

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

REDACTED
Version

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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Staff Emergency Management Panel**Exhibit ____ (SEMP-1)****List of Staff Information Requests**

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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

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

Response:
Confidential

Redacted

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).

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. :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.
-

CON

EDISON POSITION GUIDE - Draft

Position Title: Project Specialist, Business Continuity & Emergency Management
 Position Code: _____

Organization: Emergency Management Effective Date: _____

Location: 4 Irving Place 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 a contributing nature should be listed and described here.)

1. Number of people supervised: Directly: Mgmt. None Indirectly: Mgmt. None
 (if none, state "None") Weekly None Weekly None
2. Will team with operating area employees at all levels and Emergency Management Staff to design and implement appropriate Business Continuity Plans for geographically selected critical facilities.
3. Ensures implementation of Company safety, health and environmental programs for employees whose work is directed. Ensures that safe work practices are followed and the environment is fully protected in accordance with Company policy and governmental regulations.

Prepared by: James Kerr Project Manager _____
 NAME (Type or Print) TITLE INITIALS DATE

Reviewed by: George Greenwood Vice President _____
 NAME (Type or Print) TITLE INITIALS DATE

Concurred: Kevin Burke President & COO _____

COMPENSATION**DATE**

Periodic Review: DATE _____ DATE _____ DATE _____

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	<u>New Position</u>	<u>POSITION TITLE</u>
Incumbent (this Position Title)	<u>New Position</u>	<u>POSITION TITLE</u>
List of Titles of those		
reporting directly to incumbent:	<u>None - Individual Contributor</u>	<u>POSITION TITLE</u>
		<u>POSITION TITLE</u>
		<u>POSITION TITLE</u>

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

Position Title: Project Manager

Position Code: 6031

Organization: Emergency Management

Effective Date: October 1, 2005

Location: 4 Irving Place

Payroll Code: _____

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

emergency as defined by CI-260-4 classification tables.

- 7) Develop and publish monthly staffing schedules for a full-scale emergency including an organization chart, phone list, position guides and ICS forms.
- 8) Help establish ICS/Emergency Management experts from the bottom up to help organizations respond to "upgraded" and "serious" incidents. Assist as a member of established Incident Management Assist Teams (IMAT) providing part-time support at "serious" and "full-scale" incidents.
- 9) Assist in the development and execution of drills as well as conduct after action reviews (critiques) to help assure they challenge employees from the point of notification to the repair and ultimate recovery from a scenario-based problem. Drills must also include achievable objectives and communications (both internal and external) by the Company. Drills will be followed by after action reviews highlighting successes and areas of improvement. Real events of "serious" and "full-scale" level must go through a similar after action review process. Assist in the development of annual full-scale corporate emergency exercises. Assist in development of courses aimed at external agencies to educate them on company activities.
- 10) Continue benchmarking other emergency management organizations and increase our presence in local and national associations and conferences for EM/EP professionals.
- 11) Address issues such as the Company's business continuity plans, emergency planning for natural disasters such as hurricanes, security of Company facilities and building evacuation planning.
- 12) May perform other related assignments as appropriate including being delegated as VP, Emergency Management in his absence.
- 13) Assist in chairing Emergency Management Ad-hoc interdepartmental committee meetings setup to achieve specific company goals.
- 14) Participate in crisis management plan development activities.

Prepared by	<u>James Kerr</u>	<u>Project Manager</u>	<u>(JK)</u>	<u>305405</u>
	NAME (Type or Print)	TITLE	INITIALS	DATE
Reviewed by	<u>George Greenwood</u>	<u>Vice President</u>	<u>GG</u>	<u>9/2/05</u>
	NAME (Type or Print)	TITLE	INITIALS	DATE
Concurred	<u>George Christ</u>	<u>COMPENSATION</u>		<u>10/5/05</u>
	NAME (Type or Print)	TITLE		DATE
Periodic Review:	DATE	DATE	DATE	

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POSITION GUIDE - MAJOR RESPONSIBILITIES (continued)

ORGANIZATION STRUCTURE

Incumbent Reports to _____ Vice President
POSITION TITLE

Incumbent (this Position Title) _____ Project Manager
POSITION TITLE

List of Titles of those reporting directly to incumbent:
_____ NONE
POSITION TITLE

_____ POSITION TITLE

EMPLOYEE SPECIFICATIONS (To do this job)

Education - Essential

A Bachelor's degree in Engineering or Applied Science is required.

Experience - (Discuss type and depth of experience)

Must have a minimum of 3 years of relevant work experience in Emergency Management including interaction with constituents external to the Company and/or

A minimum of 3 years in developing, organizing and conducting drills to test the readiness of Electric, Gas, Steam, Substations or other operational departments including developing scenarios, timeliness and inserted messages and

At a minimum of 3 years of operational experience in Electric, Gas, Steam or Substation Systems including responding to field emergencies as a first responder.

Must possess good oral/written communications, presentation and strong interpersonal skills.

**CON
EDISON POSITION GUIDE**

Position Title:	<u>Project Manager (3L)</u>	Position Code:	<u>26031</u>
	<u>Corporate Emergency Planning</u>		
Organization:	<u>4 Irving Place</u>	Effective Date:	<u>1/1/08</u>
	<u>Vice President, Corporate Emergency Planning</u>		
Location:		Payroll Code:	<u>93348</u>
Reports to:	<u>POSITION TITLE</u>		

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.)

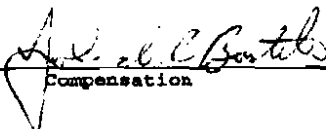
Corporate Emergency Planning is seeking a candidate to manage the Company's business continuity program. In this highly visible position, this candidate will be integral in developing and leading processes and initiatives vital to the success of corporate-wide business continuity program.

Provide support to the VP of Corporate Emergency Planning by identifying strategies required to support business continuity planning activities. This position will provide advice and counsel in the development of comprehensive departmental and corporate business continuity plans. This position will enhance corporate efficiency by developing a standard approach to business continuity planning efforts.

