for each commodity to respond efficiently to various potential coastal storm. Conduct process reviews and establish processes. Develop, maintain, update and publish region specific procedures, guidelines, checklists and instructions; organize and control documentation (260-4, CSP5-0-23, etc) Develop, maintain, modify and publish checklists for use during emergencies (CERC) EM Corporate Instructions & Operations Procedures: Develop, maintain, update and publish specific procedures, guidelines, checklists and instructions; organize and control documentation (CI-260-5, CI260-5, Security Matrix, Crisis Management Plan) EMOS Weather Analysis (Meteorological) Interface with Control Center Managers and commodity GMs on conditions that may impact the system Compare weather forecast with historical event conditions and develop correlation models for future use and as part of the respective organizations plans IMAT / Respond to incidents throughout the year Monitor long term forecast and track potential storms Monitor severe weather forecasts & evaluate compared to event declaration criteria Maintain daily, weekly and monthly records of actual weather conditions Meeting Administrative Work to develop methodologies to utilize the technology to improve our preparation and response - ideally this would even help our ability to design our systems, i.e. lightning analysis, wind analysis, geography based analysis Consolidate and manage CEI's weather services, DTN, Fleetweather, lightning detection, flooding Coordinate with NWS personnel to further develop and coordinate our ability to predict certain information: i.e. storm surge, local flooding Work with non-operating groups to identify opportunities to capitalize on a dedicated weather person forecasting, gas purchasing etc.

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### **Functional Organization** Key Duties and Responsibilities **EOEM - Electric Operations Emergency Management** External Stakeholder Liaison Activities Respond to CNS, Text Messages/BNN throughout the year Summer Preparation Schedule (March- June) IMAT / Respond to incidents throughout the year Industry Affairs (conferences, etc) / Benchmarking (Director) Pre-storm / Interregional / Municipal / NYMAG conference call Organize, coordinate and support the daily operations (secretary) EOEM Bronx-Westchester IMAT / Respond to incidents throughout the year Working with the ERG, meet with external response organizations to identify opportunities for improvement Complete lessons learned action items Assist in the development Emergency response drills Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies Train response personnel in use of: storm response related applications & processes Assist in developing of training modules, manuals and instructions (functional specific) Post event meetings participation Corporate task forces (i.e. CERC drill team) participation Monitor Outage Manager, Feeder Board, etc. EOEM Brooklyn-Queens IMAT / Respond to incidents throughout the year Working with the ERG, meet with external response organizations to identify opportunities for improvement Complete lessons learned action items Assist in the development Emergency response drills Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies Train response personnel in use of: storm response related applications & processes Assist in developing of training modules, manuals and instructions (functional specific) Post event meetings participation Corporate task forces (i.e. CERC drill team) participation Monitor Outage Manager, Feeder Board, etc. EOEM Manhattan IMAT / Respond to incidents throughout the year Working with the ERG, meet with external response organizations to identify opportunities for improvement Complete lessons learned action items Assist in the development Emergency response drills Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies Train response personnel in use of: storm response related applications & processes Assist in developing of training modules, manuals and instructions (functional specific) Post event meetings participation Corporate task forces (i.e. CERC drill team) participation EOEM Orange & Rockland IMAT / Respond to incidents throughout the year Complete lessons learned action items Assist in the development Emergency response drills

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	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies
	Train response personnel in use of: storm response related applications & processes
	Assist in developing of training modules, manuals and instructions (functional specific)
	Post event meetings participation
	Corporate task forces (i.e. CERC drill team) participation
EOEM Staten Island	IMAT / Respond to incidents throughout the year
	Working with the ERG, meet with external response organizations to identify opportunities for improvement
	Complete lessons learned action items
	Assist in the development Emergency response drills
	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies
	Train response personnel in use of: storm response related applications & processes
	Assist in developing of training modules, manuals and instructions (functional specific)
	Post event meetings participation
	Corporate task forces (i.e. CERC drill team) participation
	Monitor Outage Manager, Feeder Board, etc

