



# Electric Energy T&D

## MAGAZINE

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I Have Seen the Future...  
and We're Not in It

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**2007**  
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**InfraCAM™**  
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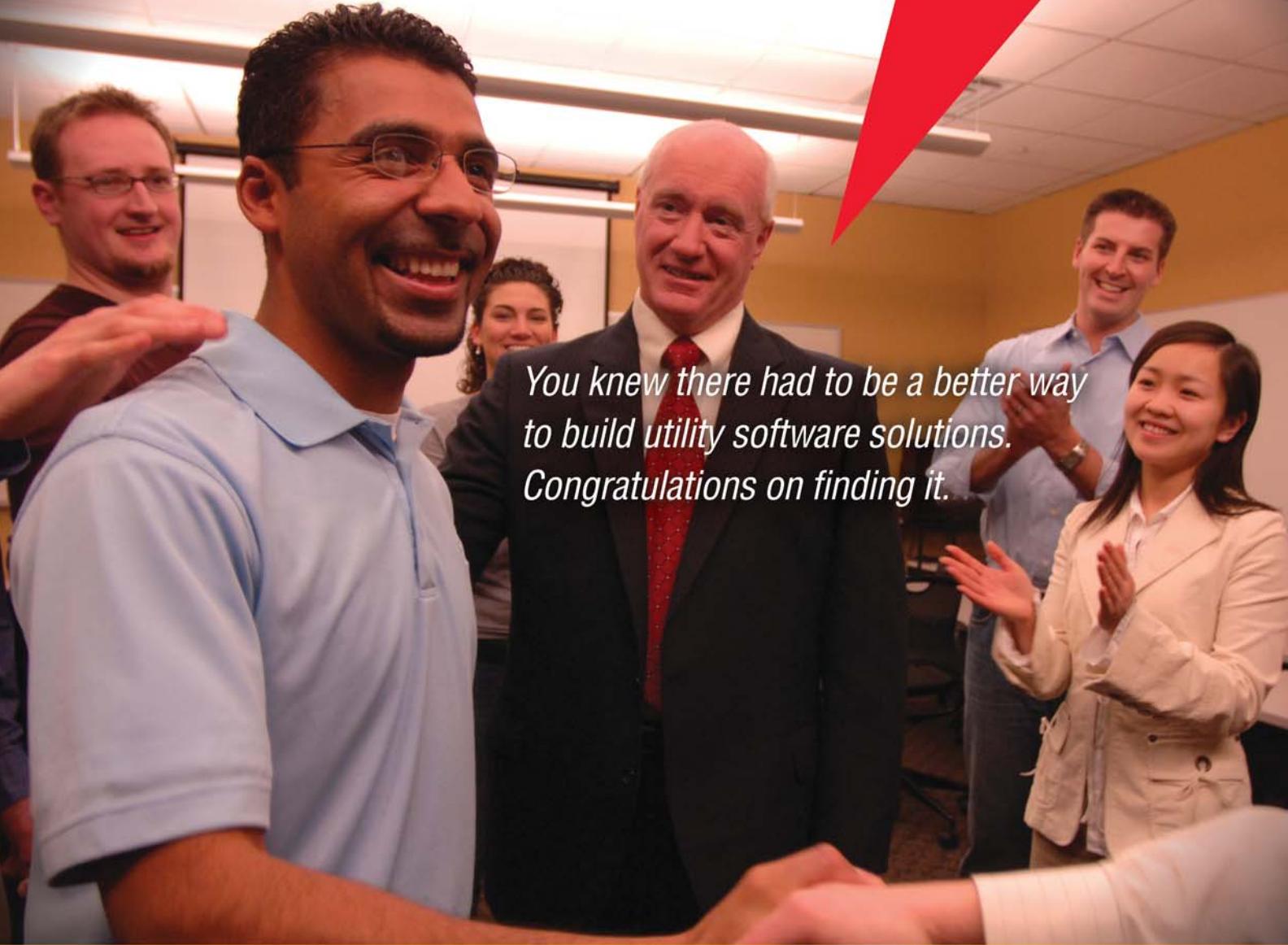
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I HAVE SEEN THE FUTURE... AND WE'RE NOT IN IT.

Like many of the readers of this publication – and our industry in general – I'm part of that huge chunk of the population commonly known as "Baby Boomers" (or simply "Boomers"). I'm proud of what my generation has accomplished. The many things we've created over the past half-century...

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### 40 .....A NATIONAL MODEL FOR SITING TRANSMISSION LINES

There is a shortage of high-voltage transmission lines in the United States, and demand is expected to grow at least 20 percent in the next decade. Yet selection of transmission line routes is a growing source of public controversy and regulatory scrutiny throughout the world.



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# Industry News

## United Illuminating: An Amazing Change - Actually 31,000 Plus

In years past, just the thought of converting or eliminating customer rates would cause most utility metering and billing teams to break out in a cold sweat and stress levels would soar. Historically, the scope of the effort required was daunting.

The possibility of eliminating and consolidating tens of thousands of customers on a new time of use rate, in one day, would not have been considered. It would have been pulled off the table as an unrealistic and unreachable goal.

Why? Anyone close to the project would quickly tell you that it required months of programming for the CIS and billing engines to be perfectly aligned. Plus there was the purchase and coordinated year-long-or-more installation of meters. As to cost, the financial impact on most utilities would have run into the millions of dollars. But with the capabilities and support of the Cellnet AMI system deployed at United Illuminating, this was no longer the case.

The major technology projects completed over the past several years at United Illuminating — Cellnet AMI, SAP CIS, and SPL Field Automation, to name a few — have provided UI the ability to implement system changes quickly and easily and in this case, a major rate change in a very short time. They have also positioned United Illuminating to more cost-effectively serve its customers in an environment of rapidly increasing energy supply costs.

That statement was proven out at United Illuminating on March 4, 2006, when a one-day rate changeover that reached the full width of the service territory and involved more than 31,000 customers, was successfully completed.

"We demonstrated this ability in December of 2003 in a much smaller way with the elimination of Rate RHP (Residential Heat Pump) for approximately 1,000 customers using the SAP technology and no meter change," said Joe Thomas, United Illuminating associate vice president and general manager, Client Fulfillment. "And now, taking full advantage of the technology initiatives we have in place, we're able to meet the new challenges of deregulation and better serve our customers. That's a winning combination."

*"And now, taking full advantage of the technology initiatives we have in place, we're able to meet the new challenges of deregulation and better serve our customers. That's a winning combination."*

The January 27, 2006, Connecticut DPUC rate case decision authorized UI to eliminate two rates: Rate A (Residential Heating and Off-Peak) and Rate TE (General Service Heating). With electric supply costs steadily increasing, elimination of these rates and converting the customers from their current Time of Use (TOU) rate to a TOU rate that has favorable off-peak times and is therefore a more economical TOU rate, would benefit the vast majority of United Illuminating's customers served under the old rates.

The needed approval was granted because of intensive rate case work and extensive data gathering and analysis by United Illuminating's Regulatory and Pricing group and the Data Operations group of Revenue Meter Systems (RMS). The rate case team presented a compelling case to the Connecticut DPUC, who saw the advantage for customers and gave the green light to the rate change.

Once Connecticut DPUC approval was obtained, an aggressive date was set to convert the targeted customers. The plan was anything but simple: Take the 31,176 Rate A users and 229 Rate TE customers and shift them to a different TOU rate in a 24-hour period. No exceptions, no oversights, no dropping of accounts: One day to make it all happen in a seamless, transparent and efficient manner.

The only reason it was even possible was that with the Cellnet AMI system, an actual meter change was not required which eliminated site visits and associated metering work and within SAP, the rates could be changed easier than with the previous mainframe style CIS system. This project was truly a team effort. We needed all team members to perform to a very high level in order to prevent a major problem and the cascading headaches that would follow.

Figure One:

### Timeline and Steps Required For the United Illuminating Rate Changeover:

January 27, 2006: Rate Case Approved  
February 2006

- IT and Billing immediately began reviewing SAP and how this initiative could be completed. IT quickly wrote and tested the batch programs that would change the rates.
- Client field representatives reviewed the rate changes. All Rate A users would be switched to Rate RT (Residential Time-of-Use), but each Rate TE user had to be individually evaluated for changeover and assigned to either General Service or General Service Time of Use.
- The Data Operations and Data Analysis groups of Revenue Meter Systems (RMS) determined which meters needed some activity to prepare for the conversion, possibly an exchange, network fix-up or monitoring.
- Revenue Integrity supported the meters where UI access was difficult.
- Meter Engineering ensured meter programs and inventory were correct and ready for the conversion.
- Standard Field met the challenge of field work, meter reading and back office processing of all outstanding issues.
- Billing, Cellnet staff and IT worked diligently on ensuring the rate changes in SAP and the Cellnet system were prepared, ready and that everything would go well.

