Entergy
Response Planning & Training

American Gas Association

Disaster Planning and Emergency Preparedness Workshop

June 26, 2013

Presented by:

Mike Leger, Region Manager

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Glad To Be Here
BUT
Twice before, I was attending AGA Emergency Response Workshops and Hurricanes formed in the Atlantic , and
then shortly after slammed into the Gulf Coast:

Katrina – 2005
Gustav - 2008

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Response Planning And Training

Today's Discussion

- Entergy Overview
- Training Program Requirements and Challenges
- Incident Command System
- Availability and Maintenance of Emergency Operations Plans Training
- Training, Preparedness and Procedures for the Effective Initiation and Implementation of Response and Restoration
- Testing of Preparedness and Effectiveness of Training

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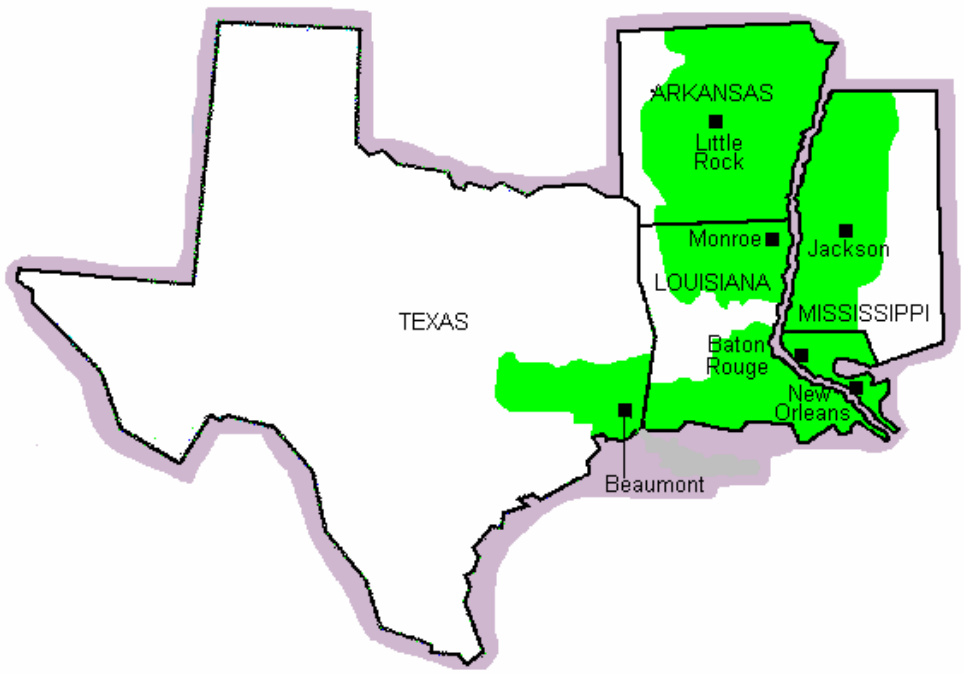
Entergy Overview



- Headquarters – New Orleans
- 2.6 million electric customers
  - Four States - Ark., La., Miss. and Texas
- 5,500 miles of electric transmission
- 100,000 miles electric distribution
- 125,000 square miles of service territory
- 29 fossil & nine nuclear plants
- 200,000 gas customers in La.
  - New Orleans and Baton Rouge
- 2,800 miles of gas distribution
- 14,000 employees

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So….

Can you learn from us???

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Unfortunately, We're Experienced

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Emergency Preparedness Plans

We're Serious About Emergency Response!

- Dedicated Incident Management organization
- Highly experienced at electric operations storm restoration
- Have become more experienced in gas operations storm restoration in the last 8 years
- Each business unit has detailed emergency plan specific to their area.
  - Entergy Gas Operations Hurricane Plan
    - Clear Command Structure
    - Employee Assignments Communicated
    - Detailed Timelines for Decision-making
    - Logistics Support
    - Resources
    - Communications
    - Checklist driven
- Plans are updated, drilled, & assessed annually
- Must train outside of drills

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Response/Restoration Philosophy

"SAFETY TRUMPS SPEED"

- Safety
  - **Top priority, SAFETY above all other considerations!**
  - Restore service with Zero accidents
- Customer Satisfaction
  - Restore service as quickly and as SAFELY possible
  - Provide information to media and emergency response agencies
- Efficiency
  - Obtain and manage resources and costs effectively

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Training Program Requirements

- Program materials (not just job tasks training but the big picture and non-normal duties, preparation of training materials…)
- Tabletop and drill development
- What If – Scenario Evaluations (system configuration, widespread damages, specific area major damage….)
- Not just Operations but incident management including coordination with Safety, Governmental, Corporate Communications and external emergency preparedness and response agencies
- Damage assessment and work order completion – accurate & timely information is critical
- Communications with customers, regulators and media
- Social Media – growing affect on response requirements (train workers on impact of actions…)
- Preparedness when systems (SCADA), telephones, networks…) are down
- Support and administrative activities (Resources & Logistics)
- Method to manage who needs to be trained (by role), what employees need to be trained on, frequency of training, etc.
- Maintenance of training program (schedule, staffing resources…)

So….