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

1. Number of people supervised: Directly: Mgmt. 1 Indirectly: Mgmt. _____
(if none, state "None") Weekly _____ Weekly _____
2. Ensures implementation of Company safety, health and environmental programs for employees whose work is directed. Ensures that safe work practices are followed and the environment is fully protected in accordance with Company policy and governmental regulations.
3. This position will lead the company's business continuity planning efforts at selected company critical facilities.
4. Provide guidance as a subject matter expert to vice presidents, general managers, and department coordinators in the development and maintenance of their business continuity plans.
5. Responsible for the design, development, and evaluation of business continuity drills and exercises; this includes conducting after action reviews and critiques of exercises and live events.
6. Develop an education program that introduces the business continuity process to Con Edison employees; this includes the design and development of education materials.
7. Lead the company in benchmarking Con Edison's business continuity program with other companies and utilities.
8. Ensure departments' conduct annual maintenance of business continuity plans.
9. Manage the company's pandemic flu preparedness efforts and chair the Company's pandemic flu team.
10. Support the liaison function of Emergency Planning during Corporate Emergency Response Center activations.
11. Lead role in the company's crisis management plan development activities.
12. Manage the ongoing coordination and plan development for corporate relocation planning efforts.

13. Represent Emergency Planning as a member of a cross-functional project team assembled to develop plans, training, or new business process following exercises or other types of events.
14. Reinforce company's commitment to the Incident Command System (ICS).
15. Promote a team spirit work environment in support of Con Edison's Corporate Values and Mission.

Prepared by:	Susan Diehl	Project Specialist	SD	1/3/2008
	Name (type or Print)	Title	Initials	Date
Reviewed by::	George Greenwood	VP, Corporate Emergency Planning	GG	1/3/2008
	Name (type or Print)	Title	Initials	Date
Concurred:				2/7/08
	Compensation			Date
Periodic Review				
	Date	Date	Date	

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MAJOR RESPONSIBILITIES: (continued)

Organizational Structure:

Incumbent Reports to	Position Title: Vice President, Corporate Emergency Planning
Incumbent (this Position Title)	Position Title: Project Manager
List of Titles of those directly reporting to incumbent	Project Specialist
	Position Titles:

EMPLOYEE SPECIFICATIONS (To do this job)

Education - Essential

- 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.

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.

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:

Organization	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.

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.

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:

- !] 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: 1
- 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: 3
- 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)

- 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

Staffing Increase Detail DPS28-410.9 updated 080815

consequences of emergency events. In addition 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: 1

- 1. 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: 1

- 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)

□ New Staff: 0

Workload Description: Existing Functions

EOEM Bronx-Westchester Dedicated

– New Staff: 0

Workload Description: Existing Functions

EOEM Brooklyn-Queens

□ 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

□ 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 responsible, in conjunction with Manhattan 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 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

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: 1
- ☐ 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, for developing, maintaining, updating and publishing plans, guidelines, checklist and instructions. Directly responsible, in conjunction with 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. 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: 1
- ☐ 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, 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: 1
- ☐ 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 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 Steam Operations, for developing and implementing drills and critique afterwards to highlight best practices and areas for improvement.

GCOEM Substations Operations

- ☐ New Staff: 1
- ☐ 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

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: 1
- !! 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, for developing, maintaining, updating and publishing plans, guidelines, checklist and instructions. 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

- ☐ New Staff: 0
- ☐ Workload Description: Existing Functions

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

Functional Organization	Total Hours ^{note}	FTE	Required Staff	Existing Organization		New Organization	Work Load Category
				Staff Allocation	Staff Increase	Staff Allocation	
1. Executive & Staff	3925	2.0	2	2	0	2	Existing Function
2. EMOS - Emergency Management Operations Services	2492	1.3	1	0	1	1	New Function
EMOS Operational Risk Management & Benchmarking	6337	3.3	3	0	3	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	2	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	0	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						

* 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.

CONSOLIDATED EDISON OF NEW YORK, INC
WORK & STAFFING PLAN
(000s)

Duties and Responsibilities

Functional Organization

EMOS - Emergency Management Operations Services*
EMOS - Emergency Management Operations Services*
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EMOS - Emergency Management Operations Services*
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EMOS - Emergency Management Operations Services*
EMOS Operational Risk Management & Benchmarking
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EMOS Operational Risk Management & Benchmarking
EMOS Planning (Document Control)

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EMOS Planning (Document Control)
EMOS Preparedness (Drills) & Liaison
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EMOS Preparedness (Drills) & Liaison

EMOS Preparedness (Drills) & Liaison
EMOS Preparedness (Drills) & Liaison

Principles

Support
Support
Support
Communication
Planning & Preparedness

Planning & Preparedness
Planning & Preparedness
Re-assessment
Communication

Response
Re-assessment
Re-assessment

Recovery
Re-assessment
Prevention & Mitigation
Recovery
Re-assessment
Re-assessment
Re-assessment

Response
Response
Re-assessment
Planning & Preparedness

Planning & Preparedness
Support
Planning & Preparedness
Planning & Preparedness
Planning & Preparedness
Planning & Preparedness
Planning & Preparedness
Planning & Preparedness

Planning & Preparedness

Planning & Preparedness

Response
Planning & Preparedness
Planning & Preparedness

Planning & Preparedness
Re-assessment
Planning & Preparedness
Re-assessment
Planning & Preparedness
Planning & Preparedness
Planning & Preparedness
Planning & Preparedness

Response
Re-assessment

Admin activities (Director)
Admin activities (Director) Develop, monitor and evaluate department budget and annual business plan
Admin activities (Director) Participate and represent EP in the 2009 rate case.
Attend Strategic Issue Seminars, professional development training required for Emergency Management Staff
Certified American Red Cross Instructor -- Visiting Professor at TLC to teach First Aid/CPR/AED (secretary)
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)
Develop, coordinate, conduct, and evaluate monthly drills/exercises/meetings for 4IP and system wide MARS teams (secretary)
Ensure compliance with mandates and commission orders
External Stakeholder Liaison Activities
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)
Industry Affairs (conferences, etc) / Benchmarking (Director)
Meeting Administrative
Analyze & Trend post storm job information
Develop and Maintain Benchmarking program
Complete lessons learned action items
Industry Affairs (conferences, etc) / Benchmarking
Conduct and maintain enterprise wide risk assessment
Conduct post event meetings to evaluate the strengths and identify areas in need of improvement
Conduct quarterly Lessons Learned meeting
Trend Lessons Learned items and actions taken
Develop, maintain storm comparison statistics for predictive analyses and PSC requirements
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)
Meeting Administrative
Post event scorecard
Coastal Storm Plan coordination
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
Corporate IMS coordination
Corporate Policy Review Committee
Develop, maintain, modify and publish checklists for use during emergencies (CERC)
Develop, maintain, modify and publish checklists for use during emergencies (EOEM)
Develop, maintain, modify and publish checklists for use during emergencies (OEM)
Develop, maintain, update and publish plans, guidelines and instructions (CERC)
Develop, maintain, update and publish plans, guidelines and instructions (EOEM)
Develop, maintain, update and publish plans, guidelines and instructions (OEM)
Develop, maintain, update and publish region specific procedures, guidelines, checklists and instructions, organize and control documentation (260-4, CSPS-0-23, etc)
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)
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)
Maintain, enhance Storm Central internet site
Maintain, enhance Storm Emergency intranet site
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)
Meeting Administrative
Announce new IS-700, ICS-300 courses, schedule attendees Work with SEMO and NYC-OEM in creating new course offerings.
Audit TLC emergency training programs
Conduct external training courses
Conduct In house training courses i.e. ICS
Design, develop and facilitate Emergency response drills
Develop, maintain e-learning training modules (functional specific)
Develop, maintain training manuals and instructions
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)
Maintain, Action Tracking System Data