All of these activities were happening at the same time in parallel and needed to be fully integrated for the changeover to be successful. When you look at the scope of the undertaking and the resulting preparation involved, you can

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# Industry News

appreciate the way we have transformed as a utility over the years through our use of new technology and streamlined business processes. In less than 30 days, all was ready. Out of 31,405 targeted meters, there were only three that needed to be manually read and only five needed to be exchanged on the conversion date.

On March 3, 2006 IT ran the programs to convert the rates in SAP and found only a few accounts that needed to be reviewed and/or fixed. That night, the file with all the rate changes was sent to Cellnet and the last stage of the process was in motion.

CellNet began changing the switch over points for On-Peak and Off-Peak timing on all the meters Saturday morning. As planned, every CellNet pole-top Micro-Cell Controller was updated by Saturday night. Sunday morning found UI's and CellNet's team fixing the nineteen meters that did not immediately accept the change—19 out of 31,405. Clearly, this success story shows that United Illuminating is ready today for the changes that deregulation will continue to bring.

For more information, contact Guy Cattaruzza, Director, Revenue Meter Systems  
[guy.cattaruzza@uinet.com](mailto:guy.cattaruzza@uinet.com)

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## Infrared - The Leading Diagnostic Technology for the Electric Power Industry

Infrared thermography has become the core of utility predictive maintenance programs in the U.S. and around the world. For over thirty years, thousands of utilities have used infrared to avoid costly failures, improve service reliability, and prevent electrical fires. FLIR Systems, the global leader in infrared cameras, offers the world's most advanced infrared camera lines to support the condition monitoring infrastructure that keeps the electrical power grid up and running.

Implementing a predictive maintenance plan via infrared is the best way to increase system reliability by locating and correcting failing components before they cause interruptions in service. Infrared cameras allow an evaluation of a wide variety of plant and substation equipment, while capturing high-resolution thermal images for analyzing and reporting purposes.



FLIR's ThermaCAM® P65HS, the professional thermographer's choice, is the most highly refined inspection system available today. Many certified thermographers within the utility industry enjoy the advanced hardware, software, and add-on optics available. Working in concert with ThermaCAM? reporting and database software, the P65HS fully automates the process of collecting, reporting, and archiving infrared images and thermal data.

Another option for infrared scanning is the new InfraCAM?, which is a great and affordable way to equip substation crews and customer service inspection teams. The InfraCAM? is ultra-compact, easy-to-operate, and features a bright 3.5" LCD for viewing hot spots within electrical systems.

Whether inspecting indoor and outdoor components, substations, switchgear, transformers, or locating loose connections or load imbalances, infrared thermography has proven to be extremely beneficial by quickly finding problems, saving money, and delivering reliability. Infrared cameras provide maintenance personnel with accurate thermal information necessary to make critical decisions about equipment repair, replacement, and efficient plant operations.

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## High Voltage Inc. Introduces first Combination VLF AC Hipot/Cable Fault Locator

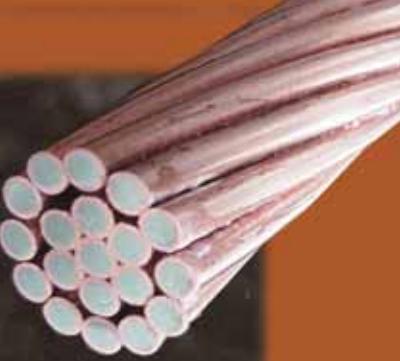
The recent new IEEE Standard 400.2 Guide for Field Testing of Shielded Power Cable systems will require industrials, contractors and power companies to use VLF AC hipots now instead of the old DC method of proof testing power cables. A wealth of scientific research worldwide has proven that DC testing over time is damaging to solid dielectric

cable and promotes cable insulation degradation. VLF AC Testing at .1 Hz is ideal for proof testing cable feeders, substation getaway runs, aerial insulated cable and URD cable runs. The VLF AC hipot test technique has also been found to be very effective for verifying workmanship of new splices and termination joints especially when done under emergency weather conditions trying to restore power to the customer. VLF Technology is rapidly being adopted by the industry and is a good method to find weak cables before they fail. The VT-30 offers users the ability to meet the new IEEE VLF testing method and can also be used to find faulted cables in a compact, portable one piece design configuration.

The new model VT-30 provides 0 to 30 kV AC peak Sinewave output at .1 Hz. It can hipot and proof test shielded power cables up to 1.0 microfarad load rating or approximately 1.5 -2.0 miles of typical 15 kV class cable per the new IEEE Standard 400.2 for VLF testing of underground shielded power cables. It also



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contains a Fault Finding Capacitor Discharge mode of 0 to 12 kV @ 650 joules with a strong Burner rated at 400 mA to reduce arc over voltage to less than 10kV.

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Because DC hipot testing is not recommended anymore for testing service aged solid dielectric cable, the VT-30 provides the best of both field applications: An AC Sinewave VLF test to perform a stress/proof test on critical cables, splices, and feeders and a Cable Fault Locator and Burner to find faults that may occur if and when cables fail.

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C E L - S c a n™ Technology (Chemical, Electrical, Layer Scan) is an advanced frequency response analysis that simultaneously measures the electrical and the chemical properties of a battery in terms of voltage, resistance/impedance, sulfation and dryout.

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For example, when sulfation and/or dryout are the dominant degradation mechanisms for VRLA or Flooded lead-acid batteries, an Interrogator™ 4210 test can predict the outcome of a 3-hour load test in 30 seconds with better than 93% correlation.

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The Interrogator™ 4210 measures lead-acid batteries as well as NiCad, Li-Ion and NiMH batteries.

WELSoft™ is the data management software companion for the Interrogator™ 4210 and provides semi-automated battery data storage, data analysis and report generation.

For more information, contact Phenix Technologies or World Energy Labs for a copy of the Interrogator™ product brief, technical data sheet and the Load Test Correlation Application Note.

[www.phenixtech.com](http://www.phenixtech.com) & [www.worldenergylabs.com](http://www.worldenergylabs.com)

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## Interrogator™ 4210 Hand-Held Battery Analyzer Product Editorial:

The Interrogator™ 4210 Hand-Held Battery Analyzer cuts the cost and risk of battery ownership by 20-40% by detecting low-performing batteries in a single test. This is made possible by the electrochemical measurements of CEL-Scan™ Technology. Only the Interrogator™ 4210 has it.

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# Industry News

## ProSoft Technology Releases the New ProLinx 7000 Application Server with ECHO Historian

ProSoft Technology's new ProLinx 7000 Application Server (AppSrvCE) delivers communication protocols and a powerful embedded data historian, all together in one dynamic package.

The AppSrvCE is fully customizable and programmable (including 'C' programming), supporting multiple automation programming languages. The Application Server's high performance data historian is capable of logging up to 500 tags of real-time data at sub-second speeds.

Cost effective, quick and easy to implement

The AppSrvCE is ideal for users who require a high-level of customization/programming plus



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real-time historical data such as: process optimization, compliance reporting (FDA, EPA, etc.), emissions monitoring, pharmaceutical manufacturing, sequence-of-event recording or remote applications like utility RTUs, compressor and facilities monitoring.

### Ideal for:

- Remote or mobile asset monitoring
- Sequence-of-event recording
- Electronic documentation and regulatory compliance applications
- Predictive maintenance, asset management, error analysis, and process optimization

### ProLinx 7000 benefits include:

- High-speed, real-time and/or historical data collection.
- Store and access data locally.
- Easily integrate into new or existing control systems.
- Log up to 500 tags of real-time data.
- More cost effective solution than multiple, single-use devices.
- All data is accessible using OSIsoft's PI server.
- CAM (Custom Application Module) option adds 5 serial ports.
- Remotely configurable/upgradeable via Ethernet.
- Easy-to-implement, off-the-shelf solution.
- Very small foot print.
- OPC HDA server can be added to allow open access to the historical data.

### Data Historian

The AppSrvCE can log up to 500 tags of real-time data at sub-second speed. As a standard feature all historical data is accessible using OSIsoft's PI product. Additionally, an OPC-HDA server can be added to allow open access to the historical data.