How do we train???

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Incident Command System….Coordinate plans with federal, state & local officials

- Consider adopting Incident Command Structure (ICS), or at least be able to “speak the language”
- Effective way to establish and enhance liaison with Homeland Security/FEMA/Contractors and State and Local EOC agencies
  - As an industry, need to continue to get FEMA to recognize our role in restoration and get our needs incorporated into their plans
- Pre-establish process for restoration of critical infrastructure & strategic issues
- Assure unimpeded access
  - Credentialing
  - Contractor/Mutual Assistance crews
- Understand interdependencies of infrastructure (e.g., gas service restoration required for power plant/water/sewer/fire control/fuel delivery)
- Avoid jargon! Develop “common language” for reporting status (zip codes, subdivisions, landmarks, etc.)

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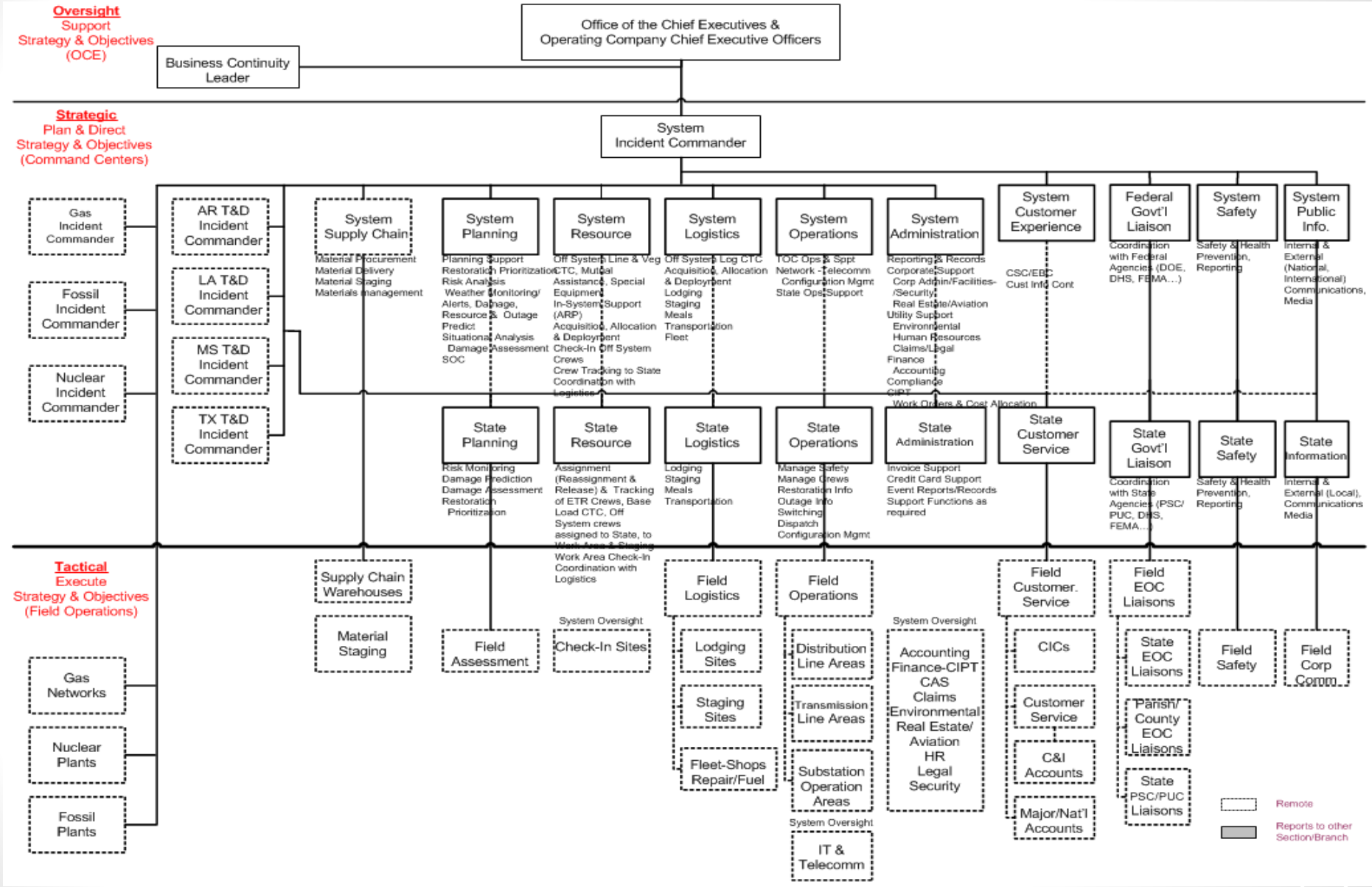
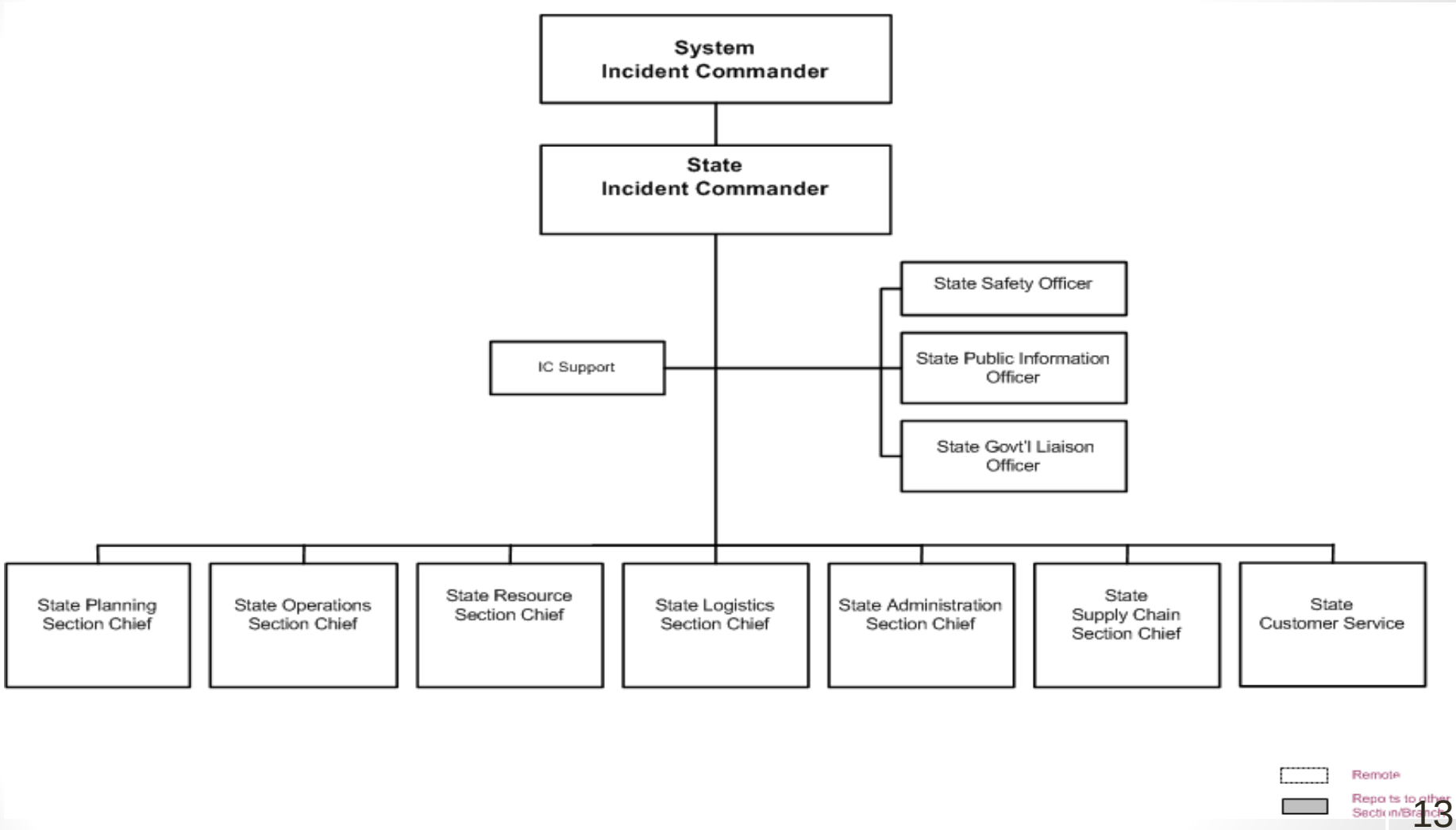
Entergy Incident Management System



Entergy Incident Management System



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Incident Command System

- Provides for a unified command and organization structure
- Helps clarify roles, responsibilities and duties
  - http://www.fema.gov/national-incident-management-system
- Established training curriculum
  - FEMA – Emergency Management Institute web site and courses (online)
  - http://www.fema.gov/training

