Metropolitan Washington Electric Power Summit

SUMMIT REPORT

Prepared by Staff of the
Metropolitan Washington Council of Governments

July 2004

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Introduction

On March 31st, approximately 100 participants gathered at the Metropolitan Washington Council of Governments for an *Electric Power Summit*. Participants included officials from the COG Board of Directors and the National Capital Region Emergency Preparedness Council (NCREPC), representatives of the area's major electric and gas utilities, regulatory, water utilities, and private and non-profit public advocacy organizations. These officials gathered to discuss how to apply lessons learned from Hurricane Isabel and to enhance the National Capital Region's ability to prepare for and more effectively respond to another major regional electric power outage.

Hurricane Isabel caused strong winds and torrential downpours that are a rarity to cities and counties in the region. The storm, and others that preceded it, tested the strength of a power supply unaccustomed to such harsh weather conditions. The resulting outages affected hundreds of thousands of homes in the National Capital Region, some for up to 10 consecutive days. The widespread outages frustrated the public, puzzled elected officials and challenged utility providers in ways they hadn't experienced in years.

The *Electric Power Summit* was intended to address the question not of what went wrong, but of how we are applying the lessons learned from this very difficult emergency. While the outbursts of Mother Nature are beyond our control, preparations and responses are not. For this reason, the Council of Governments brought together a skilled group of local elected officials, power utility representatives, public service commissioners, and advocacy and regulatory authorities to discuss what lessons have been be taken from the way we faced those unique weather-related strains. The goal was to help increase both our understanding and our ability to work together to minimize the duration and extent of future power outages, namely those caused by events beyond our control. Also, part of this goal was to let the public know what steps have been taken since last September to ensure our residents' safety.

COG's mission from the beginning has been to foster regional cooperation in making the Washington area the best place to live, work, and play. While day-to-day issues such as commuting options and health concerns are a big part of that mission, COG's major focus, particularly since September 11, 2001, has been supporting and facilitating communication coordination in response to emergencies that the region has been forced to face over the past several years, from terrorist attacks to snowstorms to thunderstorms and Isabel, causing thousands of residents to go without power for days on end.

The subject of this report is the consensus reached, and suggested after action directions and recommendations to enhance the region's preparedness is the subject of this report.

Purpose

The purpose of the *Electric Power Summit* was to discuss lessons learned from Hurricane Isabel for refining the region's preparedness and responsiveness to electric power interruptions and outages.

Objectives

The four-fold objectives of the *Electric Power Summit* were to:

- Identify mechanisms to improve regional communication and coordination related to electric power and the public services which rely on an unimpeded stream of electric power.
- Identify the needs and ways to minimize impacts from extended power outages.
- Provide a comprehensive assessment of power outage impact on region.
- Support the Urban Area Security Imitative (UASI)/Critical Infrastructure Planning (CIP) Planning and Objectives.

Panel Highlights

SESSION 1: ELECTRIC & GAS UTILITIES

Utility executives shared their experiences and highlighted recommendations from various after action reports. The panelists noted that Hurricane Isabel was not the typical hurricane and it tested the mettle of the area's energy resource managers. Hurricane Isabel also raised many questions about the region's preparedness and responsiveness to major disasters. There was significant public official, media and resident criticism of the response both during and after the storm, especially as the outages lingered. As a result, local governments, utilities and the public asked, "What went wrong? What lessons were learned? How can we improve our performance?"

Panelists

Moderator: The Honorable Carol Schwartz,
Member, Council of the District of Columbia

PEPCO	William J. Sim, President
Dominion Virginia Power	Kenneth D. Barker, Vice President
Washington Gas	Terry McCallister, President and COO
BG&E	Stephen Woerner, P.E., Manager of Electric System Operations and Plan

Panel Highlights

PLANNING

- Emergency preparedness is the top priority. Customer focus and customer information should be the key elements of your emergency preparedness.

- Emergency management functions need a higher priority in all organizations.