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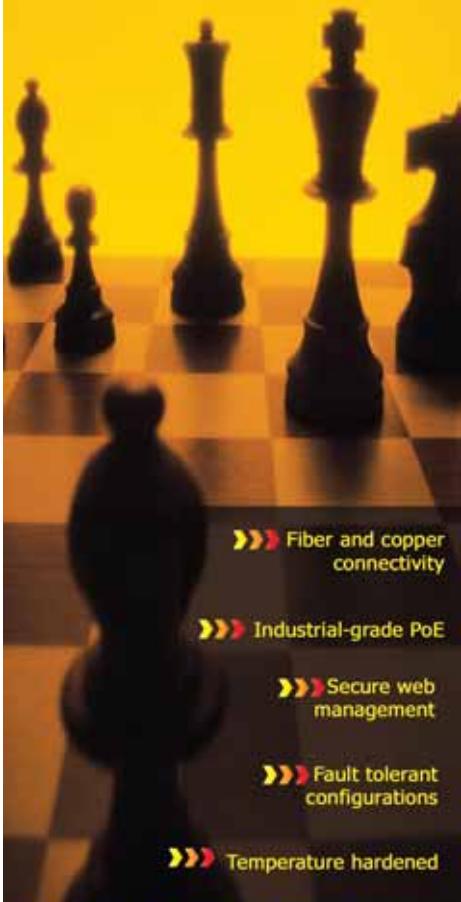


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## The Growing ProLinx Family

The ProLinx 7000 Application Server joins ProSoft Technology's growing ProLinx family which includes the two-protocol, stand-alone, interface gateways, and the new wireless gateways.

### ProSoft Technology: Where Automation Connects

ProSoft Technology, Inc. specializes in the development of communication solutions compatible with the large automation supplier's controllers such as Rockwell Automation and Schneider Electric. The primary focus is to provide connectivity solutions that link dissimilar automation products. ProSoft Technology's offerings consist of four primary product families: Protocol and network connectivity modules known as inRAx for Rockwell Automation and ProTalk for Schneider Electric, stand-alone gateways, protocol converters, and wireless gateways known as ProLinx, and industrial serial and/or Ethernet wireless modules known as RadioLinx.

Over the last 16 years, ProSoft Technology's product lines have grown to over 400 communication modules supporting more than 60 different protocols. ProSoft Technology provides field-proven connectivity and communication solutions that bridge between various automation products as seamlessly as if they were all from the same supplier. These connectivity options enable controller platforms to provide solutions in areas such as computing gas flow calculations and SCADA telemetry applications. These solutions also enable interfacing to motor controls, drives and other devices in industries such as water/wastewater, power generation, oil & gas, machinery, packaging, and production.

ProSoft Technology is committed to providing localized sales and support to customers worldwide. Sales, application engineering and support services are provided internationally by over 500 distributors in 52 countries and served by Regional Area Offices in North America, Latin America, Europe and Asia Pacific.

All ProSoft Technology products come with a one year warranty and unlimited technical support.

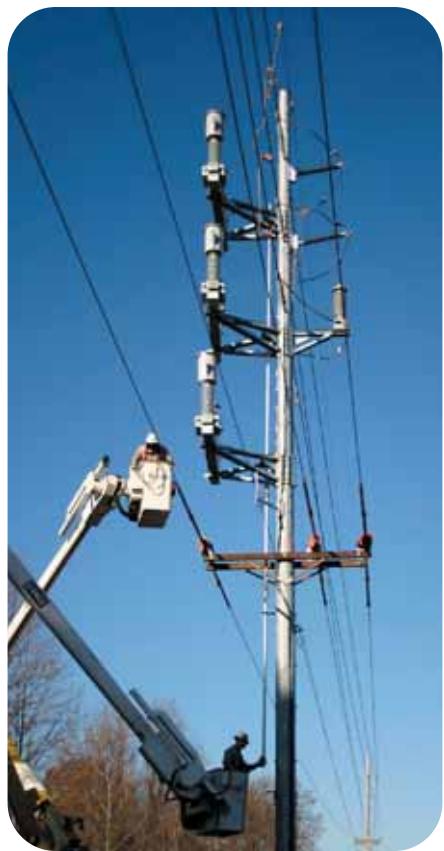
For information on the ProLinx 7000 multi-protocol gateway solutions:

Email [prosoft@prosoft-technology.com](mailto:prosoft@prosoft-technology.com) or visit [www.prosoft-technology.com](http://www.prosoft-technology.com)

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## New S&C Switch Provides Fully Automated Transmission Line Switching

S&C has extended its time-proven-reliable Alduti-Rupter? Switch product line with a new 69-kV model. When equipped with an LS-2 Switch Operator and Model 5801 Automatic Switch Control with IntelliTEAM II® Automatic Restoration System, the new Alduti-Rupter Switch provides fully automated transmission line switching.



Although problems on transmission lines occur less frequently than at lower voltages, outages? when they do occur?are very extensive because multiple substations and feeders are affected. IntelliTEAM II can minimize the duration of service disruption for tens of thousands of customers... and dramatically improve your reliability statistics.

Springfield Electric Department, in Springfield, Tennessee, recently installed two 69-kV Alduti-Rupter Switches in an IntelliTEAM II system. The associated Model 5801 Controls communicate via UtiliNet WanGate® Radios and have been configured to provide automatic source-transfer operation after the

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preferred-source breaker experiences a second trip. Overcurrent-lockout logic blocks source-transfer operation in the event of a fault between the switches.

*For more information, call your local S&C representative now, or visit us on the web at [www.sandc.com/nr](http://www.sandc.com/nr), to learn how S&C can help automate your 69-kV system*

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## Itron Hits Two Million Meter Deployment Mark at Progress Energy

*After Only Eleven Months, Installation is Ahead of Schedule*

In the fall of 2005, Itron and Progress Energy signed a contract to replace 2.7 million traditional electromechanical residential meters with Itron's CENTRON® solid-state, high-accuracy electricity meters equipped with Itron's embedded automated meter reading (AMR) technology. To date, it is the largest signed mobile AMR deployment in North America.

Progress Energy, based in Raleigh, N.C., is one of the nation's 10 largest investor-owned electric utilities, serving customers in Florida, North Carolina and South Carolina.

The original agreement was to complete the deployment in two years, deploying an average of 7,000 meters per day. Progress Energy personnel would use Itron's vehicle-based mobile AMR technology to read more than 10,000 meters per day, compared to the previous daily reads of 400 meters using manual meter reading methods.

In less than one year, Itron has deployed more than two million meters—well ahead of schedule. Itron hit the two million mark the week of June 18, 2006.

"We purposely installed high powered CENTRON meters to ensure the territory would be 'fixed network' ready," said Malcolm Unsworth, senior vice president for Itron hardware solutions. "It took a monumental effort of Itron's manufacturing plant workers in May 2005 to get the high powered CENTRON product ready in time for the deployment."

The product was completed ahead of schedule in time for the start of the deployment which means Progress Energy could easily add CCU's (Cell Control Unit) to any area within their

territory, which is what the utility is planning to do in the St. Petersburg, Florida area, said Unsworth.

Initially, deploying 2.7 million meters within two years seemed like a daunting task, but everyone stepped up the pace to make the goal.

"When this project first started, I kept thinking that 7,000 meters installed in one day might be too much for one company," said Don Welte, vice president of Itron field operations. "But after we started, and we were installing some 13,000 to 16,000 meters per day—it was amazing. It has been a tremendous team accomplishment."

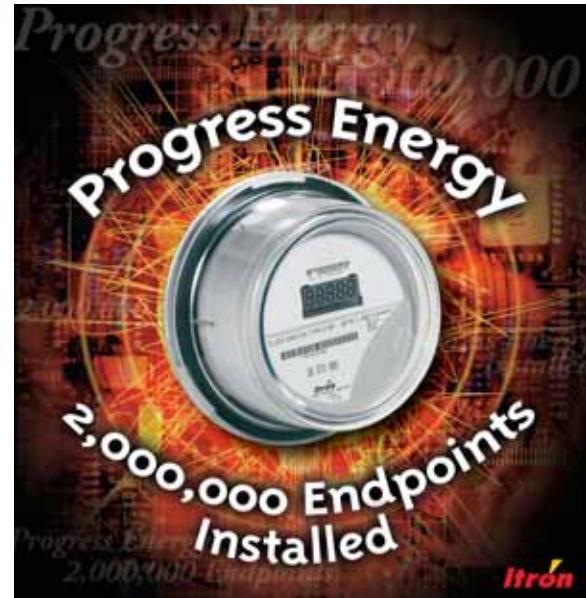
The CENTRON digital meters are more accurate than electromechanical meters and difficult to tamper with, which is expected to reduce cases of energy theft. The new meters will be automatically read via radio signal, thereby eliminating manual data entry errors, the need to access the premise and greatly reducing or eliminating estimated or inaccurate bills.