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NIMS Training Guidelines

Public Works

Target Audience*	Required Training
• *Command and General Staff members of Type I or Type II Incident Management Teams*	• FEMA IS-700: NIMS, An Introduction • FEMA IS-800: National Response Framework • (NRF), An Introduction • ICS-100: Introduction to ICS or equivalent* • ICS-200: Basic ICS or equivalent* • ICS-300: Intermediate ICS or equivalent* • ICS-400: Advanced ICS or equivalent*
• *Regional Director of Operations, DOT Emergency Management staff, Assistant to Regional Director, Regional Transportation Manger* • *Regional Transportation System Maintenance Engineer* • *Regional Transportation System Operations Engineers* • *Regional equipment Manager, Agency safety and Health DirectorResident Engineers, Assistant resident Engineers* • *County Highway Superindentent; Highway Superintendent; deputy Highway Superintendent* • *Public Works Management personnel who serve as incident management organization (including EOC's) during expanding incidents*	• FEMA IS-700: NIMS, An Introduction • ICS-100: Introduction to ICS or equivalent* • ICS-200: Basic ICS or equivalent* • ICS-300: Intermediate ICS or equivalent*
• *Supervisors; Highway Maintenance supervisors* • *Bridge Repair Supervisor* • *Traffic Management Center Operators*	• FEMA IS-700: NIMS, An Introduction • ICS-100: Introduction to ICS or equivalent* • ICS-200: Basic ICS or equivalent*
• *Entry level first responders & disaster workers* o *Public Works personnel* • Other emergency personnel that require an introduction to NIMS and to the ICS include: o Dispatchers	• FEMA IS-700: NIMS, An Introduction • ICS-100: Introduction to ICS or equivalent*

Incident Command System

Emergency Management Institute

The Emergency Management Institute (EMI), located at the National Emergency Training Center in Emmitsburg, MD, offers a broad range of NIMS-related training.
NIMS-related courses offered online by EMI include:

- IS-100.b - (ICS 100) Introduction to Incident Command System
- IS-100.FDA Introduction to Incident Command System (ICS 100) for Food and Drug Administration
- IS-100.HCb Introduction to the Incident Command System for Healthcare/Hospitals
- IS-100.HE Introduction to the Incident Command System for Higher Education
- IS-100.FWa Introduction to the Incident Command System for Federal Workers
- IS-100.LEb Introduction to the Incident Command System for Law Enforcement
- IS-100.PWb Introduction to the Incident Command System for Public Works Personnel
- IS-100.SCa Introduction to the Incident Command System for Schools
- IS-200.b (ICS 200) ICS for Single Resources and Initial Action Incidents
- IS-700.a National Incident Management System (NIMS), An Introduction
- IS-701.a NIMS Multiagency Coordination System (MACS) Course
- IS-702.a National Incident Management System (NIMS) Public Information Systems
- IS-703.a NIMS Resource Management Course
- IS-704 NIMS Communications and Information Management
- IS-706 NIMS Intrastate Mutual Aid - An Introduction
- IS-800.b National Response Framework, An Introduction

For more information on the Emergency Management Institute, please visit www.training.fema.gov.

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Entergy Training Matrix

Training Recommendations

http://training.fema.gov/IS/NIMS.asp

Emergency Management Institute's On-line courses	SOR	SCC Leads	SCC Back-Ups	SCC ESF Leads	Storm/Grid Managers Ops Directors/VP	ETR Federal Liaison
IS 100 - Incident Command System - Introduction	X	X	X	X	X	X
IS 200 - Incident Command System - Supervisors	X	X	X	X	X	X
IS 700 - National Incident Management System (NIMS)	X	X	X	X	X	Optional
IS 800 - National Response Plan (NRP)	Optional	Optional	Optional	Optional	Optional	X
IS 860 - National Infrastructure Protection Plan (NIPP)	X	Optional	Optional	Optional	Optional	Optional

Revision Date: 1/16/08

Reviewed Date: 4/16/13

Availability and Maintenance of Emergency Operations Plans

- Most current plans in one location
  - Version Control
- Other's material on specific job duties during emergencies or reference information, i.e. assessment forms (may be different from normal duties) all in one place
  - Reference materials
  - Forms
  - Checklists
  - Limit hardcopy and information residing on personal computers
- Actually test on navigating and accessing plans, forms, etc.
  - Host on a server that is at a secure location