Daily	Weekly	Bi-weekly	Monthly	Quarterly	Semi-Annual	Annual	TOTAL
1							260
						40	40
						40	40
						44	44
						24	24
	2						104
			4				48
			8				96
	16						832
1		16					452
						40	40
	8		6				512
	8						416
							1040
4							1096
	8		40	40		40	2080
							312
						17	209
						16	272
	4		4				272
	4		4		8		272
							144
							152
	2		4				344
			24	8	8	8	32
							96
			4	12			24
			2				36
			3				624
	12						832
	16						624
	12						120
					30		200
					50		120
					30		
							96
							40
							40
	1		12				404
		8					416
		6					416
							104
		2					152
		2	4				260
	1						96
			8				96
			8				96
			16	40	12	350	832
	16						200
			16		4		208
			4	0			
							144
							576

EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Maintain, enhance System Emergency Assignment program	4	4	1	257
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Meeting Administrative	2	4	152	120
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	OPA-90 PREP Exercise Planning/Defining the conduct of annual OPA-90 Exercise for Steam Operations	20	8	240	32
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Prepare and chair emergency response planning meetings and information	8	32	64	96
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Produce and distribute Emergency Preparedness Newsletter	1		260	16
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Staff Development			18	16
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Support other Con Edison organizations in preparing and delivering ICS presentations (EH&S, Gas, Electric Operations, Etc)			24	24
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Transmit instruction, collect and enter course completion certificates for IS-700, ICS-300 courses			32	32
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	311 Liaison Meetings			48	24
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Accounting for Generator deployment during outages			2	40
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Assist and participate in annual regional New York SEMP exercises			10	416
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Assist and participate in annual Westchester County run exercises			8	160
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Assist ERG's in presentations to outside agencies of PUE/Energy 101 courses. One hour each session, providing insight into CE Emergency			24	24
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Attend and participate in quarterly Regional New York SEMP meetings with area County Emergency Managers in attendance			1	8
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Attend and participate in quarterly Westchester County OEM Municipal Emergency Managers meetings			6	32
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Attend ERG Agency Classes			12	48
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Call's about CE Service Problems/Turn ons			2	24
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Clean Harbors Cooperative Board Member and Operating Committee Member			10	40
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Communicate plans and expectations with local public officials (City, County, Municipal) and agencies			8	416
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Coordinate activities and information with OEM			40	160
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Coordinate assistance - traffic, work schedule			2	24
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Emergency assistance - traffic, work schedule			4	48
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Implement Incident Management Assis Team (IMAT) response for Operations serious level incidents end for any declared full-scale CERC to assist in the			12	144
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Implementation of the Incident Command System (ICS)			32	1216
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Liaison outreach with NY City agencies			16	364
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Liaison outreach with Westchester			32	152
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Meeting Administrative			2	36
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	NYPD duty liaison calls, NYPD meetings (including transformer moves)			3	24
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	NYPD notification of Overseas moves			2	16
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	OEM & NYPD Liaison Staffing Coordinator			16	192
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	OEM duty liaison calls			2	24
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Other agency duty calls			6	80
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Planned Event Prep - Parade, President visit, Pope Visit, New Years Eve			20	80
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Political Visits to NYC (RNC, Pope, etc)			8	32
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Quarterly meeting with NYC OEM			40	160
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Ready New York Presentations with American Red Cross and NYC-OEM			2	24
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Storm Calls / standby and notifications to OEMs prior to a storm			10	40
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Transmission outages for maintenance - notification to Munis of contingency plan			6	32
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	USCC Alert Airtime Security Executive Board & Planning & Preparedness Committee			12	144
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	USCC THRC Ruling			6	80
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Attend Contingency Planning Exchange meetings and information sessions as necessary			40	72
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Attend monthly VP staff meeting			60	3120
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Develop Business Continuity Plans for critical facilities			12	144
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Develop, coordinate, conduct, and evaluate annual Business Continuity Exercises			6	80
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Incident Management Assis Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the			1	404
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Implementation of the Incident Command System (ICS)			6	408
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Meeting Administrative			8	16
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Observe Electric Control Center Heat Drills			16	832
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Ongoing maintenance of CEI Pandemic Flu Program			24	288
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Ongoing development strategic response plan for emerging issues			4	100
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Participate in annual CERC exercise (on design team and involved in exercise)			4	80
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Participate in Corporate Relocation Team efforts			4	208
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Participate in development and evaluation of Business Continuity Exercises			5	16
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Participate in development and maintenance of CEI Pandemic Flu Program			10	20
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Participate in EEI Business Continuity work groups meetings and conference calls			24	96
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Participate in meeting with Information Resources and Facilities for Business Continuity Planning purposes			15	84
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Participation in EMS project (set up EMS drills, employee communications, drill follow-up)			15	64
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Professional development activities, conferences and webinars			6	416
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Set up and lead early drills meetings with Paramedic Flu Team			8	96
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Compare weather forecast with historical event conditions and develop correlation models for future use and as part of the respective organizations plan			6	72
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Coordinate with NWS personnel to further develop and coordinate our ability to predict certain information i.e. storm surge, local flooding			8	96
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Deep Thunder Application Maintenance			6	72
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Incident Management Assis Team (IMAT) response for Operations serious level incidents and for any declared full-scale CERC to assist in the			1	356
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Implementation of the Incident Command System (ICS)			2	520
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Interface with Control Center Managers and commodity GIs on condition that may impact the system			0.5	162
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Maintain daily, weekly and monthly records of actual weather condition			2	152
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Meeting Administrative			1	260
EMOS Preparedness (Drills) & Liaison	Planning & Preparedness	Monitor long term forecast and track potential storms				