**Welte said Itron shipped, on average, 60,000 to 70,000 meters per week.**

"Initially, I think there were concerns whether a utility should have one single source for its meters, but this has been a remarkable deployment where everyone has come together to make this successful," said Welte. "Besides the dedication at Itron, we've had terrific partners helping with our installation—Honeywell, Scope Services and Utility Meter Services. We've all worked hard and I think it is reflected in the fact we've installed a record number of meters in less than a year."

To get an idea of how many meters Itron has installed, imagine 775 Sears Towers reaching skyward—that is what 2.7 million meters would look like.

Although the deployment plan runs through the end of the first quarter in 2007, both Progress Energy and Itron are working together to complete the installation of AMR technology by the end of 2006.



By using Itron Mobile Collection System with the AMR-ready CENTRON solid-state meters, Progress Energy has reduced the cost to read residential meters, increased accuracy of meter reads, reduced the number of readers needed and maintained tighter security since meter readers do not need to access private property.

"Using Itron's advanced, solid-state metering technology, Progress Energy joins a growing number of utilities that are putting into place a powerful measurement and communication platform for the future," said Unsworth. "Progress Energy knows first hand that Itron has the knowledge, resources and experience to implement a project of this magnitude in such an accelerated time frame."

*For more information, contact Christina Kelly at [Christina.Kelly@tron.com](mailto:Christina.Kelly@tron.com) and visit our website at [www.tron.com](http://www.tron.com)*

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## I have seen the future... and we're not in it.



Like many of the readers of this publication – and our industry in general – I'm part of that huge chunk of the population commonly known as "Baby Boomers" (or simply "Boomers"). I'm proud of what my generation has accomplished. The many things we've created over the past half-century were mostly the result of hard work and dedication, but admittedly, we won some of those battles simply by the sheer numbers of us.

The most notable upside of the industrial revolution also occurred during this generation, creating the demand for millions of blue-collar workers across the North American continent. Industries sprang up, the economy grew and jobs flourished. But just when it seemed that we were on top of it all, the roof came crashing down. Over the past decade we have witnessed – and continue to see – a massive exodus of those jobs to less developed parts of the world begin to overtake our ability to replace them. Now, we find ourselves trying to rationalize what is happening to our great accomplishments and the jobs, careers and lifestyles we so painstakingly dedicated ourselves to creating.

One reason for this dramatic shift is that while the power industry in North America has been downsizing, much of the rest of the world's power infrastructure has been building – and will probably continue to do so for decades to come. Given those realities, we must not only recognize these changes; we must capitalize on them, and to do that some very deliberate actions must be initiated. Arguably the most vital of those are:

- **E**ducation. We must rapidly place increased emphasis on helping the emerging legions of workers in our industry capitalize on what we have learned over the past several decades. This will be no small task, and it will not be satisfied by half-hearted attempts at on-the-job training or in-house tutorials. Real education will necessarily involve a much broader purview that exposes new hires and apprentice-level workers to the best practices our industry has to offer on a national – if not an international – scale. This means more participation in webcasts, short courses, conferences, exhibitions and symposia for these junior workers rather than reserving these activities for only the most senior staff although their presence remains a vital ingredient in achieving this important knowledge transfer.

- **I**nvestment. We can no longer afford to postpone long overdue grid investments, especially in our T&D infrastructure. Transmission congestion, equipment at the end of its life cycle and an aging workforce will not magically be corrected on their own; proactive efforts and specific commitments are needed now to stem, and eventually reverse, these alarming trends. Yes, there are ways to extend the useful life of assets, and new hires will numerically mitigate the head count losses, but these are small steps when viewed against the backdrop of 20+ years of insufficient investments in human and asset renewal.

- **A**utomation. The archaic notion that automation unnecessarily displaces workers must be rejected, and we must redouble our efforts to make full use of automation wherever possible and as quickly as possible. Automation is the best and most flexible toolset we have readily available to fill the voids left by a dwindling workforce and to capture the knowledge and experience that will be lost if immediate steps are not taken to avert these losses. Automation is all too often looked upon as a solution of last resort when it should be among the very first. Today's automation is effective, affordable and readily available.

Also, no discussion of the changes taking place in our industry would be complete without emphasizing those taking place on a global level. As I said earlier in this text, energy companies in many other parts of the world are building as we in North America are downsizing – yet these developing

regions are looking to us for guidance on how to grow. Perhaps nowhere was this better illustrated than at the recent IEEE Power Engineering Society T&D Conference & Exhibition in Dallas, Texas in May. As you will recall, this conference – originally scheduled for New Orleans last October – was forced to relocate as a result of Hurricane Katrina.

Frankly, I had my doubts about how well the event would be attended with all of the disruptions and abrupt change of venue. However, I was pleasantly surprised to find that not only was the show a success, but it actually set an all-time record for exhibitors (over 600!) and was extremely well attended by a diverse cross section of utilities, suppliers, consultants and others from around the world. Indeed, the Monday night networking reception looked more like a United Nations event than a power industry gathering. I don't recall exactly how many countries were represented there, but there were many.

Perhaps the most eye-opening observation for me, however, was on the second day of the conference as I was on my way back to my hotel from the Dallas Convention Center. I was one of the last to board a jam-packed shuttle bus and took a seat near the back. After getting settled in, I looked around to see if anyone I knew was on board. Nope, not a soul – a totally new experience for me, since I've been an active IEEE/PES member for well over 20 years and had grown accustomed to being at least casually acquainted with a respectable portion of its constituents.

Then, upon further observation, I noticed an interesting demographic on this busload of power engineers. That is, substantially all of the gray-haired guys (like me) were Americans, and we were definitely in the minority. By contrast, the vast majority of the riders were 20- or 30-somethings, many dressed in the native garb of their home countries. It was an eclectic crowd, most engaged in animated discussions about what they had seen and heard during their day at the conference.

Although notably, most of the conversations were in some form of English, I heard French,

German, British, Indian, Spanish and other accents during the short trip to the hotel. Far from being an aberration, my subsequent bus trips for the next two days proved that this was the norm; not the exception. So what was going on here, I wondered? Then it occurred to me that while the US and Canada have been sending fewer delegates to this conference each year, the international community was more than making up for those deficits. But unlike the international participation of the past – composed mainly of students and junior-level technicians – these were engineers and managers in responsible positions, there to learn how to shape their power grids in ways that would mimic the legendary North American reliability model.

It occurs to me that the people on those buses were quite possibly a microcosm of the future of our industry: Young(er) people from around the world learning from a global brain trust formed over decades. So, I guess you might say I've seen the future, and though the

transition is still in progress, my generation's role in it is diminishing and will soon be coming to an end. Although we can all take pride in what we created, we'll have to act fast if we want our legacy to be preserved for those who will need it to survive the mistakes of the past and meet the challenges of the future. - Mike ■

## Behind the Byline

*Mike Marullo has been active in the automation, controls and instrumentation field for more than 35 years and is a widely published author of numerous technical articles, industry directories and market research reports. An independent consultant since 1984, he is President and Director of Research & Consulting for InfoNetrix LLC, a New Orleans-based market intelligence firm focused on Utility Automation and IT markets. Inquiries or comments about this column may be directed to Mike at [MAM@InfoNetrix.com](mailto:MAM@InfoNetrix.com). ©2006 Jaguar Media, Inc. & Michael A. Marullo. All rights reserved.*



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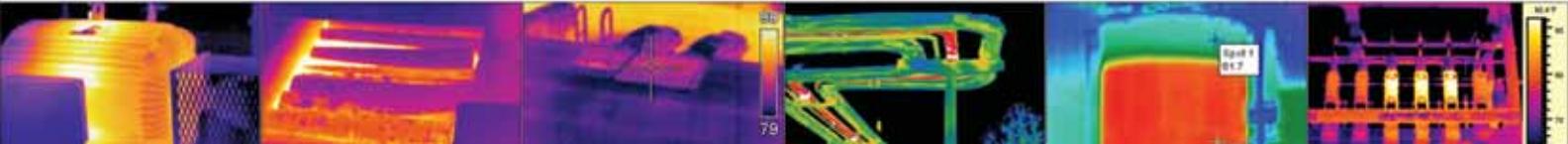
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# How Project Management Will Radically Improve Utility Vegetation Management Performance

## Utility Executives Must Recognize Traditional Utility Vegetation Management Obsolescence

By: Rick Hollenbaugh, Founder and President of Everest Management Consultants, Inc.  
& Jerry Ostrander, PMP, Project Management Solutions Inc.