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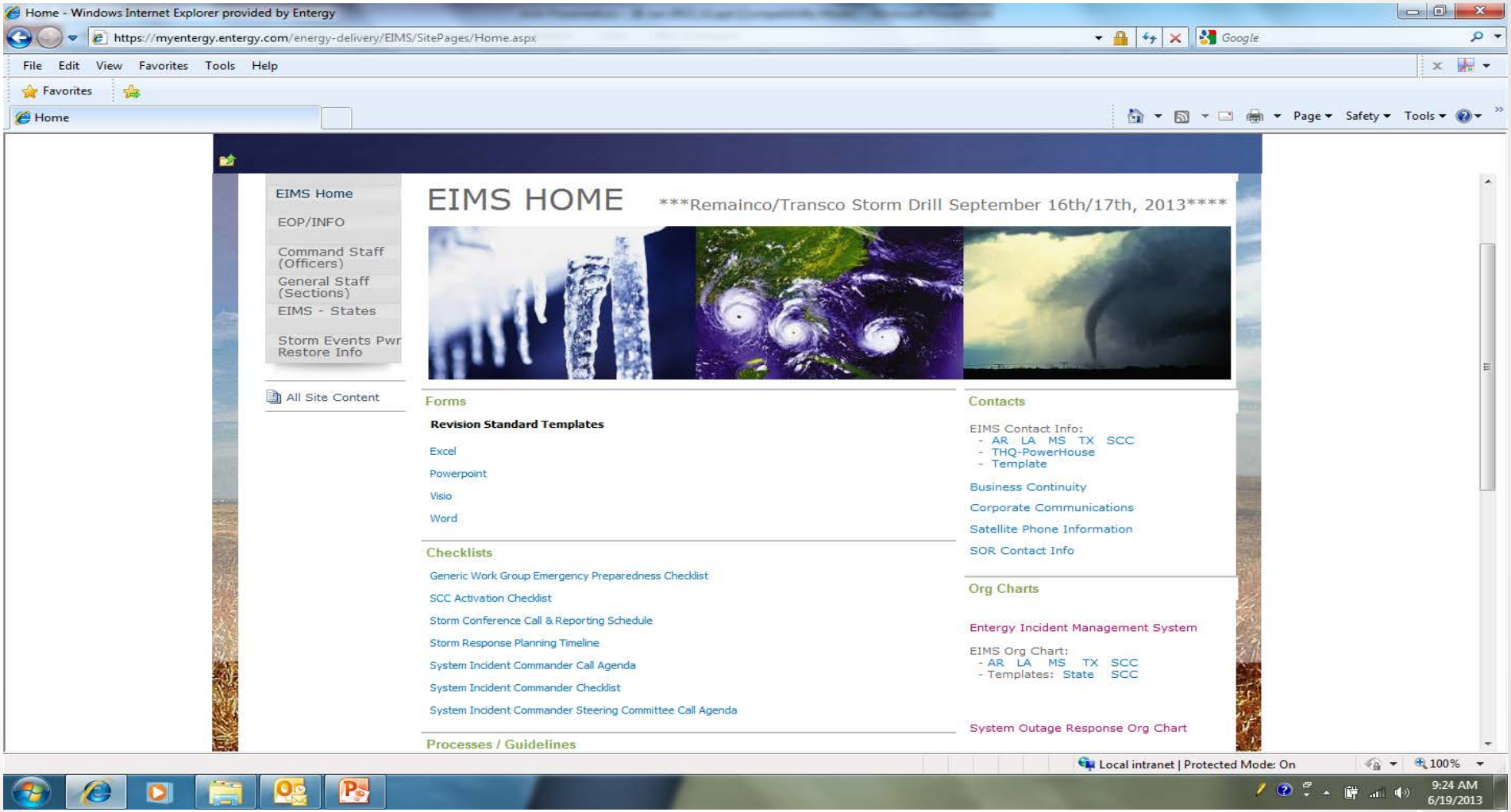
Entergy Incident Management Site



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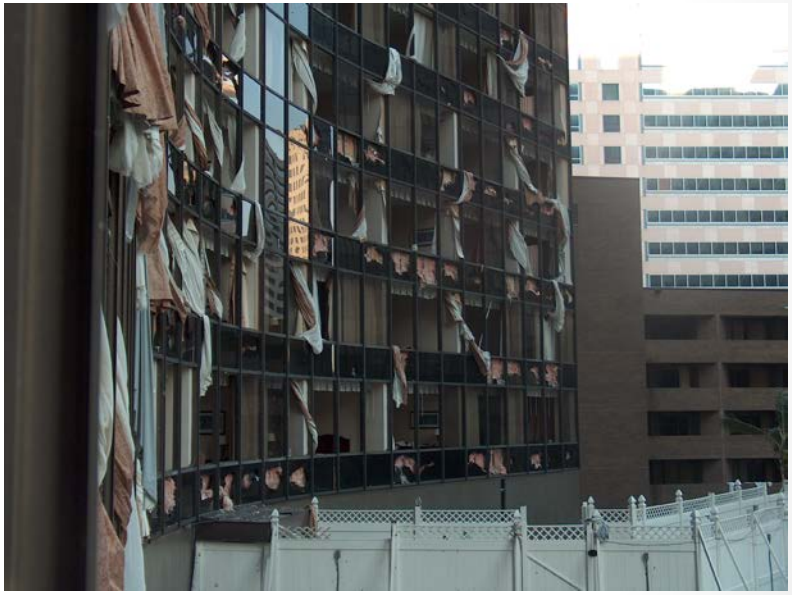
Other Training, Preparedness and Procedures….Assure Employee Focus