EMOS Weather, Forensic Analysis & Technology	Response	Monitor severe weather forecasts & evaluate compared to event declaration criteria	1			260
EMOS Weather, Forensic Analysis & Technology		Prepare weather station monthly reports		2		24
EMOS Weather, Forensic Analysis & Technology	Planning & Preparedness	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		8		96
EOEM - Electric Operations Emergency Management	Planning & Preparedness	Work with non-operating groups to identify opportunities to capitalize on a dedicated weather person – forecasting, gas purchasing etc.		8		96
EOEM - Electric Operations Emergency Management	Support	Admin activities (Director) Develop, monitor and evaluate department budget and annual business plan			40	40
EOEM - Electric Operations Emergency Management	Support	Admin activities (Director) Participate and represent EP in the 2009 rate case			40	40
EOEM - Electric Operations Emergency Management	Support	Admin activities (Secretary)			16	1976
EOEM - Electric Operations Emergency Management	Planning & Preparedness	Develop, monitor and evaluate department budget and annual business plan Participate and represent EP in the 2009 rate case	6	4	16	24
EOEM - Electric Operations Emergency Management	Communication	External Stakeholder Liaison Activities	1	24		1508
EOEM - Electric Operations Emergency Management	Response	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)			24	288
EOEM - Electric Operations Emergency Management	Re-assessment	Industry Affairs (conferences, etc) / Benchmarking (Director)			24	409
EOEM - Electric Operations Emergency Management		Manage the deployment of Mutual Assistance Crews			2	24
EOEM - Electric Operations Emergency Management		Meeting Administrative	8	6		512
EOEM - Electric Operations Emergency Management		Mutual Assistance conference call participation			2	8
EOEM - Electric Operations Emergency Management	Response	Pre-storm / Interregional / Municipal / NYMAG conference call			4	48
EOEM - Electric Operations Emergency Management	Response	Respond to CNS, Text Messages/BNN throughout the year	1			260
EOEM - Electric Operations Emergency Management	Planning & Preparedness	Summer Preparation Schedule (March- June)				160
EOEM Bronx-Westchester	Re-assessment	Assist in developing Lessons Learned items			8	32
EOEM Bronx-Westchester	Planning & Preparedness	Assist in developing of training modules, manuals and instructions (functional specific)			16	192
EOEM Bronx-Westchester	Planning & Preparedness	Assist in the development Emergency response drills			24	288
EOEM Bronx-Westchester	Communication	Attend regularly scheduled staff meetings (departmental, CCM, EM, EP, ERG)			2	40
EOEM Bronx-Westchester	Re-assessment	Benchmarking				16
EOEM Bronx-Westchester	Recovery	Complete lessons learned action items			40	480
EOEM Bronx-Westchester	Response	Conduct pre event strategy meetings and develop resource recommendations based projected impact.	2			104
EOEM Bronx-Westchester	Support	Coordinate emergency petty cash custodial, EZ-pass & Emergency P-cards functions			2	24
EOEM Bronx-Westchester	Planning & Preparedness	Coordinate logistical requirements with CFS including inventory levels, field drop protocol, LOCC procedures				16
EOEM Bronx-Westchester	Planning & Preparedness	Coordinate process reviews and process owner responsibilities			4	8
EOEM Bronx-Westchester	Planning & Preparedness	Coordination with Emergency Management Operational Support				48
EOEM Bronx-Westchester	Planning & Preparedness	Corporate task forces (i.e. CERC drill team) participation			32	128
EOEM Bronx-Westchester	Response	Develop and maintain "Key Contacts" report 24 hour availability for ICS Position:	2			104
EOEM Bronx-Westchester	Planning & Preparedness	Develop and maintain crewing report weekly for all field crews indicating numbers available and shift:	2			104
EOEM Bronx-Westchester	Support	Develop budget input				16
EOEM Bronx-Westchester	Response	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		24	548
EOEM Bronx-Westchester	Planning & Preparedness	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies			24	288
EOEM Bronx-Westchester	Response	Maintain CAT Team readiness (roster, training, etc)			2	24
EOEM Bronx-Westchester	Response	Maintain Mutual Assistance coordinator readiness (roster, training, etc)			2	24
EOEM Bronx-Westchester	Response	Meeting Administrative	0.25	2	4	152
EOEM Bronx-Westchester	Response	Monitor Outage Manager, Feeder Board, etc				65
EOEM Bronx-Westchester	Response	Office tasks (copying, filing, etc)	1			260
EOEM Bronx-Westchester	Recovery	Post event meetings participation			16	192
EOEM Bronx-Westchester	Support	Special Projects (i.e. regulatory response)			48	576
EOEM Bronx-Westchester	Response	Special requests for data and information (executive, customer ops, public affairs, etc)			4	48
EOEM Bronx-Westchester	Response	Staff Development			32	128
EOEM Bronx-Westchester	Response	Support to the Control Center for Blue Sky events	0.5			26
EOEM Bronx-Westchester	Planning & Preparedness	Train response personnel in use of, storm response related applications & processes			24	288
EOEM Bronx-Westchester	Re-assessment	Assist in developing Lessons Learned items			8	32
EOEM Brooklyn-Queens	Planning & Preparedness	Assist in developing of training modules, manuals and instructions (functional specific)			16	192
EOEM Brooklyn-Queens	Planning & Preparedness	Assist in the development Emergency response drills			24	288
EOEM Brooklyn-Queens	Communication	Attend regularly scheduled staff meetings (departmental, CCM, EM, EP, ERG)			2	40
EOEM Brooklyn-Queens	Re-assessment	Benchmarking				16
EOEM Brooklyn-Queens	Recovery	Complete lessons learned action items			40	480
EOEM Brooklyn-Queens	Response	Conduct pre event strategy meetings and develop resource recommendations based projected impact	2			104
EOEM Brooklyn-Queens	Support	Coordinate emergency petty cash custodial, EZ-pass & Emergency P-cards functions			2	24
EOEM Brooklyn-Queens	Planning & Preparedness	Coordinate logistical requirements with CFS including inventory levels, field drop protocol, LOCC procedures				16
EOEM Brooklyn-Queens	Planning & Preparedness	Coordinate process reviews and process owner responsibilities			4	8
EOEM Brooklyn-Queens	Planning & Preparedness	Coordination with Emergency Management Operational Support				48
EOEM Brooklyn-Queens	Planning & Preparedness	Corporate task forces (i.e. CERC drill team) participation			32	128
EOEM Brooklyn-Queens	Response	Develop and maintain "Key Contacts" report 24 hour availability for ICS Position:	2			104
EOEM Brooklyn-Queens	Planning & Preparedness	Develop and maintain crewing report weekly for all field crews indicating numbers available and shift:	2			104
EOEM Brooklyn-Queens	Support	Develop budget input				16
EOEM Brooklyn-Queens	Response	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		24	548
EOEM Brooklyn-Queens	Planning & Preparedness	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies			24	288
EOEM Brooklyn-Queens	Recovery	Maintain CAT Team readiness (roster, training, etc)			2	24
EOEM Brooklyn-Queens	Recovery	Maintain Mutual Assistance coordinator readiness (roster, training, etc)			2	24
EOEM Brooklyn-Queens	Recovery	Meeting Administrative	0.25	2	4	152
EOEM Brooklyn-Queens	Response	Monitor Outage Manager, Feeder Board, etc				65