### If You Always Do What You Have Always Done, You Will Always Get.....

**U**tility Vegetation Management (UVM) industry cost and reliability performance must be substantially improved to meet increased stakeholder performance expectations. This is driven by a number of factors including inappropriate and fluctuating spending levels, federal, state and local barriers to perform proper maintenance and traditional obsolescence of management and operations work practices. It is important for utility executives to understand that they must change the current UVM industry business practices and environment to meet future performance requirements and stakeholder expectations.

The required changes will not come about merely through increased spending, establishment of performance standards or even performance based regulation. These changes must be driven by utility executives and targeted to fundamentally change the way that the UVM industry is managed in addition to overhauling operational work practices. This change must look and feel like the radical changes that occurred in the nuclear industry in the 1990s. During this period, utilities recognized gross traditional obsolesce and proactively chose to make massive management and operations work practice changes within the nuclear industry. This is what drove best in class cost, scope, schedule, quality and safety performance for the nuclear industry, and a similar approach can transform the UVM industry.

### Why Standards and Performance-Based Regulation are Not Enough

UVM standards and Performance-Based Regulation (PBR) will not be the catalyst that drives UVM cost and reliability performance in the future. It will only serve as an enabler. To further examine the perceived performance pretense that standards and PBR will provide the UVM industry, we first need to explore a few important UVM industry performance standards and areas.

1. Substantial UVM Orders, Rules and Regulations within the State of California including General Order 95, Rule 35 which requires that minimal vegetation-conductor clearances must be adhered to at all times.
  - Result: Many UVM program budgets nearly tripled. This continues to be driven by complex organization structures and sourcing practices; and redundant work practices utilizing hundreds of third party supplemental contractors
2. Following the August 14, 2003 Blackout, the U.S. – Canada Power System Outage Task Force determined tree trimming to be one of the four primary root causes of the outage.
  - Result: North American Electric Reliability Council (NERC) adopted the FAC-003-1 - Transmission Vegetation Management Program standard requiring minimum conductor-vegetation clearances. Utilities are currently assessing increased funding requirements to meet this standard.
3. On April 19, 2004, shortly following the release of the Final Blackout Report, the Federal Energy Regulatory Commission (FERC) issued the UVM order requiring all entities that own, control or operate designated electric transmission facilities in the lower 48 states to
  - Result: While results of commission efforts to date have not been determined, utilities within the State of Florida must be very careful that the past results of the UVM industry in California and elsewhere do not dramatically change the UVM industry landscape in Florida.

provide information on their UVM practices.

- Result: Forty-one electric utility transmission system owners or 29% of the respondents did not perform all the identified vegetation management remediation by the June 14, 2004 reporting date.
- 4. The NERC third quarter 2005 Vegetation Management Report demonstrated poor vegetation outage performance
  - Results: Fifteen vegetation-related outages were reported for 200 kV and higher transmission lines during the third quarter of 2005. (Fourth quarter 2005 reporting is not available at the time of this writing)
- 5. In January 2005, the Edison Electric Institute (EEI) commissioned Davies Consulting, Inc. (DCI) to conduct The State of Reliability Regulation in the United States study detailing reliability regulation in the United States.
  - Results: DCI determined that thirty-nine states and the District of Columbia have at least reliability reporting as a minimum requirement.
- 6. Due to the recent severe weather trend impacting many of the Eastern states, utility commissions such as the State of Florida are aggressively pursuing hardening of utility infrastructure that includes shorter recommended UVM distribution maintenance cycles.
  - Results: While results of commission efforts to date have not been determined, utilities within the State of Florida must be very careful that the past results of the UVM industry in California and elsewhere do not dramatically change the UVM industry landscape in Florida.

Standards and performance based regulation impacting the UVM industry are here to stay. Federal and state regulators have been forced to develop these standards in an attempt to mitigate the poor historical performance of the UVM industry. It would be a mistake to believe that current or emerging UVM standards or PBR alone will drive UVM industry performance to improve. The regulators have established a new reliability performance bar, now it is up to the utility executives to radically change the traditional obsolescence of UVM management processes and operations work practices to perform to these new levels. Only then will breakthrough performance be achieved within the UVM industry such as demonstrated by the nuclear industry during the 1990s.

### The Current State of UVM:

Today many UVM programs are attempting to develop annual and five-year business plans but fail to establish appropriate long-term executive support and sponsorship required for successful execution. So often, utilities utilize historical funding levels to drive today's budget preparation often failing to acknowledge the actual work scope requirements. At the UVM program execution point there is often a lack of centralized decision making critical to drive consistency and deliver results. UVM operational and management oversight are traditionally led by Utility Arborists who have sound UVM technical capabilities but often lack the project management expertise and core competency to successfully deliver higher performance.

### The Emergence of Project Management within the UVM Industry

Project Management has become a discipline pursued by most industries to manage change. It is a disciplined approach that uses schedules, scope estimates and quality requirements to clearly establish performance expectations. It is used to minimize costs, drive productivity and deliver quality products by managing risk using procurement processes that drive accountability. These processes are managed using competent trained personnel that keep all stakeholders informed as necessary and drive performance.

Organizations are dedicating resources to increase their organizational project management maturity by centralizing the oversight of project management people, processes, and tools under the auspices of a Project Management Office (PMO).

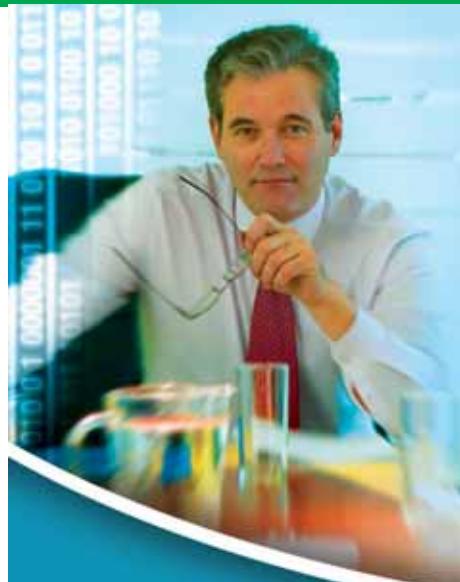
Project management is defined by the Project Management Institute (PMI®) as "the application of knowledge, skills, tools and techniques to meet project objectives. Project Management is accomplished through application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing". PMI's Guide to the Project Management Body of Knowledge (PMBOK® Guide) states that managing a project includes:

- Identifying requirements
- Achieving clear and achievable objectives
- Balancing the competing demands for quality, scope, time and cost
- Adapting the specifications, plans and approach to the different concerns and expectations of the various stakeholders

### The New UVM Industry Paradigm

The UVM industry must proactively embrace and successfully implement project management concepts and principles as the catalyst to drive massive operational and management change to improve system reliability, reduce costs, and maximize productivity.

There are many ways to compare this new way of thinking against the current UVM industry operational and management paradigm. Upon comparison, it is very clear how these successful strategies and elements utilized by high performing industries found outside of the UVM industry can radically change UVM industry performance. Figure 1: Traditional and New UVM Paradigm Comparison provides an overview of many key UVM industry performance improvement opportunities.



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## Traditional Paradigm

- Solutions occur at the operational level and are tactical in nature. The results yield problem reoccurrence that leads to higher overhead costs, stagnated effectiveness and erosion of executive management confidence.
- Many UVM programs today lack clear and specific executive management sponsorship. This yields poor organizational accountability and strategic direction that fosters reactive change.
- Years of traditional solutions have lead to overstaffed and highly complex UVM organizational structures. This has created tremendous operational overhead, weak accountability and inconsistent work practices.
- A de-centralized UVM operating structure continues to be a predominant theme found throughout the industry. This results in redundant operations that yields higher overhead costs, inconsistent implementation and often sends mixed messages to key stakeholders.
- Many UVM programs today are stereotypically referred to as the "Forestry Group"; "Line Clearance Department"; "Trees" or "Tree Trimming Department". This over-simplistic generalization has created a stakeholder perception of low value and creates negative "green" image that minimizes the organizations strategic importance to the corporation.
- The traditional "three bids and a buy" supply management purchasing methodology has significantly contributed and often times stimulated the evolving contractor apathy within the industry. Many contractors have no strategic incentive to perform any better than the level that the utility has outlined. The result is higher long-term costs, reactive responses to emerging problems and a continued lack of performance innovation.
- Today, many programs consider business planning as a foreign concept. They operate from a tactical level and have no incentive for strategic thinking due to the reactive nature of the industry. This results in significant fluctuations in funding levels, poor reliability performance and a spiraling work scope that lacks disciplined schedule adherence.
- Key Stakeholders both inside and outside the utility have an individualistic attitude and relationship towards each other. They often operate independent of one another. This results in lower customer satisfaction and creates redundant operational applications that ultimately increase the scope of work and operational costs. These conflicting priorities stimulate the reactive nature of the industry.
- Due to the complex and evolving nature of UVM industry. There is an enormous risk exposure to all of the key stakeholders in the form of liability, reliability performance and customer satisfaction. Fluctuating funding levels, lack of schedule adherence and ignored work scope represent the root cause of this exposure. The resulting risk mitigation is highly reactive and often creates higher costs.
- Traditional UVM personnel and the operating infrastructures, processes and procedures and performance they have created over time have not evolved or adapted to the changing needs and increased expectations of corporate executive management. Many programs continue to operate in a vacuum continuously churning out substandard results.
- Information technology has seemingly passed by many of today's UVM programs. This supports the fact that many programs continue to operate by traditional means. The lack of strategic vision specific to the implementation of advanced information systems has created a performance improvement void that results in reactive decision making and missed operational management enhancement opportunities.