- There needs to be improved damage modeling. There is also a need for improved damage assessment. The key is getting out early and getting out before the storm hits with a computer that's going to tell you how much damage you are going to have.

- To be effective, emergency preparedness should be viewed as a continuous process of developing and testing various scenarios.

- There needs to be better accuracy on date specific restoration.

TECHNOLOGY

- Engineering technology can help in a natural disaster. Software and hardware systems have been updated. Systems have been designed to provide more information to customers. How quickly this information gets out to the public is essential.

- We (Utilities) need to improve coordination with local emergency management services, e.g., how do we share GIS information.

COMMUNICATIONS AND COORDINATION

- Communications is crucial in emergency preparedness. An internet based outage information system that shows which customers are out proved to be an asset.

- We (Utilities) need to get better information, more quickly, more speed of restoration and more accurate information to our customers.

- Preparation is fundamental to emergency preparedness, e.g., testing backup generators, making sure communication equipment is operational, making sure existing emergency plans and coordination plans with the local governments and agencies and other utilities are current with the right phone numbers and personnel change.

- Restoration expectations must be realistic and should be set with customers. All media venues should be used to get the message and information out to the public.

- A proactive approach should be considered in getting the message and other information out to the public, e.g., invite the media to storm centers, to regional command centers, to the staging areas, to the customer call centers, to numerous job sites, and to our twice per day company wide conference calls.

- Technology should be used extensively to communicate to customers. A proactive outreach approach should continue with the major business customers.

COG Staff Suggested Directions

Topic	COG Staff Suggested Directions	Lead(s)/Participants	Suggested Timing
Electric Utility EOC Communication	Assign electric utility management level staff who can make operational decisions to local government emergency operations centers (EOCs) to enhance communication during emergencies. This could be accomplished virtually or with actual staff presence.	Electric Utilities and Local Government CAO/Emergency Management Directors	As soon as practical
Service Restoration Priorities	Create a collaborative process involving elected officials, public service commissions, citizen stakeholder groups, and utility officials to establish service restoration priorities. This process must begin as a collaborative effort so there is buy-in and understanding among all parties in setting restoration priorities. Furthermore, educate life-support customers, other special-needs populations, their caretakers and others about their responsibilities to make alternate arrangements for powering life support equipment, in case of an extended outage. Provide points of contact for these populations for emergencies.	Electric Utilities Elected Officials Public Service Commissions COG could assist as facilitator	Goal: Complete by Fall, 2004
Public Education and Outreach	Develop an educational and outreach program to inform the general public on how decisions are made during emergencies, what to expect, what they can do in the event of emergencies. Emphasize the need for citizens, government and businesses to become more self sufficient. This outreach program must work in concert with improved communications from the utility to customers and media before, during and after a crisis or major outage has occurred.	RESF-12 (Energy) RESF-14 (PIOs)	Consistent with UASI Public Education Campaign
Dry Ice Distribution	Examine alternatives for dry ice distribution/develop dry ice distribution policy and plan.	COG CAOs Electric Utilities RESF-5 (Emergency	Goal: Complete by Fall, 2004

Topic	COG Staff Suggested Directions	Lead(s)/Participants	Suggested Timing
		managers)	
Scenario Development and Testing	Design and implement regional emergency exercise(s) to test new electric power emergency plans, including a regional backup energy supply plan for water supply. These exercises need to include local governments, state government, utility officials and other appropriate stakeholders. Utilities should participate in other emergency management exercises—even if it is not energy related.	RESF-12 (Energy) RESF-5 (Emergency Managers) COG CAOs Senior Policy Group	Ongoing
Energy Conservation Public Education Campaign	Consider development of energy conservation public education campaign.	Energy Policy Advisory Committee COG PIOs	Goal: Develop scope & funding proposal by Fall, 2004

SESSION 2 : WATER UTILITIES

Water utilities were uniquely impacted by Hurricane Isabel. While attention was focused on restoration of power by electric utilities, perhaps the most striking impact seen was in the widespread outages of electrical power and the resulting system-wide loss of drinking water treatment and distribution capabilities by one of the region's largest drinking water providers – the Fairfax County Water Authority. While the outage lasted less than 24 hours, many customers lost all water supply while others were asked to boil their water to address potential contamination. The impacts were sobering, but educational.