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GCOEM - Gas & Central Operations Emergency Management"	Support	Admin activities (Director)	0.25		85
GCOEM - Gas & Central Operations Emergency Management"	Support	Admin activities (Director) Develop, monitor and evaluate department budget and annual business plan		40	40
GCOEM - 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 Liaison Activities	24		1248
GCOEM - Gas & Central Operations Emergency Management"	Response	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)		16	192
GCOEM - Gas & Central Operations Emergency Management"	Re-assessment	Industry Affairs (conferences, etc) / Benchmarking (Director)		8 20	40 216
GCOEM - Gas & Central Operations Emergency Management"	Planning & Preparedness	Meeting Administrative	8	8	512
GCOEM Gas Operations	Planning & Preparedness	Assist in developing training modules, manuals and instructions (functional specific)		24	288
GCOEM Gas Operations	Planning & Preparedness	Assist in the development of the annual focused Emergency response drills schedule			4 4
GCOEM Gas Operations	Planning & Preparedness	Assist in the development of the annual focused Emergency response drills schedule		24	288
GCOEM Gas Operations	Recovery	Complete lessons learned action items		8	96
GCOEM Gas Operations	Response	Conduct pre event strategy meetings and develop resource recommendations based projected impact.	2		104
GCOEM Gas Operations	Planning & Preparedness	Coordinate logistical requirements with CFS including inventory levels, field drop protocol, LOCC procedures			4 4
GCOEM Gas Operations	Planning & Preparedness	Coordinate process reviews and process owner responsibilities		8	32
GCOEM Gas Operations	Planning & Preparedness	Coordination with local stakeholders, their participation in drills and expansion of joint planning		18	54
GCOEM Gas Operations	Support	Develop budget input			8 8
GCOEM Gas Operations	Planning & Preparedness	Develop new Emergency Response plans emerging from the on going risk assessment that follow CI-260-4 incident levels including Operations incident levels, staffing plans for each incident level & equipment resource levels for each incident level.			16 16
GCOEM Gas Operations	Planning & Preparedness	Ensures implementation of the Company's safety, health and environmental programs are incorporated in to operational emergency management procedures			4 4
GCOEM Gas Operations	Response	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)		32	384
GCOEM Gas Operations	Planning & Preparedness	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies		24	288
GCOEM Gas Operations	Planning & Preparedness	Maintain "Key Contacts" report 24 hour availability for ICS Positions	0.5		26
GCOEM Gas Operations	Planning & Preparedness	Maintain crewing report weekly for all field crews indicating numbers available and shift	0.5		28
GCOEM Gas Operations	Planning & Preparedness	Meeting Administrative i.e. Coordination with Emergency Management Operational Support, departmental, CCM, EM, EP, ERC		8 4	112
GCOEM Gas Operations	Planning & Preparedness	Monitor system health applications	0.25		65
GCOEM Gas Operations	Planning & Preparedness	Office tasks (copying, filing, etc)		1	12
GCOEM Gas Operations	Planning & Preparedness	Participate in the dissemination of the Communication Plan i.e. stakeholders meeting participation		2	24
GCOEM Gas Operations	Planning & Preparedness	Participate in the Benchmarking / best practices process		8	32
GCOEM Gas Operations	Planning & Preparedness	Post event meetings participation		4	16
GCOEM Gas Operations	Planning & Preparedness	Provide feedback from customers on Customer Operations and Public Affairs Initiatives		4	16
GCOEM 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	8
GCOEM Gas Operations	Planning & Preparedness	Review and revise annually existing Operations Procedures and Emergency Response Plans for content and consistency to existing corporate templates and CI-260-4.			4 4
GCOEM Gas Operations	Planning & Preparedness	Review annually ICS organization charts to ensure organizational clarity			4 4
GCOEM Gas Operations	Planning & Preparedness	Review annually with Emergency Management Risk manager operational risks process			4 4
GCOEM Gas Operations	Planning & Preparedness	Revise, distribute and communicate ICS based position guides for all staffed positions named in the EP plans			16 18
GCOEM Gas Operations	Planning & Preparedness	Special Projects (i.e. regulatory response)		8	32
GCOEM Gas Operations	Planning & Preparedness	Staff Development		8	32
GCOEM Gas Operations	Planning & Preparedness	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	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		8	96
GCOEM Gas Operations	Planning & Preparedness	Train response personnel in use of emergency response related applications & processes		4	48
GCOEM Gas Operations	Planning & Preparedness	Work with Operations management to identify risks that require improvements to emergency mitigation, preparedness, response utilizing events, industry experience, system analysis and lessons learned		16	192
GCOEM Gas Operations	Planning & Preparedness	Working with the ERG and Emergency Management, develop and conduct at least two response exercises per year at an upgraded or serious scenario level in accordance with CI-260-4 for Operations		8	32
GCOEM Gas Operations	Planning & Preparedness	Working with the ERG, hold drill & actual event lessons learned			16 32
GCOEM Gas Operations	Planning & Preparedness	Working with the ERG, meet with external response organizations to identify opportunities for improvement	4		208
GCOEM Gas Operations	Planning & Preparedness	Working with the ERG, respond to Upgraded and above incidents at least once per quarter to assess ICS use		4	18
GCOEM Steam Operations	Planning & Preparedness	Assist in developing training modules, manuals and instructions (functional specific)		24	288
GCOEM Steam Operations	Planning & Preparedness	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		8	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	Planning & Preparedness	Coordination with local stakeholders, their participation in drills and expansion of joint planning		16	64
GCOEM Steam Operations	Support	Develop budget input			8 8
GCOEM Steam Operations	Planning & Preparedness	Develop new Emergency Response plans emerging from the on going risk assessment that follow CI-260-4 incident levels including Operations incident levels, staffing plans for each incident level & equipment resource levels for each incident level.			16 18
GCOEM Steam Operations	Planning & Preparedness	Ensures implementation of the Company's safety, health and environmental programs are incorporated in to operational emergency management procedures			4 4
GCOEM Steam Operations	Response	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)		32	384