## New UVM Paradigm

- Solutions must occur at the executive management level and are strategic based. They must rely on focused return on investment (ROI) decisions that leverage calculated cost benefit analyses.
- Executive management must assume a proactive sponsorship role in coaching and mentoring their programs. This highly interactive and supportive leadership linkage is critical to creating a dynamic synergy throughout the organization.
- Lean and highly structured UVM organizations that focus on single point of accountability will drive total value optimization. This will maximize the business orientation; create strategic vision and problem solving from a root cause perspective.
- Lean centralized UVM organizations will rapidly implement business strategies in a highly efficient and consist fashion. This will result in greater executive management confidence, lower operating costs and focused and specific performance enhancement solutions.
- Stakeholders will view the organizations of the future as dynamic and business driven Utility Vegetation Management Programs that are led by a team of progressive and highly skilled professionals. They will represent the model that other departments will strive to match. The image will emulate business savvy leadership of the highest competence.
- Top quartile organizations will leverage and develop dynamic strategic partnerships with their key vendors. This powerful synergy will catapult both organizations into a mutually beneficial relationship that will ultimately reduce long-term costs and optimize performance through innovation, continuous improvement and consistent operations execution.
- Leading organizations will utilize a comprehensive business plans as their primary foundational cornerstone. This plan will be the strategic platform for all business planning decisions. It will contain historical and future performance data, funding levels and strategic and tactical initiatives that will be used to ensure corporate and department goal and objective linkage. It will be the document that executive management utilizes to ensure that the corporate return on investment (ROI) is optimized.
- Synergistic cooperation among key stakeholders including utilities, municipalities, railroads and the State Department of Transportation will reduce work scope, maximize the return on investment (ROI) and improve customer satisfaction. The formation of these strategic relationships is paramount to significant performance improvement breakthrough opportunities.
- Calculated and quantifiable risk management strategies that proactively recognize, rapidly assess and strategically execute corrective actions will be the key to minimizing the risk exposure. This will ensure safety and improved reliability and customer satisfaction.
- Executive management must demand and expect a consistent high level of performance that is focused on strategic business planning and disciplined project management execution that leverages non-traditional perspectives to innovative solutions. These programs must be capable of rapidly adapting to corporate strategy changes associated with mergers and acquisitions.
- Top quartile UVM programs will proactively assess their opportunities and applications and rapidly capitalize on the installation of the latest information technology and systems integration tools. Advancements in Internet, Geographic Information Systems (GIS) and data management systems that spatially represent information will provide quantum levels of improvement in operational areas such as work scope management, information management and communications.

Figure 1: Traditional and New UVM Paradigm Comparison

## Identifying Requirements

The new paradigm focused on project management will require that corporate strategic plans fully support the UVM annual and five-year business plans. The UVM work scope within the annual plan is estimated against actual work scope and is fully supported by the corporate budget. All work scope plans and budgets are placed under a formal change control process. Formal and documented processes are established to estimate the work, develop credible schedules and contract the work. The annual and five-year UVM plan will meet regulatory and system reliability performance objectives.

A UVM PMO will establish and enforce project management processes and procedures. Utilities information technology will support the development of credible estimates and schedules. This technology can monitor cost and schedule performance. Appropriate software tools will be utilized to establish work scope prioritization in order to obtain the highest degree of system reliability for the UVM budget. The work scope specifications and objectives will be clearly defined. The vendor(s) will know exactly what is expected. Estimating tools will be based on actual work scope and not on historical parametric estimating factors. Simple estimating tools are developed using GPS technology to capture the scope and estimate of the work on a common data base.

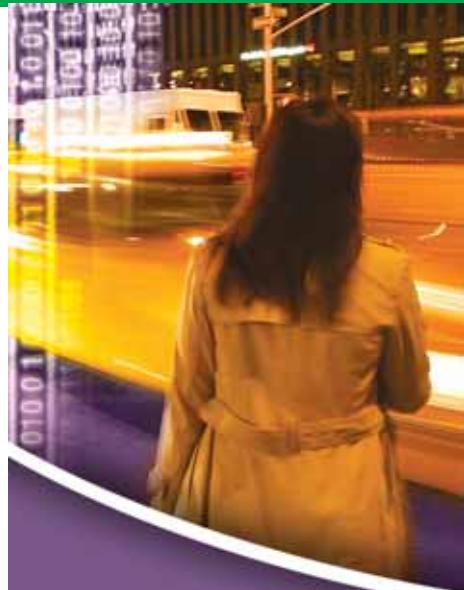
Other industries have found that the only way to consistently improve performance is to measure performance against benchmarks or standards. The construction industry has established reliable productivity benchmarks which are used to accurately estimate a known scope of work. This allows the owner to decide if the venture fits into the annual budget constraints. It provides the basis for making adjustments to the work scope prior to initiating the activities. Similar benchmarks (estimating standards) can be developed by UVM to allow the right decisions to be made in developing the annual plan and five year plans. These estimates of desired work scope along with reliability modeling software will help the utility identify the right requirements for UVM. The UVM requirements will be tied directly to reliability along with an accurate reflection of the budget required to meet the reliability objectives.

## Achieving Clear and Achievable Objectives:

A significant relationship and operational gap exists between utilities and vendors resulting in substantially lower performance, redundant work practices and much higher costs. The bottom line is that Utility Arborists don't trust vendors and vendors only perform to the degree requested or required by the utility. This "parent-child" relationship gap must be eliminated for the industry to mature to higher performance levels. UVM vendors possess over 50% of the cost, productivity, reliability performance enhancement solutions and are rarely provided uninhibited opportunity to add greater value. It is very clear that Utility Arborists seek to obtain operational and management dominance over vendors primarily to justify their positions or because of some past incidents that have occurred. This long running issue has been a primary driver in the erratic performance of vendors and the shrinking vendor base.

Finally, many utilities are utilizing "cycles" as the basis for establishing a Preventive Maintenance plan. Overlooking an asset management based optimization process to develop annual and long-term plans supports the fact that the UVM industry has many obsolete work practices. In the new project management paradigm, it will be critical that utilities eliminate the costly and unnecessary operational work practice that requires sometimes hundreds of third party quality control or work planners to support UVM programs. A few questions remain regarding this subject:

1. What is the total process cost to utilize third party contractors as UVM program supplemental labor?
2. What is the total value of this traditional practice?
3. Why can't vendors provide first time quality and appropriate work planning?
4. To what degree do Utility Arborists justify their positions with respect to quality and work planning management or oversight?
5. How can major construction projects, nuclear power plant outages and car manufacturing projects constantly deliver first time quality and on cost and schedule performance without utilizing a complex structure such as found within the UVM industry?



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The new project management paradigm will require that all UVM Preventive and Corrective Maintenance work scope support the utilities system reliability and cost goals and objectives. The work will be performed cost effectively by empowered vendors. Cost effective performance and productivity is enhanced by eliminating duplication of effort and making the appropriate UVM operational stakeholders accountable. Thus eliminating the redundant work practices and high cost associated with over functioning UVM staff.

Reliability modeling software will be used to identify the highest priority Preventive Maintenance work. The work scope is captured in manageable size work packages aligned with the UVM Annual Plan detailing work scope. These work packages provide the work scope specifications, resource requirements, schedule requirements, assumptions and quality standards. System reliability and regulatory compliance requirements will drive the scope of work.

The work packages would be estimated by actual utility personnel utilizing a valid estimating

process supported by the vendors. These work packages would be placed under contract with a VM vendor using an incentive and penalty structure contracting structure. The UVM program will establish long-term collaborative partnerships with vendors to minimize duplication of effort. Changes to the work package will be under documented change control processes. Impacts for changes will be assessed prior to approval. Approved changes are negotiated and the contract changed accordingly. In addition, schedules and budgets will be systematically changed to reflect the impact of approved scope change.