Panelists

Moderator: The Honorable Gerald E. Connolly,
Chair, Fairfax County Board of Supervisors

DC Water and Sewer Authority .....Jerry N. Johnson, General Manager
Fairfax County Water Authority .....Charlie Crowder, Jr., General Manager
Washington Suburban Sanitary Commission .....Stephen Gerwin, P.E.., Acting Director of Production

Panel Highlights

PLANNING

- Water utilities must exercise and test equipment at a full load in order for them to be serviceable during an emergency. Equipment should be pre-positioned.

- Water utilizes must plan to make large investments to ensure system reliability, which will sustain their service areas for days, not just the peak demand.

- The cost for emergency generators would be extremely high.

- There must be the recognition that the water authority cannot depend solely on any commercial power source regardless of how good they are. Water utilities need time to react and respond to natural and targeted emergencies. Therefore, the utility must be able to

operate during a sustained and wide spread outage similar to the wide spread northeast grid blackout of last summer.

- There is a need to recognize the critical nature of water systems and our need to have water service on a continuous basis.

- There is no such thing as uninterruptible service, 100% reliable power. Likewise, there's no such thing as perfectly reliable water service without some temporary interruptions. The goal is uninterruptible service.

COMMUNICATIONS AND COORDINATION

- There should be portable communication equipment. This equipment should be used to communicate with the general public so that they understand in advance what they need to do. This is difficult to do after the water and power goes out.

- Water utilities need to work closely with the hospitals, with the elected officials, with other priority users to ensure that we know who gets the prioritization in the event that we have an outage and there's a limited amount of water that's to be provided.

- The points of contact between the water authority and the power company operating personnel made prior to Isabel and also following the storm were and remain priceless. Knowing who to call as well as having the working familiarity with our respective office and field counterparts, proved to be enormously valuable.

- During disasters, commercial communications are sometimes not reliable. They typically suffer the same fate as water utilities and electrical utilities. We must have alternative communications systems established and practiced if we are to address emergencies adequately.

COG Staff Suggested Directions

Topic	COG Staff Suggested Directions	Lead(s)/Participants	Suggested Timing
Energy Backup Power Plan	Water utilities should consider development of energy backup power plans. Examination of regional efficiencies in planning should also be considered.	Water Utilities Electric Utilities RESF-3 (Water Security Work Group) RESF-12 (Energy)	Consistent with UASI grant timing
Scenario Development and Testing (also identified in Gas & Utility Session)	Design and implement regional emergency exercise(s) to test new electric power emergency plans, including scenarios that include water supply impacts.	RESF-12 (Energy) RESF-5 (Emergency managers) COG CAOs	Ongoing
Enhanced Communication	Conduct regional exercises to test regional communication and coordination during water supply emergencies.	RESF-3 (Water) RESF-14 (PIOs)	At least annually

SESSION 3 : REGULATORY AND ADVOCACY ORGANIZATIONS

Regulatory organizations play a critical role in ensuring that the public interest is served with utility and telecommunications rates and quality of service issues. In many respects, regulatory organizations promote the development of competitive markets. As directed by state and federal law, they remove regulatory barriers to competition, and emphasize incentive-based approaches, where feasible, to regulate areas that remain subject to rate of return regulation. Similarly, independent agencies/offices, for example, People's Counsels, have been established to represent utility rate payer/customers in matters regarding the rate and services provided by utilities. These agencies also work with the greater community to provide education and training about utility customer rights.