GCOEM Steam Operations	Planning & Preparedness	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies		24	288
GCOEM Steam Operations	Planning & Preparedness	Maintain "Key Contacts" report 24 hour availability for ICS Positions	0.5		26
GCOEM Steam Operations	Planning & Preparedness	Maintain crewing report weekly for all field crews indicating numbers available and shift	0.5		26
GCOEM Steam Operations	Planning & Preparedness	Meeting Administrative i.e. Coordination with Emergency Management Operational Support, departmental, CCM, EM, EP, ERG		8	112
GCOEM Steam Operations	Planning & Preparedness	Monitor system health applications	0.25	4	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	Planning & 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 & Preparedness	Response to special requests for data and information (executive, customer ops, public affairs, etc) related to Operational EM issues	0.5		6
GCOEM Steam Operations	Planning & Preparedness	Review and revise annually existing Operations Procedures and Emergency Response Plans for content and consistency to existing corporate templates and CI-260-4.			4
GCOEM Steam Operations	Planning & Preparedness	Review annually ICS organization charts to ensure organizational clarity			4
GCOEM Steam Operations	Planning & Preparedness	Review annually with Emergency Management Risk manager operational risks process			4
GCOEM Steam Operations	Planning & Preparedness	Revise, distribute and communicate ICS based position guides for all staffed positions named in the EP plans		16	16
GCOEM Steam Operations	Planning & Preparedness	Special Projects (i.e. regulatory response)		8	32
GCOEM Steam Operations	Planning & Preparedness	Staff Development		8	32
GCOEM Steam Operations	Planning & Preparedness	Track (using System Emergency Assignments - SEA) ICS & Operations EP Plan training levels for all Operations responders to assure they are qualified		8	96
GCOEM Steam Operations	Planning & Preparedness	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		4	48
GCOEM Steam Operations	Planning & Preparedness	Train response personnel in use of emergency response related applications & processes		16	192
GCOEM Steam Operations	Planning & Preparedness	Work with Operations management to identify risks that require improvements to emergency mitigation, preparedness, response utilizing events, industry experience, system analysis and lessons learned		8	32
GCOEM Steam Operations	Planning & Preparedness	Working with the ERG and Emergency Management, develop and conduct at least two response exercises per year at an upgraded or serious scenario level in accordance with CI-260-4 for Operations		15	32
GCOEM Steam Operations	Planning & Preparedness	Working with the ERG, hold drill & actual event lessons learned		8	32
GCOEM Steam Operations	Planning & Preparedness	Working with the ERG, meet with external response organizations to identify opportunities for improvement	4		208
GCOEM Steam Operations	Planning & Preparedness	Working with the ERG, respond to Upgraded and above incidents at least once per quarter to assess ICS use		4	16
GCOEM Substations Operations	Planning & Preparedness	Assist in developing of training modules, manuals and instructions (functional specific)		24	288
GCOEM Substations Operations	Planning & Preparedness	Assist in the development of the annual focused Emergency response drills schedule		24	288
GCOEM Substations Operations	Planning & Preparedness	Assist in the development of the annual focused Emergency response drills schedule			4
GCOEM Substations Operations	Recovery	Complete lessons learned action items		8	96
GCOEM Substations Operations	Response	Conduct pre event strategy meetings and develop resource recommendations based projected impact.	2		104
GCOEM Substations Operations	Planning & Preparedness	Coordinate logistical requirements with CFS including inventory levels, field drop protocol, LOCC procedures			4
GCOEM Substations Operations	Planning & Preparedness	Coordinate process reviews and process owner responsibilities		8	32
GCOEM Substations Operations	Planning & Preparedness	Coordination with local stakeholders, their participation in drills and expansion of joint planning		16	64
GCOEM Substations Operations	Support	Develop budget input			8
GCOEM Substations Operations	Planning & Preparedness	Develop new Emergency Response plans emerging from the on going risk assessment that follow CI-260-4 incident levels including Operations incident levels, staffing plans for each incident level & equipment resource levels for each incident level.			16
GCOEM Substations Operations	Planning & Preparedness	Ensures implementation of the Company's safety, health and environmental programs are incorporated in to operational emergency management procedures			4
GCOEM Substations Operations	Planning & Preparedness	Incident Management Assist Team (IMAT) response for Operations serious level incidents and for any declared full-scale GERC to assist in the implementation of the Incident Command System (ICS)		32	384
GCOEM Substations Operations	Response	Inventory, storage, maintenance, assignment 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 shift	0.5		26
GCOEM Substations Operations	Recovery	Meeting Administrative i.e. Coordination with Emergency Management Operational Support, departmental, CCM, EM, EP, ERG		8	112
GCOEM Substations Operations	Recovery	Monitor system health applications	0.25	4	65
GCOEM Substations Operations	Recovery	Office tasks (copying, filing, etc)		1	12
GCOEM Substations Operations	Recovery	Participate in the dissemination of the Communication Plan i.e. stakeholders meeting participation		2	24
GCOEM Substations Operations	Recovery	Participate in the Benchmarking / best practices process		8	32
GCOEM Substations Operations	Recovery	Post event meetings participation		4	16
GCOEM Substations Operations	Recovery	Provide feedback from customers on Customer Operations and Public Affairs Initiatives		4	16
GCOEM Substations Operations	Recovery	Response to special requests for data and information (executive, customer ops, public affairs, etc) related to Operational EM issues	0.5		6
GCOEM Substations Operations	Recovery	Review and revise annually existing Operations Procedures and Emergency Response Plans for content and consistency to existing corporate templates and CI-260-4.			4
GCOEM Substations Operations	Recovery	Review annually ICS organization charts to ensure organizational clarity			4
GCOEM Substations Operations	Recovery	Review annually with Emergency Management Risk manager operational risks process			4
GCOEM Substations Operations	Recovery	Revise, distribute and communicate ICS based position guides for all staffed positions named in the EP plans		16	16
GCOEM Substations Operations	Recovery	Special Projects (i.e. regulatory response)		8	32
GCOEM Substations Operations	Recovery	Staff Development		8	32
GCOEM Substations Operations	Recovery	Track (using System Emergency Assignments - SEA) ICS & Operations EP Plan training levels for all Operations responders to assure they are qualified		8	96
GCOEM Substations Operations	Recovery	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		4	48
GCOEM Substations Operations	Recovery	Train response personnel in use of emergency response related applications & processes		16	192