The vendors will schedule the resources required to perform the work package and status of the work performed is reported to the UVM department. The vendors are 100% accountable to deliver first time quality with the utility performing minimal but appropriate statistical quality control validation. Any work that does not meet the quality requirements in the work package must be reworked prior to acceptance of the work package for payment.

Contract management has been found as a critical element when deciding to buy services. Clearly defined contractual requirements, a well defined scope of work, well understood and enforceable specifications, vendors having a common vision of success, and competent oversight provides an environment to successfully manage a contract. Construction and IT industries have found that many contracts have failed to deliver the desired results when these elements are not present.

### Balancing the Competing Demands for Quality, Scope, Time and Cost

The fatal flaw within the UVM industry today which strongly supports obsolescence of traditional approaches is the inability of the Utility Arborist and vendors to appropriately assign and manage the demands associated with quality, scope, time and cost. Instead of serving as effective Project Managers, Utility Arborists feel compelled to often manage vendor's quality, scope, time and cost processes. This is also known to occur in highly inconsistent bases fostering further UVM program operational and management performance sub-optimization. In the future, Utility Arborists must serve as highly efficient Project Managers and vendors must act as high

performing partners proactively manage quality, scope, time and cost parameters.

This new project management paradigm will require that the UVM five-year and annual plan are based on getting maximum system reliability for the budgets allotted. The work packages established by the utility clearly define the scope and that quality specifications dictate acceptance requirement for the work performed. The requirements drive system reliability based on type of vegetation, clearances and removals that are required. Federal, state and local barriers are collaboratively, proactively and aggressively resolved by all key stakeholders.

The vendors will be rewarded for meeting or exceeding cost, schedule and quality requirements. They have documented quality programs that assure that quality and specifications are met the first time, on schedule under budget. The vendors assume day to day resource and work scope scheduling accountability based on the UVM program annual plan. Deviations to the contract and work package are handled through a systematic change control process. Project management software tools will be used to status work packages and help identify performance issues.

The construction industry has found that establishing partnerships with their vendors often helps improve quality and reduces costs. Vendors that become part of the solution instead of blindly following direction from the owner have paid significant dividends. No one understands how to improve performance better than the people performing the work. Doing the work right the first time simplifies work acceptance and always saves money even if rework is part of the contract.

### Adapting to the Different Concerns and Expectations of the Various Stakeholders

The performance challenges surrounding the UVM industry are not new. One of the reasons for the obsolescence of traditional UVM practices is the fact that the industry has not been successful in consistently adapting annual plans, approaches and operations to the emerging expectations of key stakeholders. Significant and recurring historic key stakeholder challenges exist with the UVM industry. These challenges include:

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#### UVM Personnel

- Continued use of high cost and obsolete operational and management business practices
- Inappropriate business literacy and project management skill set
- Use of third party supplemental resource driving complexity and higher costs

#### Utility Executive Management

- Inconsistent and inappropriate long-term UVM program funding
- Hands-off day-to-day UVM program sponsorship
- Inappropriate IT systems and tools support
- Inconsistent customer, agency and municipal interactions

#### Regulators

- Believing the UVM program standards will drive increased performance
- Historically inconsistent UVM reliability performance expectations
- Inability to effectively support utilities against inappropriate federal, state and local barriers

#### Vendors

- Lack of proactive operational innovation and continuous improvement
- Shrinking vendor base
- Inconsistent use of long-term collaborative partnership procurement strategy
- Lack of motivating and delivering on contract incentives

#### Governmental Agencies

- Practices often support barriers to performing required UVM work
- Lack collaborative partnerships with the UVM industry

The solution to these challenges lies in the ability of all five key stakeholder groups to collectively eliminate each barrier in which they can influence. The most effective way to accomplish this is through project management techniques and processes. Within the new project management paradigm, competing priorities will be mitigated by developing a common vision and set off objectives for all key UVM stakeholders. An efficient and comprehensive risk management process will drive this mitigation effort. Impacts to the annual and five-year UVM plans will be analyzed prior to approval for impacts on schedule, cost and quality.

## Conclusion

In a recent study by the Center for Business Practices (2006), 364 organizations reported that improving their project management practices resulted in an average performance improvement of more than 37%. Project management will likewise help the UVM industry to drive efficiency and effectiveness, improve its ability to measure and report progress, and provide faster identification of failing work packages and contracts. Electric utility executives must make a conscious decision to fundamentally change the way their UVM programs are being managed, and leverage project management practices to improve performance. Only then will the benefits derived from project management been realized by the UVM industry. As an executive ask your self – What is the unrealized value found within your UVM program worth to the corporation? In the future, enhanced UVM industry cost and reliability performance rests squarely on the shoulders of utility executive leadership. Utility leadership must challenge and radically change traditional and obsolete UVM operational and management practices in order to achieve the performance results found outside of the UVM industry. ■

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# UNDERVOLTAGE LOAD SHEDDING – PART 2

By: Charles Mozina, Consultant, Beckwith Electric Co., Inc.

## I. Introduction

In the previous issue of EE T&D part 1 of the article on Undervoltage Load Shedding discussed the investigations of recent blackouts [1,3,7], which indicate that the root cause of almost all of these major power system disturbances is voltage collapse rather than the underfrequency conditions prevalent in the blackouts of the 1960 and -'70s. It explored the nature of recent power system blackouts (2003 east coast, 1996 California and others) and explains why voltage collapse is the leading edge indicator of impending power system problems. This article (part 2) discusses the design and security issues that need to be addressed in the design of an undervoltage load shedding (UVLS) scheme and why relying on underfrequency load shedding (UFLS) maybe "too little, too late." This article also addresses the current level of UVLS on utility systems as well as current NERC (North American Electric Reliability Council) pronouncements on the subject.

## I. STATUS OF UNDERVOLTAGE LOAD SHEDDING (UVLS)

Simply stated, the philosophy of UVLS is that when there is a system disturbance and the voltage drops to a pre-selected level for a pre-determined time, then selected loads are shed. The intention is that when load is shed for a disturbance, the voltage will recover to acceptable levels thereby avoiding a more widespread system voltage collapse. Developing a UVLS program requires coordination between protection engineers and system planners, who together can determine the amount of load and time delay required in the shedding program. System planning engineers conduct numerous studies using P-V (nose curves) as well as other analytical methods to determine the amount of load that needs to be shed to retain voltage stability under credible contingencies. Voltage collapse is most probable under heavy load conditions where large amounts of power are being transported from remote generation sites and the bulk of the system load consists of motors.

Two basic types of UVLS schemes are being applied: decentralized (or distributed) and centralized. A decentralized scheme has relays installed at the loads to be shed. As voltage conditions at these locations begin to collapse, load assigned to that relay is shed. This philosophy is similar to UFLS schemes. A centralized scheme has undervoltage relays installed at key system buses within the area and trip information is transmitted to shed load at various locations. Additional logic is sometimes applied to add security to the system. Many of these schemes are categorized as "special protection" or "wide area" protection schemes. These schemes require high-speed and reliable communication to properly operate.

If voltage collapse is the major cause of power system blackouts, then what is the current status of UVLS and what are NERC's pronouncements on the subject? Implementation of UVLS is not mandatory for NERC member systems. However, NERC has recognized it as a cost-effective method to address voltage collapse. Although most systems studies find UVLS very effective in preventing voltage collapse, it may not benefit all systems. For example, systems with fast voltage decay characteristics (less than a second) may find direct load tripping to be a better alternative. However, systems that are at a risk of fast voltage decay may also be at a risk of slower voltage decay under different conditions. Studies should be performed to determine which systems are the potential candidates for a suitable UVLS scheme. Planning engineers within the regional NERC groups in the U.S. generally conduct these studies.

The most aggressive region in the U.S. that has extensively investigated UVLS is the WECC (Western Electricity Coordinating Council), which has established UVLS guidelines for its members. This regional council serves the western part of the U.S. WECC views automatic UVLS as a safety net to protect the system from collapse or cascading for outages beyond the normal NERC and WECC design criteria.

### The WECC has established the following design guidelines in developing UVLS schemes [8]:

1. UVLS should be designed to coordinate with protective devices and control schemes for momentary voltage dips, sustained faults, low voltages caused by stalled air conditioners, etc.
2. The time delay to initiate load dropping should be in seconds, not in cycles. A typical time delay is 3 - 10 seconds.
3. UVLS relays must be on VTs that are connected above automatic LTCs (on the source side).
4. Voltage pick-up points for the tripping signal should be set reasonably higher than the "nose point" of the critical P-V nose curve.
5. Voltage pick-up points and the time delays of the local neighboring systems should be checked and coordinated.
6. Redundancy and enough intelligence should be built into the scheme to ensure reliable operation and to prevent false tripping.
7. Enough load should be shed to bring voltages to minimum operating voltage levels or higher and maintain VAR margin according to WECC's Voltage Stability Criteria.