Exhibit\_\_(SEMP-1) 47 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS35 Date of Response: 08/13/2008 Responding Witness: Emergency Management

### <u>Question No.</u>:534

Subject: Drill Program Enhancement - Refer to your testimony. 1. pp. 17-18, Drill Program Enhancement Explain in specific detail the list of changes planned to enhance the drill program. Identify how the drill program will be different and improved. Provide a complete list of tasks to be added, and identify those that have been completed? What is the timetable for completion of the drill program enhancement? 2. pp. 17-18, Drill Program Enhancement Explain in specific detail the list of changes planned to enhance the drill program. Identify how the drill program will be different and improved. Provide a complete list of tasks to be added, and identify those that have been completed? What is the timetable for completion of the drill program will be different and improved. Provide a complete list of tasks to be added, and identify those that have been completed? What is the timetable for completion of the drill program enhancement? 3. p. 21, Lns. 9-22, Drill Program Enhancement Have the Drill Program enhancement? Been added to the applicable corporate emergency procedures and instructions? Has specific assignments been made under the new CEMS emergency management structure? d. p. 22 Lns. 1-2 Drill Enhancement Have performance measures been established for the Drill Program? If so, specify the evaluation criteria.

### Response:

## Question No 534 (1)

Dedicated emergency management personnel will have the responsibility to oversee corporate development and implementation of significant drills. They will work closely with the emergency management personnel who are embedded in the operating organizations to enhance the standardization and overall consistent application of the emergency management drill schedule. The drill program will facilitate standardization (drills, lessons learned) and provide dedicated regional support to facilitate regional preparedness and standardization of plans and implement strategies.

Planned improvements include: Further define drill frequency requirements, standardize drill objectives, establish drill development guidance. Expand outside participation of appropriate stakeholders, Modify tracking system to standards documentation for recording and tracking improvements identified during drills, emphasis accountability for completing improvement opportunities identified during drills, revise existing written procedures to reflect identified process improvements, establish a mechanism to communicate across operating areas and commodities appropriate lessons learned. See attachment which lists tasks and scheduled completion dates.

<u>Question No 534 (2)</u>

Respectfully, this question appears to be the same as Question No 534 (1). Please reference the answer above.

# Question No 534 (3)

Drill program enhancements will be added to applicable corporate emergency procedures and instructions when they have been completed. Although on schedule, the enhancements have not been finalized. Please refer to attached schedule and time-line. Some but, not all specific assignments have been made under the new CEMS emergency management structure. Positions filled include:

Director - Emergency Management Operations Services

Department Manager – Operations Emergency Management

Project Specialist – Emergency Management (Business Continuity)

Position guides and have been developed for the Emergency Management "embedded employees (4)" as well as a "Project Specialist position who would be assigned to Preparedness & Liaison position.

Question No 534 (d.)

Performance measures have not yet been established for the Drill Program.

Exhibit\_\_(SEMP-1) 49 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS35 Date of Response: 08/13/2008 Responding Witness: Emergency Management

Question No.:535

Subject: Municipal Liaison Program - Regarding p.26, Ln.19 of your testimony discussing Municipal Liaison Program: What is the total number of municipal assignments mentioned on Line 19? Also, quantify the annual financial impact.

### Response:

There are currently 85 Municipal Field Liaisons and there are plans to add an additional 60 in October.

The approximate incremental cost (not including costs associated with Emergency Management personnel for administration) is :

- > 17 Air Cards Yearly Cost \$12,240
- 2 Municipal Field Liaison Training and Orientation Meeting Approximate cost \$1,500 (Additional Meeting to be held in October adding additional cost of between \$500 and \$750).