GCOEM Substations Operations	Recovery	Work with Operations management to identify risks that require improvements to emergency mitigation, preparedness, response utilizing events, industry experience, system analysis and lessons learned	6	32
GCOEM Substations Operations	Recovery	Working with the ERG and Emergency Management, develop and conduct at least two response exercises per year at an upgraded or serious scenario level in accordance with CI-260-4 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 System & Transmission Operations	Recovery	Working with the ERG, respond to Upgraded and above incidents at least once per quarter to assess ICS use	4	16
GCOEM System & Transmission Operations	Planning & Preparedness	Assist in developing 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	Recovery	Assist in the development of the annual focused Emergency response drills schedule	8	4
GCOEM System & Transmission Operations	Response	Complete lessons learned action items	2	96
GCOEM System & Transmission Operations	Response	Conduct pre event strategy meetings and develop resource recommendations based projected impact.	2	104
GCOEM System & Transmission Operations	Planning & Preparedness	Coordinate logistical requirements with CFS including inventory levels, field drop protocol, LOCC procedures	8	4
GCOEM System & Transmission Operations	Planning & Preparedness	Coordinate process reviews and process owner responsibilities	8	32
GCOEM System & Transmission Operations	Planning & Preparedness	Coordination with local stakeholders, their participation in drills and expansion of joint planning	16	64
GCOEM System & Transmission Operations	Support	Develop budget input	16	8
GCOEM System & Transmission Operations	Planning & Preparedness	Develop new Emergency Response plans emerging from the on going risk assessment that follow CI-260-4 incident levels including Operations incident levels, staffing plans for each incident level & equipment resource levels for each incident level.	16	16
GCOEM System & Transmission Operations	Planning & Preparedness	Ensures implementation of the Company's safety, health and environmental programs are incorporated in to operational emergency management procedures	4	4
GCOEM System & Transmission Operations	Response	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)	32	384
GCOEM System & Transmission Operations	Planning & Preparedness	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies	24	288
GCOEM System & Transmission Operations	Planning & Preparedness	Maintain "Key Contacts" report 24 hour availability for ICS Positions	0.5	26
GCOEM System & Transmission Operations	Planning & Preparedness	Maintain crewing report weekly for all field crews indicating numbers available and shift	0.5	26
GCOEM System & Transmission Operations	Planning & Preparedness	Meeting Administrative i.e. Coordination with Emergency Management Operational Support, departmental, CCM, EM, EP, ERC	8	112
GCOEM System & Transmission Operations	Planning & Preparedness	Monitor system health applications	0.25	65
GCOEM System & Transmission Operations	Planning & Preparedness	Office tasks (copying, filing, etc)	1	12
GCOEM System & Transmission Operations	Planning & Preparedness	Participate in the dissemination of the Communication Plan i.e. stakeholders meeting participation	2	24
GCOEM System & Transmission Operations	Planning & Preparedness	Participate in the Benchmarking / best practices process	6	32
GCOEM System & Transmission Operations	Planning & Preparedness	Post event meetings participation	4	16
GCOEM System & Transmission Operations	Planning & Preparedness	Provide feedback from customers on Customer Operations and Public Affairs Initiatives	4	16
GCOEM System & Transmission Operations	Planning & Preparedness	Response to special requests for data and information (executive, customer ops, public affairs, etc) related to Operational EM issues	0.5	6
GCOEM System & Transmission Operations	Planning & Preparedness	Review and revise annually existing Operations Procedures and Emergency Response Plans for content and consistency to existing corporate templates and CI-260-4.	4	4
GCOEM System & Transmission Operations	Planning & Preparedness	Review annually the Vegetation Management program (if applicable) to assess impact on tree related interruption	8	8
GCOEM System & Transmission Operations	Planning & Preparedness	Review annually ICS organization charts to ensure organizational clarity	4	4
GCOEM System & Transmission Operations	Planning & Preparedness	Review annually with Emergency Management Risk manager operational risks process	4	4
GCOEM System & Transmission Operations	Planning & Preparedness	Revise, distribute and communicate ICS based position guides for all staffed positions named in the EP plans	16	16
GCOEM System & Transmission Operations	Planning & Preparedness	Special Projects (i.e. regulatory response)	8	32
GCOEM System & Transmission Operations	Planning & Preparedness	Staff Development	6	32
GCOEM System & Transmission Operations	Planning & Preparedness	Track (using System Emergency Assignments - SEA) ICS & Operations EP Plan training levels for all Operations responders to assure they are qualified	8	96
GCOEM System & Transmission Operations	Planning & Preparedness	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	4	48
GCOEM System & Transmission Operations	Planning & Preparedness	Train response personnel in use of emergency response related applications & processes	16	192
GCOEM System & Transmission Operations	Planning & Preparedness	Work with Operations management to identify risks that require improvements to emergency mitigation, preparedness, response utilizing events, industry experience, system analysis and lessons learned	6	32
GCOEM System & Transmission Operations	Planning & Preparedness	Working with the ERG and Emergency Management, develop and conduct at least two response exercises per year at an upgraded or serious scenario level in accordance with CI-260-4 for Operations	16	32
GCOEM System & Transmission Operations	Planning & Preparedness	Working with the ERG, hold drill & actual event lessons learned	8	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	Planning & Preparedness	Working with the ERG, respond to Upgraded and above incidents at least once per quarter to assess ICS use	4	16
GCOEM System & Transmission Operations	Planning & Preparedness	Assist in developing training modules, manuals and instructions (functional specific)	16	192
GCOEM System & Transmission Operations	Planning & Preparedness	Assist in the development Emergency response drills	24	288
GCOEM System & Transmission Operations	Planning & Preparedness	Attend regularly scheduled staff meetings (departmental, CCM, EM, EP, ERC)	2	40
GCOEM System & Transmission Operations	Planning & Preparedness	Benchmarking	8	8
GCOEM System & Transmission Operations	Planning & Preparedness	Complete lessons learned action items	36	432
GCOEM System & Transmission Operations	Planning & Preparedness	Conduct pre event strategy meetings and develop resource recommendations based projected impact.	2	104
GCOEM System & Transmission Operations	Planning & Preparedness	Coordinate logistical requirements with CFS including inventory levels, field drop protocol, LOCC procedures	2	8
GCOEM System & Transmission Operations	Planning & Preparedness	Coordinate process reviews and process owner responsibilities	2	8
GCOEM System & Transmission Operations	Planning & Preparedness	Coordination with Emergency Management Operational Support	4	48
GCOEM System & Transmission Operations	Planning & Preparedness	Corporate task forces (i.e. CERC drill team) participation	32	128
GCOEM System & Transmission Operations	Planning & Preparedness	Develop and maintain "Key Contacts" report 24 hour availability for ICS Position	2	104
GCOEM System & Transmission Operations	Planning & Preparedness	Develop and maintain crewing report weekly for all field crews indicating numbers available and shift	2	104
GCOEM System & Transmission Operations	Planning & Preparedness	Develop budget input	16	16