Panelists

Moderator: The Honorable Howard A. Denis,
Member, Montgomery County Council

DC Public Service Commission.....Agnes Alexander Yates, Chairperson
Maryland Public Service Commission.....Blaine L. Keener, Chief Engineer
District of Columbia People's Counsel .....Elizabeth A. Noël, People's Counsel
Maryland People's Counsel .....Patricia A. Smith, People's Counsel
Arlington Citizen Corps Council .....Jackie Snelling, Chair

Panel Highlights

PLANNING

- There is a regional need for cooperation between Maryland and DC regarding tree trimming and tree maintenance.

- There should be better standard practices and policies at the utility company level; for example, emergency response has to be the new priority of the electric company.

- There is a need to work with jurisdictions to develop the power outage preparedness scenario.

COMMUNICATIONS AND COORDINATION

- Communication happens primarily between the local emergency management agencies and the customers. Both of those are key communication links. The utilities need to be proactive in developing some expectations amongst our customers.

- Communication with stakeholders, government officials, citizens, consumers must be open, honest, and frequent.

- There is a need for increased outreach and distribution of existing utility outage management packages.

- Electric Power utilities utilize an inter-connected system of computer systems, a system of systems, which allows the utility to receive reports of outages, determine the locations of damage and summarize the information to efficiently dispatch repair crews to the most likely sources of damage that will restore service to the greatest number of customers. The utilities should enhance these systems to improve communication with customers and local emergency management agencies.

- Citizen education on energy and emergency preparedness should begin early. What can you expect from the government? What is your responsibility as a citizen? We should be better informed on emergency preparedness and plans, resources, etc.

- Educational and informational resources should be developed. Special populations should be targeted. There is a need to develop a process whereby all the stakeholders in the process come up with a list of hospitals, senior centers, recreational centers, schools that might be equipped with some back up generation that we can have a list prepared and tell people with special needs, if you need electricity. Urge the development of a transportation plan because a lot of special needs customers are homebound and do not have a transportation alternative.

- There is a need for local jurisdiction information at all times. It has to be geographic. The public is a part of the system.

- There is a need to develop the *public* contract that describes the expectations and responsibilities in power emergencies with attention to what the public can expect and what they need to do in exchange.

- There is a need to develop protocols for neighborhood level communications and invite key agencies and providers to participate in the training of community leaders on how to be vehicles for communication in those types of emergencies.

COG Staff Suggested Directions

Topic	COG Staff Suggested Directions	Lead(s)/Participants	Suggested Timing
Engage all Stakeholders in developing restoration priorities (also identified in Gas & Utility Session)	Engage local governments, volunteer and non-profit organizations in emergency planning processes. Include them when developing restoration priorities so residents in the community with special medical needs can be identified. Develop database of specific needs populations.	Electric Utilities COG could assist as facilitator	Goal: Complete by Fall, 2004
Develop guidance for customers (could be incorporated into energy conservation public education campaign)	Develop guidance for homeowners, special needs population, life support-dependent residents and businesses to help them prepare for multi-day power and natural gas outages.	Electric & Gas Utilities	As soon as practical
Vegetation and Tree Management BMPs	Create a collaborative process for developing vegetation management policies throughout the region. Develop best practices for tree maintenance to protect power lines balances with tree preservation goals. Include local government, customers, utility staff and other appropriate organizations in this process.	Electric Utilities COG CAOs COG Community Forestry Network Public Advocacy Groups COG could assist as facilitator	FY 2005

Discussion and Priority Recommendations

Each panel session highlighted the need for various actions on the part of many to enhance our regional preparedness. Some of the suggestions run concurrently in each panel discussion, for example, there is a common theme to better communicate with the general public and among each other. Another theme is that a hurricane such as Isabel is a community event rather than just a storm. There is the need for sharper and more rapid focus on customer service in a disaster environment. Good day-to-day customer service will have a beneficial effect on customer service in a disaster. Company representatives imbued with customer service values will try their best to serve customers well in a disaster. But a disaster is an environment far more challenging than day-to-day operations. Standard methods of addressing customer concerns will not work in a disaster. Finally, there is a need for the emergency management function to have a higher priority, with emphasis on developing operating concepts and support systems that can be scaled to respond to both routine and mass outages.