Exhibit\_\_(SEMP-1) 50 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS38 Date of Response: 08/19/2008 Responding Witness: Emergency Management

## Question No.:564

Subject: Additional Staff - What is the hiring status of the additional sixteen staff personnel for the Emergency Management Organization? Provide a list showing the sixteen positions to be filled, indicate which position has been filled, the date the positions were filled, and the expected hiring date for those positions that have not been filled.

# Response:

Group		Status
Emergency Management Operations Services	Director	Filled 5/1/08
Planning	Project Specialist	Expected hiring on or before 4/1/09
Planning	Project Specialist	Expected hiring on or before 4/1/09
Preparedness & Liaison	Project Specialist	Expected hiring on or before 4/1/09
Strategic Planning	Project Specialist	Filled 7/1/08
Risk Management & Benchmarking	Section Manager	Expected hiring on or before 9/15/08
Risk Management & Benchmarking	Project Specialist	Expected hiring on or before 4/1/09
Risk Management & Benchmarking	Project Specialist	Expected hiring on or before 4/1/09
Risk Management & Benchmarking	Project Specialist	Expected hiring on or before 4/1/09
Operations Emergency Management	Department Manager	Filled 8/1/08
Gas	Project Specialist	Expected hiring on or before 4/1/09
Steam	Project Specialist	Expected hiring on or before 4/1/09
S&TO	Project Specialist	Expected hiring on or before 4/1/09
Sub Stations	Project Specialist	Expected hiring on or before 4/1/09
EOEM Underground	Project Specialist	Expected hiring on or before 4/1/09
EOEM Overhead	Project Specialist	Expected hiring on or before 4/1/09
Total New Positions	16	

Exhibit\_\_(SEMP-1) 51 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS41 Date of Response: 08/25/2008 Responding Witness: Emergency Management

Question No. :572

Response CONFIDENTIAL

REDACTED

Exhibit\_\_(SEMP-1) 52 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS41 Date of Response: 08/25/2008 Responding Witness: Emergency Management

Question No.: 573

<u>Response</u> CONFIDENTIAL

REDACTED

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Exhibit\_(SEMP-1) 53 of 53

Company Name: Con Edison Case Description: Case: 08-E-0539

Response to DPS Interrogatories – Set DPS41 Date of Response: 08/25/2008 Responding Witness: Emergency Management

### Question No.: 574

Subject: Emergency Management Programs - 1. Regarding your testimony on Weather Technology, at p. 32, provide full explanation of the R&D program identified on p. 32 as "Deep Thunder". Specifically, identify what has been accomplished to date, the actual costs to date and anticipated costs for this program over the next three years. 2. Explain the basis of the ongoing R&D cost estimates for this program.

### Response:

- The Company has initiated a project with IBM to apply IBM's Deep Thunder technology to the problem of forecasting weather-caused damage at a microgeographic level (see attached "PSC Deep Thunder Overview). The goal of Phase I of this project is to develop and integrate the applicability of more precise weather forecasting capability into our emergency response management utilizing finer resolution forecasting models. The training of key operations and planning personnel has commenced. Phase I roll out will be completed by September 30 2008, at which time, the Deep Thunder forecasting model will begin to be operationally tested against real time weather data for accuracy and refinement. The costs associated with this project to date are \$185,332. Anticipated costs for RY1, RY2, and RY3 are \$300,000, \$200,000, and \$200,000, respectively.
- 2. In RY1 it is expected that approximately \$100,000 will be expended on the necessary refinements to the application. This phase of the project will involve developing the specifications and implementation for specific customizations of the current Deep Thunder capability to enable the Company to evaluate "predicted" overhead system damage based on Deep Thunder enhanced weather forecasts. The projected completion date of this phase is March 31, 2009 at which time, the Deep Thunder damage prediction model will begin to be operationally tested against real time overhead system storm related damage data for accuracy and refinement, which will progress through 12/31/09. Additionally, for RY1-3 the ongoing charges for access to the IBM remote server and technical support will cost about \$200,000 per year.