OREM - Orange & Rockland	Response	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)	2	16	712
OREM - Orange & Rockland	Planning & Preparedness	Inventory, storage, maintenance, assignment and cost tracking of equipment and supplies		24	288
OREM - Orange & Rockland	Planning & Preparedness	Maintain Mutual Assistance coordinator readiness (roster, training, etc)		4	48
OREM - Orange & Rockland	Response	Meeting Administrative	0.25	2	152
OREM - Orange & Rockland	Planning & Preparedness	Monitor Outage Manager, Feeder Board, etc	1		65
OREM - Orange & Rockland	Recovery	Office tasks (copying, filing, etc)			260
OREM - Orange & Rockland	Support	Post event meetings participation		16	192
OREM - Orange & Rockland	Planning & Preparedness	Special Projects (i.e. regulatory response)		36	432
OREM - Orange & Rockland	Planning & Preparedness	Special requests for data and information (executive, customer ops, public affairs, etc)		4	48
OREM - Orange & Rockland	Planning & Preparedness	Staff Development		32	128
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

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.

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.

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.

Functional Organization

OEM - Operations Emergency Management (gas, steam, SS, S&TO)

OEM Gas Operations

OEM Steam Operations

OEM Substations Operations

OEM System & Transmission Operations

Key Duties and Responsibilities

External Stakeholder Liaison Activities

Industry Affairs (conferences, etc) / Benchmarking (Director)

IMAT / Respond to incidents throughout the year

Organize, coordinate and support the daily operations (secretary)

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

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)

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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 - Emergency Management Operations
Services

EMOS Business Continuity

EMOS Drills & Training

EMOS Liaison

EMOS Event Analysis
(Operational Risk Management & Forensic
Analysis)

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)

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

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

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

Complete lessons learned action items

Conduct and maintain enterprise wide risk assessment

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

EMOS Plans, Procedures, Policy (Document Control)	<p>Develop, maintain storm comparison statistics for predictive analyses and PSC requirements</p> <p>Conduct quarterly Lessons Learned meeting</p> <p>IMAT / Respond to incidents throughout the year</p> <p>Develop, maintain, update and publish plans, guidelines and instructions (EOEM)</p> <p>Develop, maintain, update and publish plans, guidelines and instructions (CERC)</p> <p>Develop, maintain, update and publish plans, guidelines and instructions (OEM)</p> <p>Maintain, enhance Storm Central internet site</p> <p>Maintain, enhance Storm Emergency intranet site</p> <p>IMAT / Respond to incidents throughout the year</p> <p>Develop, maintain, modify and publish checklists for use during emergencies (EOEM)</p> <p>Develop, maintain, modify and publish checklists for use during emergencies (OEM)</p> <p>Manage all aspects of the Emergency Preparedness website. Keeping information updated in all sections.</p> <p>Work with other organizations to tie other Company sites to EP (Security, EEM, CFS, SSO, Etc).</p> <p>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.</p> <p>Develop, maintain, update and publish region specific procedures, guidelines, checklists and instructions; organize and control documentation (260-4, CSP5-0-23, etc)</p> <p>Develop, maintain, modify and publish checklists for use during emergencies (CERC)</p> <p>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)</p>
EMOS Weather Analysis (Meteorological)	<p>Interface with Control Center Managers and commodity GMs on conditions that may impact the system</p> <p>Compare weather forecast with historical event conditions and develop correlation models for future use and as part of the respective organizations plans</p> <p>IMAT / Respond to incidents throughout the year</p> <p>Monitor long term forecast and track potential storms</p> <p>Monitor severe weather forecasts & evaluate compared to event declaration criteria</p> <p>Maintain daily, weekly and monthly records of actual weather conditions</p> <p>Meeting Administrative</p> <p>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</p> <p>Consolidate and manage CEI's weather services, DTN, Fleetweather, lightning detection, flooding</p> <p>Coordinate with NWS personnel to further develop and coordinate our ability to predict certain information; i.e. storm surge, local flooding</p> <p>Work with non-operating groups to identify opportunities to capitalize on a dedicated weather person – forecasting, gas purchasing etc.</p>

Functional Organization

EOEM - Electric Operations Emergency Management

Key Duties and Responsibilities

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)

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

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

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

IMAT / Respond to incidents throughout the year

Complete lessons learned action items

Assist in the development Emergency response drills

EOEM Bronx-Westchester

EOEM Brooklyn-Queens

EOEM Manhattan

EOEM Orange & Rockland

EOEM Staten Island

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
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

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. :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 enhancement? 3. p. 21, Lns. 9-22, Drill Program Enhancement Have the Drill Program enhancements 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.

Question No 534 (2)

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.

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).
-

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	Title	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	

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

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

Response
CONFIDENTIAL

REDACTED

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:

1. 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 micro-geographic 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.