Develop and test exercise scenarios: Develop exercise scenarios to test the capabilities of the restoration organization against a predetermined set of success criteria, reinforce outage restoration roles and procedures, and exploit weaknesses identified in prior events. Develop an exercise schedule beginning with limited events like tabletop exercises and escalate to a statewide full-scale exercise, then a multi-State exercise. Exercise frequently, including conducting at least one unannounced off-hours mobilization per year. Conduct exercises that include participation of local emergency agencies and regulatory authorities. Similarly, participate in existing local and State exercises, even when the scenario is not specific to energy restoration.

Develop comprehensive Tree Risk Management Program: Develop a comprehensive tree risk management program in partnership with the community. A joint program would use the combined forces of the community and utilities to preserve healthy trees and replace unhealthy trees with trees unlikely to take out power lines in a storm.

Develop mechanism to establish services restoration priorities: Engage local executives in a dialog about how restoration priorities are implemented, including discussion of the engineering constraints on restoration prioritization, and invite them to participate in setting priorities for their communities.

Consider Development of Energy Conservation Public Education Campaign: In cooperation with local government and volunteer agencies, educate the general public on a variety energy issues, including life support customers, conservation measures, energy efficiency products, other special-needs populations, and their caretakers on their responsibilities to make alternate arrangements for powering life sustaining equipment and where to call to receive community assistance because of a medical concern during an extended outage.

Examine alternatives for dry ice distribution/develop dry ice distribution policy and plan: It is reported that utilities are moving away from an ice distribution due to the complexity and cost of such a program for individuals, when better alternatives are available. It is recommended that local governments consider a policy focused on public education on how to preserve food during power outages, as well as food safety, rather than attempting to implement a dry ice distribution system. Simple public education tips are more likely to be cost-effective rather than distributing dry ice in emergencies.

Summary Table of Recommendations

Topic	Recommendation	Lead(s)/Participants	Suggested Timing
Scenario Development and Testing	Design and implement regional emergency exercise(s) to test new electric power emergency plans, including a regional backup energy supply plan for water supply. These exercises need to include local governments, state government, utility officials and other appropriate stakeholders. Utilities should participate in other emergency management exercises—even if it is not energy related.	RESF-12 (Energy) RESF-5 (Emergency managers) COG CAOs Senior Policy Group	Ongoing
Vegetation and Tree Management BMPs	Create a collaborative process for developing vegetation management policies throughout the region. Develop best practices for tree maintenance to protect power lines balances with tree preservation goals. Include local government, customers, utility staff and other appropriate organizations in this process.	Electric Utilities COG CAOs COG Community Forestry Network Public Advocacy Groups COG could assist as facilitator	FY 2005
Service Restoration Priorities	Create a collaborative process involving elected officials, public service commissions, citizen stakeholder groups, and utility officials to establish service restoration priorities. This process must begin as a collaborative effort so there is buy-in and understanding among all parties in setting restoration priorities. Furthermore, educate life-support customers, other special-needs	Electric Utilities Elected Officials Public Service Commissions COG could assist as facilitator	Goal: Complete by Fall, 2004

Topic	COG Staff Suggested Directions	Lead(s)/Participants	Suggested Timing
	populations, their caretakers and others about their responsibilities to make alternate arrangements for powering life support equipment, in case of an extended outage. Provide points of contact for these populations for emergencies.		
Public Education and Outreach	Develop an educational and outreach program to inform the general public on how decisions are made during emergencies, what to expect, what they can do in the event of emergencies. Emphasize the need for citizens, government and businesses to become more self sufficient. This outreach program must work in concert with improved communications from the utility to customers and media before, during and after a crisis or major outage has occurred.	RESF-12 (Energy) RESF-14 (PIOs)	Consistent with USAI Public Education Campaign
Dry Ice Distribution	Implement Public Education Program as alternative to Dry Ice Distribution. It is recommended that local governments consider a policy focused on public education on how to preserve food during power outages, as well as food safety, rather than attempting to implement a dry ice distribution system. Simple public education tips are more likely to be cost-effective rather than distributing dry ice in emergencies.	COG CAOs Electric Utilities RESF-5 (Emergency managers)	**Goal:** Complete by Fall, 2004