- Make sure employees understand their roles and company expectations
  - Conduct Pre-Storm Season Meetings and Pre-Storm Briefings
  - Clearly define every employee role and train them
  - Identify Core, Evacuation and Release Teams
  - Return to work expectations once storm passes
  - Cover employee expectations for personal and family plans
    - Mail brochures to employees' homes, involve their families
  - Compensation Guidelines
  - Don't make commitments Company can't keep
- Test Employee Communications
  - Mass Notification system
  - Entergy Storm Infoline
  - Entergy employee storm webpage



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Other Training, Preparedness, and Procedures….Communication is VITAL

- Successful tactical restorations have failed for lack of adequate communications plans. Timely information flow is critical.
- Understand that employees are your first audience. Anticipate significant emotional strain.
- Establish & Enforce “One Voice” communications. (Customers, Regulators, EOC, Media)
  - Customer outage numbers by areas
  - Restoration estimates to restore service
  - Customer requirements to receive service
  - Scheduled reporting times and types of information
    - Test use of templates
- Train Media – conduct media days
- Social Media processes
  - Test processes to respond to social media
  - Employee – briefings and talk points
- Storm Center Webpage
  - Outage maps
  - Restoration progress
- Assume all normal communications channels will collapse.
- Emergency restoration is a “no spin zone.” Open access and honesty are more important than ever.

Other Training, Preparedness and Procedures….Resources

- **Resource Request, Identification and Tracking**
  - Determine Need, Availability and When Needed
    - Weather impact
    - Service area impacted
  - Check-in Processes
    - Safety rules
    - Procedures
    - Operator Qualification
  - Resource Tracking and Reporting
    - Database (RoD)
    - Resource entry into database and reporting

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Other Training, Preparedness, and Procedures….Keep Good Friends

- Mutual Aid Request
  - Call Out tree processes
    - Internal to the company
  - Mutual Assistance Request and Response
    - Be familiar with any local agreements with surrounding companies
    - Be familiar with gas association mutual assistance agreements
      - What is covered and what is not covered under association agreements
    - Utilize AGA and regional gas association resources
      - NGA, SGA, MGA
  - Timing is critical
- Mutual Aid Drills
  - Participate on drills initiated by gas associations
  - Understand what information is needed by both the requesting company and companies willing to provide mutual aid

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Mutual Aid:
Considerations and Lessons Learned

- Establish good "agreement to work on system
  - Cost
  - Housing
  - Operator Qualifications
  - Safety record
  - Clear scope of work
  - When Charges start/stop
- Timely "call" for mutual aid is critical (flooding?)
- Safety Orientation – "use pre-staging concept"
- Driving directions
- Communications
  - Contingencies
  - Security
  - Expectations
  - Dispatch
  - Restoration Plan
  - Lodging
  - Meals
- Draft Mutual Aid agreement before event
  - Seek assistance from AGA, SGA, etc.
- Ensure adequate maps are available
- Have plan for Identification badges, vehicle identification
  - Ensure law enforcement agencies are aware and instruct mutual aid companies of law enforcement requirements
- Track and document mutual assistance:
  - Names
  - Contact information
  - Supervisor names/contact
  - Lodging site(s)
- Develop comprehensive plan for logistics
  - Lodging/Alternative Lodging
  - Fuel
  - meals
  - Material/Supplies

Other Training, Preparedness and Procedures….Heavy focus on Logistics

- **Logistics support is pre-cursor to all response work**
  - Conduct Logistics Support personnel training
    - Safety
    - Overview of duties and responsibilities
    - Coordination with other companies
    - Acquiring lodging, meals, staging sites, transportation
    - Storm Credit Card use and tracking
    - Reporting – resources, meals, etc.
  - **Why**
    - Assume loss of conventional logistics supplies and services
    - Assume intense competition for resources with government and private agencies
      - Staging sites
      - Fuel
      - Aerial patrol resources
      - Security
    - Lots of Plan “B’s”
      - Multiple logistics vendors
      - Mutual Assistance /Self-Contained Crews
      - Non-conventional lodging, meals, etc
      - Personnel reassigned to emergency support roles

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Other Training, Preparedness and Procedures….Administration

- Restoration Cost Estimating Processes
  - Storm charge code creation
  - Begin developing restoration cost estimates beginning Day One!
  - Created models and templates to capture damages

- Manage Huge Volumes of Invoices
  - Contract review
    - New contractors and vendors
    - Out of scope work
  - Timely processing of invoices and payments
    - Invoice Processing Teams
    - Partial payments to keep contractors solvent
    - Invoice Audit Teams
- Company Storm Credit Card Auditing

- Business Continuity Team
  - Employee communication and support
  - Employee housing, temporary office space, telecommuting and virtual office policies
  - Information Technology Recovery

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Testing of Preparedness….Prepare for the Worst

- Employee competency after specific duty training
  - Section tabletops
- Conduct drills to test organization
- Post event and drill measures of effectiveness
  - Utilize observers and evaluators (both internal and 3rd party)
  - Train observers
- Identifying improvements (Lessons Learned)

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Testing of Preparedness….Prepare for the Worst

- Drills:
  - Must have commitment from all levels of organization
  - Must cover all processes
    - Projected Weather and Path
    - Preparations
    - Resources
    - Evacuation Processes
      - Employees and equipment
    - Logistics
    - Day “One” Damage Assessment
    - Reporting
    - “One Voice” Communications
    - Cost Estimating
  - Drill participants must take seriously

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Testing of Preparedness….Prepare for the Worst

- Incorporated past lessons into plans:
  - Upgraded evacuation process
  - Launched Internal “StormNet” & upgraded website
  - Implemented employee mass notification system
  - Improved customer communications
  - Streamlined governance/approval processes
  - Implemented revised “Material & Invoice Processing” procedures
  - Revised Logistics plans

- Practice Practice Practice
  - Conduct realistic drills:
    - Drill scenario of Cat 4 hurricane impacting New Orleans with 10’ flooding
    - Drill scenario of rapid development of a tropical storm in the Gulf of Mexico making landfall within 24 hours

- Meet with State & Local Officials and the media
  - Included local and state EOC and state commission staff

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Summary
Key Success Factors

- SAFETY TRUMPS SPEED!!
- Plan – Detailed advance planning for “worst case scenarios”
- Practice – Realistic drills and exercises
- Perform – Develop organization experience and culture
- Focus on communications, not just infrastructure repair. Provide timely and accurate information to employees, authorities, customers and media
- Clear command structure – assignment of decision making at appropriate level, with true empowerment at “front lines”
- Ability & willingness to make quick decisions, improvise, and take risks

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Questions???

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Appendix

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Plan Framework

- Integrates and aligns with comprehensive corporate framework to prepare for and respond to natural disasters.
- Provides a management framework to be implemented when a natural disaster impacts the company and its operations beyond a level typically managed through existing tactical response guidance.
- Facilitates proper planning and preparation to minimize the impact of such events to the company and its operations.
- Outlines the company's process of determining what natural disasters it is exposed to, what steps it takes to prepare for natural disaster events, and how it manages its response and recovery.
- Provides hazard specific annexes that provide checklist guidance that may be used for preparation and response related activities.
- This particular plan is only one component of our inclusive disaster management program. (Managing Natural Gas Emergencies, Pandemic Planning, etc.)

Plan Includes:

- Purpose and Scope
- Response structure
- Assignments and responsibilities
- Activation Timelines
- Logistics support
- Other Resources
- Communications
- Checklists
- Documentation

- Our foremost concern is always the safety of our employees, customers, and the public.
- Must prepare for the worst and hope for the best
- Be flexible