Metropolitan Washington Electric Power Summit
March 31, 2004
List of Registered Participants

	NAME	AGENCY	TITLE
1	Gordon A. Aoyagi	Mont Cty Fire & Rescure Service	Administrator
2	Homer Bakhtiary	Senior Engineer	Montgomery County
3	Ken Barker	Dominion Virginia Power	Vice President
4	Keith Bates, P.E.	Board of Governors Federal Reserve	Chief, Engineering & Facilities
5	Peter Behr	Washington Post	
6	John E. Bigger	Alexandria Research Institute	
7	Leah Boggs	Metropolitan Washington COG	Environmental Planner
8	Josh Bokee	Montgomery County	Aid to Councilmember Knapp
9	Robert Bolesta	Montgomery County Police Dept	
10	Robert N. Burke	Loudoun County Public Schools	Supervisor, Dept Safety/Security
11	Michael Carter	DC-WASA	
12	Chuck Clinton	District of Columbia Energy Office	Director
13	Hon Gerald E. Connolly	Fairfax County Board of Supervisors	Chair
14	Lynn Crabb	Greater DC Cares	Emergency Response Coord
15	Charlie Crowder, Jr.	Fairfax County Water Authority	General Manager
16	Dotty Dake	Arlington County	Assistant County Manager
17	Jeffrey A. Daniels	Am Red Cross Nt'l Capital Area	Disaster Services Coordinator
18	Oliver R. Davidson	The Humane Society of the U.S.	Senior Disaster Advisor
19	Hon Judith F. Davis	City of Greenbelt	Mayor
20	Hon Howard A. Denis	Montgomery County	
21	John Derrick	Pepco Holdings	Chairman
22	Hon Robert Dorsey	City of Rockville	Councilmember
23	Howard Ebenstein	District of Columbia Energy Office	Energy Engineer
24	Dawn Eischen	VA Dept of Emergency Management	Public Affairs Coordinator
25	Kate Elliott	Pepco Holdings, Inc.	Sr Govt Relations Rep
26	Ann Elsen	Montgomery County	Energy Planner
27	Jay Fisette	Arlington County Board	Arlington County Board Member
28	Hon Nancy Floreen	Montgomery County Council	Councilmember
29	Stuart A. Freudberg	Metropolitan Washington COG	Director, DEP
30	Tom Fryer	Washington Gas	
31	George Gacser	Pepco Holdings, Inc.	Mgr, Emerg Mgt & Comms
32	Stephen Gerwin	Wash Suburban Sanitary Commsn	Acting Director of Production
33	Craig Glazer	PJM	Vice President of Govt Policy
34	Jim Gorby	Fairfax County	

35	Wanda Gorham	Prince George's County	
36	Thomas Graham	Prince George's County	
37	Matt Greenwald	Wash Metr Area Transit Authority	
38	Hon Tony Griffin	Fairfax County	Chair, COG CAOs
39	Matt Groff	Prince William County	
40	Hon John H. Hager	Gov's Office Cmmwlth Preparedness	Assistant to the Governor for Commonwealth Preparedness
41	Laura Hagg	James Lee Witt Associates	
42	Daphne Hawkins	District of Columbia	
43	Stephen L. Holl	Office of Emergency Management	Deputy Chief of Police
44	Brian Hubbard	District of Columbia	
45	Debbi Jarvis	Pepco Holdings	Head, Media Department
46	Chris Jennings	Board of Governors Federal Reserve	
47	Tay Johannes	Navy Special Programs Office	
48	Steven Jumper	Washington Gas	
49	Blaine L. Keener	MD Public Service Commission	Chief Engineer
50	Bill Kelly	Montgomery County Pub Health Svcs	Pub Health Emerg Mgt Officer
51	Hon Mike Knapp	Montgomery County	Councilmember
52	Fred Koch	Fairfax County Public Schools	Coor, Maint & Envtl Engineering
53	Ken Kowis	Marine Corps Natl Capital Region	Major
54	Everett Lallis	DC-WASA	
55	Cathy Lanier	MPDC	
56	Molly Lew	The Salvation Army	Disaster Services Coordinator
57	Tom Lockwood	Office of the Governor	Deputy Dir, Homeland Security
58	Mike Lunsford	Loudoun County Public Schools	
59	Linda Mathes	Am Red Cross Nt'l Capital Area	CEO
60	Mike Maxwell	Pepco Holdings, Inc.	Vice President
61	Terry McCallister	Washington Gas	President and COO
62	Don McGarry	Loudoun County	
63	Jim Mead	Marine Corps Natl Capital Region	Lieutenant Colonel
64	Hon Phil Mendelson	District of Columbia	Chair, COG Board of Directors
65	Elizabeth A. Noel	District of Columbia People's Counsel	People's Counsel
66	George L. Nichols	Metropolitan Washington COG	Principal Environmental Planner
67	Susan E. Nolde	City of Rockville	City Forester
68	Felix Patterson	Washington Gas	
69	Larry D. Pauling	Prince George's County Public Schls	Director of Maintenance
70	Kerry Payne	DC Emergency Management Agency	
71	Nicholas Peake	Office for Domestic Preparedness	Program Manager
72	Mark Penn	City of Alexandria	Emergency Management
73	Beverly Perry	Pepco Holdings, Inc.	Sr VP, Govt Affair & Pub Policy

74	Don Pike	City of Gaithersburg	
75	Larry Potter	United States Army	
76	Leslie Pugh	Metropolitan Washington COG	Administrative Assistant
77	Nancy Rea	Metropolitan Washington COG	
78	David J. Robertson	Metropolitan Washington COG	Executive Director
79	Tom Robinson	Wash Metr Area Transit Authority	
80	Bruce Romer	Montgomery County	Chief Administrative Officer
81	Lee Schoenecker		
82	Hon Carol Schwartz	District of Columbia	Chair, NCREPC
83	Tom Shaw	Pepco Holdings	Executive Vice President
84	Roy B. Shrout III	Fairfax County	Emergency Mgt Specialist
85	William J. Sim	Pepco	President
86	Patricia A. Smith	Maryland People's Counsel	People's Counsel
87	Jackie Snelling	Arlington Citizen Corps Council	Chair
88	Kathy Sternberg	Washington Gas	
89	Lee Teague	U.S. Courts Administrative Office	Administrative Specialist
90	Rick Tiene		
91	Allen Todd	City of Manassas	
92	Ted Trabue	District of Columbia	Regional Vice President
93	Terry Walker	DC Department of Public Works	
94	Kim Watson	Montgomery County	Regional Vice President
95	Dr. Jerry Weast	Montgomery County Public Schools	Superintendent of Schools
96	Scott Wells	Wash Suburban Sanitary Commsn	Industrial Assets Mgt Grp Leader
97	Steve Welzant	Maryland Emergency Mgt Agency	
98	Henry White Jr.	Office of Intelligence & Protective Svcs	Sergeant
99	William A. Williams	U.S. Department of State	
100	Michael Willingham	Virginia Tech University	Crit Infrastructure Prog Coord
101	Stephen Woerner	Baltimore Gas & Electric Company	Mgr of Elec Sys Ops & Planning
102	A. James Woodward	DC Emergency Management Agency	Exercise Coordinator
103	Agnes Alexander Yates	DC Public Service Commission	Chairperson
104	DeLaine Yates	PGC Office of Homeland Security	
105	Michael R. Zanotti	U.S. General Services Administration	Dir of Emergency Management