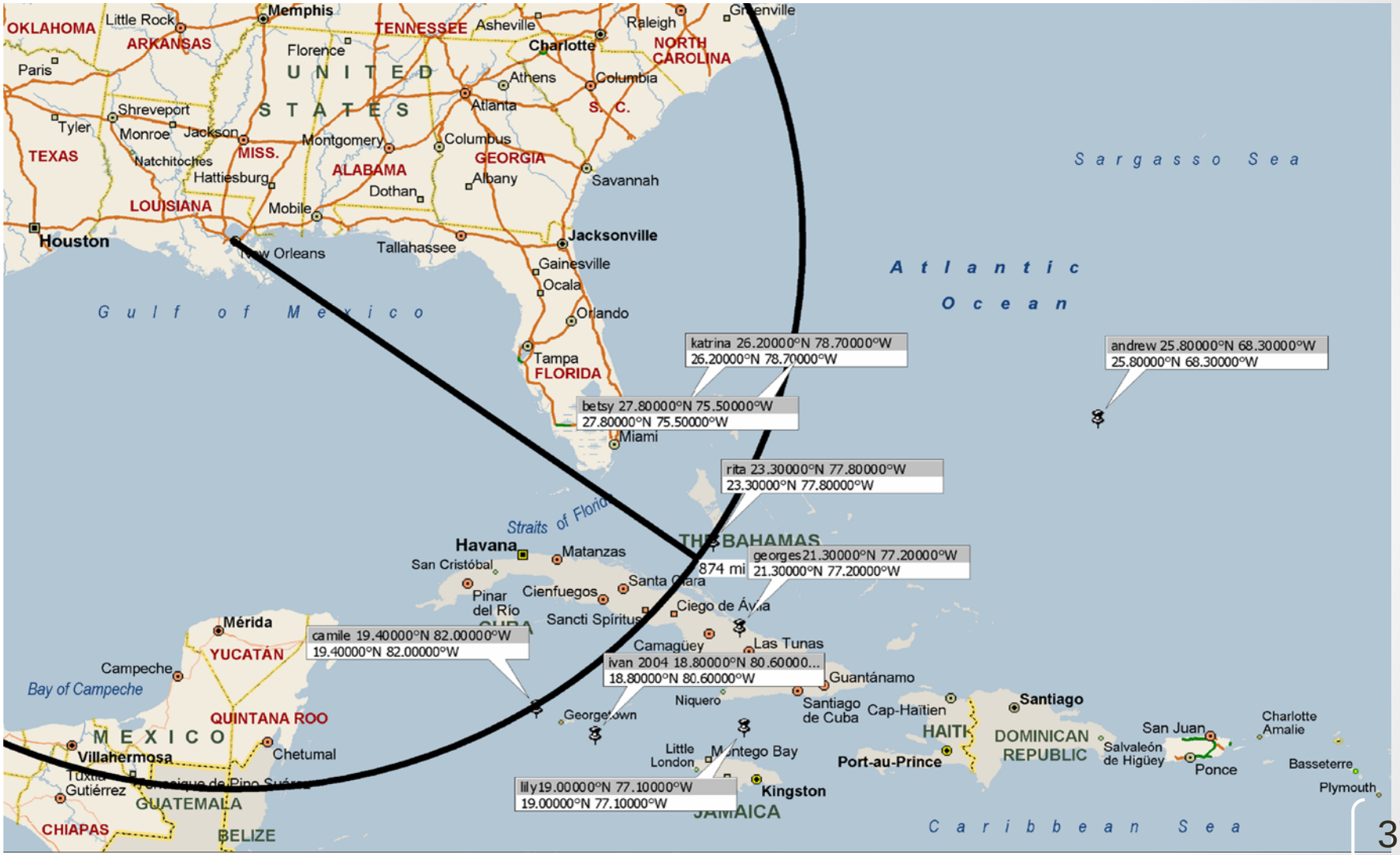
Plan

- Response Structure
  - Organization needs to be aligned with the Incident Command Management Structure
  - Interfaces with EOC agencies
- Assignments and Responsibilities
  - Must be communicated with all employees
  - Establish employee team assignment – core/evacuation/release.
- Activation Timelines
  - Set Triggers for Communication and Implementation
  - Enable support opportunities for employee families to evacuate.
  - Move employees and equipment to safe areas when major a hurricane is expected.
    - Move Gas Control and Emergency Dispatch operation to Baton Rouge
    - Activate Gas Operations Storm Command Center
    - Relocate vehicles and critical equipment to safe staging areas
- Logistics support is critical
  - Food, drinks and ice for 2-3 days
  - Longer term logistics needs – food, housing, fuel, etc
  - Arrange security for employees (National Guard, Federal Protection Services)
  - Transportation needs (including aerial and water surveillance needs))

Plan

- Resources
  - Other internal company resources
  - Mutual Aid
    - Have master MA agreements in place (AGA/SGA)
      - Sign individual agreements
        - Pay, hours, skills needed, equipment, logistics, etc.
    - Travel plan
    - Safety Orientation
    - OQ requirements
- Internal Communications
  - Assume all traditional communications will be lost
    - Have an established contact number 1-800 number for employees to contact the company
    - Have established storm web pages
    - Have runners identified
- External Communications
  - Utilize “One Voice “ process
  - Need means to communicate with customers in real time
    - Social media can be your friend or your enemy
  - Media
  - Local governmental and emergency response officials
- Utilize Checklists

Decision Trigger



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Anticipate and immediately address most common problems

- Impediments to decision making:
  - Inability to accept reality of worst case scenarios
  - Inability to improvise outside of advance plan
  - Flawed chain of command/governance process
  - Fear, fatigue, emotional disengagement
- Impediments to open communication:
  - Infrastructure
  - Distrust/self preservation
  - Sensationalism & exaggeration
- Vulnerability of resources to confiscation or theft
- Lack of collaboration & coordination between authorities
- Poor understanding of infrastructure interdependencies

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