System blackouts that were caused by voltage collapse are not confined to the U.S. Major blackouts happened around the world. Blackouts in Italy, Japan, eastern Denmark and southern Sweden have occurred within the last few years and are all related to voltage instability. These and the U.S. blackouts have resulted in utilities beginning to implement UVLS schemes. Table I summarizes a few of the existing UVLS applications at various utilities.

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Utilities	Type	Voltage Collapse Detection	Contingencies
A	De-centralized	- 5% shed load below 90% voltages for 3.5 seconds - 5% shed load below 92% voltages for 5.0 seconds - 5% shed load below 92% voltages for 8.0 seconds	Loss of 500kV double circuit line
B	Two independent centralized PLCs at control centers	- Low voltage at three 230kV S/Ss and high total reactive outputs at generators	500kV voltage collapse
C	EMS based Centralized System	- Low Voltage, Generator Current Limiter, and High Reactive Power detected by relays and signals sent via EMS  - Actions are starting Gas Turbine, switching Shunt Reactor, and Load Shedding	
D	U/V relay equipped on potential from line side of breaker at three 230 S/Ss	- 90% voltage	
E	4 subsystems with microprocessor based relay linked via ring communication	- continuous unusual voltage decay at 500kv S/Ss based on $\Delta V / \Delta T$  - 3 out of 5 to detect voltage collapse	extreme contingencies
F	Centralized at two control centers for redundancy	- U/Vs at five S/Ss - 3 out of 5 for bad data rejection	extreme contingencies
G	EMS based centralized system	- 138kv U/V (.93) at 4 out of 5 locations  - 138kv U/V (.98) at 4 out of 5 locations & OEL at a unit	Loss of a 345kv line, a 230kv line or a generator with critical generator off-line
H	Centralized PLC at control center	- U/Vs at two 115kv S/Ss for long term - U/V & loss of two 345kv lines for short term	Loss of two 345kv lines
I	De-centralized U/V relays at selected S/Ss	- Single setpoint U/V relays installed at various S/Ss with various time delays  - Program sheds 10% of system load	Loss of multiple 345kv lines in northeast Ohio

TABLE I Existing UVLS Applications [6]

Some utilities install centralized controllers to receive information like undervoltage (U/V), high reactive output, or loss of lines from remote substations (S/S's) or power plants and sending initiation signals for load shedding to substations. In other cases, the UVLS function is applied as part of EMS center program. Others have installed an UVLS program using decentralized undervoltage relays in substations. Sophisticated wide-area controls using signal processing, real-time control computers and phasor measurement are call wide-area protection or special protection schemes.

## II. DESIGNING A SECURE UVLS SCHEME

### A. UVLS vs. UFLS Schemes

As discussed above, UVLS programs are designed into utility electrical systems to operate as a last resort, under the theory that it is wise to shed some load in a controlled fashion if it can forestall the loss of a great deal of load to an uncontrolled cascading event. There are two kinds of automatic load shedding installed in North

America: undervoltage load shedding—which sheds load to prevent local area voltage collapse, and under-frequency load shedding—which is designed to rebalance load and generation within an electrical island once it has been created by a system disturbance.

Typically, automatic UVLS responds directly to voltage conditions in a local area. UVLS drops several hundred megawatts of load in pre-selected blocks within load centers, triggered in stages when local voltage drops to a designated level—likely 89 to 94%—with a several second delay. The goal of a UVLS scheme is to shed load to restore reactive power relative to demand, to prevent voltage collapse and to contain a voltage problem within a local area rather than allowing it to spread in geography and magnitude. If the first load-shed step does not allow the system to rebalance, and voltage continues to deteriorate, then the next block of load is dropped.

In contrast, automatic under-frequency load shedding (UFLS) is designed for use in extreme

conditions to stabilize the balance between generation and load after an electrical island has been formed, dropping enough load to allow frequency to stabilize within the island. By dropping load to match available generation within the island, UFLS is a safety net that helps to prevent the complete blackout of the island, and allows faster system restoration afterward. UFLS is not effective if there is electrical instability or voltage collapse within the island.

Today, UFLS installation is a NERC requirement, designed to shed at least 25-30% of the load in steps within each reliability coordination region. These systems are designed to drop predetermined customer loads automatically if frequency gets too low (since low frequency indicates too little generation relative to load), starting generally when frequency drops to 59.3 Hz. More load is progressively dropped as frequency levels fall farther. The last step of load shedding is set at the frequency level just above the setpoint for generation under-frequency protection relays (typically 57.5 Hz), to prevent frequency from falling so low that generators could be damaged.

### B. Selection of Voltage Relays for UVLS

Voltage relays will sense all voltage depressions regardless of cause. Some techniques can be used to improve the ability of undervoltage relays to discriminate between conditions—those which require load shedding, and those that do not [7].

- The relay may measure all three-phase voltages or positive sequence voltage. With this technique the relay is less likely to respond to unbalanced short circuits.
- The relay may initiate timing only if the measured voltages are within a window, below a maximum level, and above a minimum level to ensure that load will not be shed for accidental loss of signal to the undervoltage relay or for slowly-cleared, three-phase faults which depress the system voltage to less than the minimum level.
- The relay applied must have a high reset ratio. This is necessary so that only a small recovery in voltage level is required to stop the shedding sequence. High accuracy relays are required, with low setpoint drift. The accuracy of the voltage transformers supplying the relay must also be considered in assessing the overall accuracy of a scheme.

Modern digital relays are an ideal relay to use in undervoltage load shedding application since they have the characteristics cited above.

### C. Secure UVLS Schemes

There are two basic types of automatic UVLS schemes that utilities have installed. Both types involve the installation of undervoltage relays at key utility substations. These relays must measure the transmission system voltage and are typically installed at the primary of distribution substations that are located close to key transmission substations. Fig. 1 shows a typical utility installation of both undervoltage (27) and under frequency (81) relays.

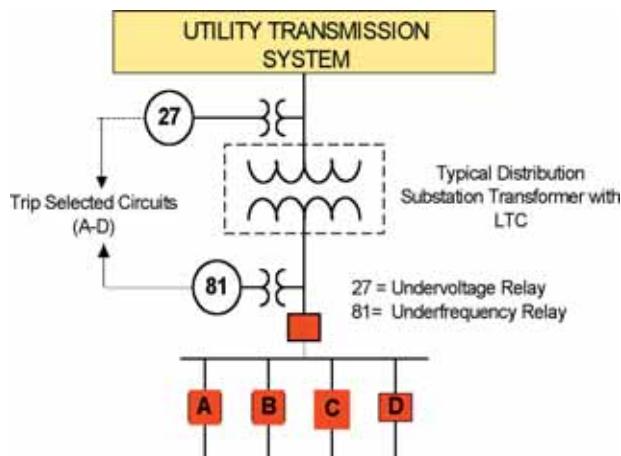


Fig. 1 Typical Utility Substation Load Shedding

Because of VT availability, underfrequency relays are usually connected on the secondary of the distribution station because frequency is the same on both the high and low side of the transformer. The voltage measurement for UVLS must be on the transformer primary since transformer losses and load tap changing (LTC) controls will distort the true transmission system voltage level. Fig. 1 illustrates a direct tripping type of UVLS. To add security, some UVLS schemes are only enabled if system conditions have occurred that indicate that the power system is in a "stress condition." Conditions such as net power import versus local generation or undervoltage measurements at key transmission substation buses are used to arm these UVLS schemes. Some utilities call such schemes "special protection schemes." These schemes add an additional level of complexity and generally rely on communications to arm the scheme. Also, they may not be armed quickly enough to be activated for undervoltage events caused by slow-clearing, multi-phase transmission system faults that occur during heat storm conditions.

Design of a secure undervoltage separation scheme that avoids false operations for such events as slow clearing system faults requires some logic as well as a relay that can accurately measure voltage within acceptable limits. The undervoltage relay needs to be highly accurate. A measurement accuracy of  $\pm 0.5$  V on a 120 V basis is required. Also, the undervoltage relay that is used needs to have a high pickup/dropout ratio. This ratio needs to be near 100% so that when voltage recovers after a system fault, the relay will quickly reset to the non-trip condition. To meet these requirements, as well as the logic described below, digital relays are almost exclusively being used for UVLS.

Single-Phase UVLS Logic -- Logic can be used to enhance the security of an undervoltage separation scheme to prevent false operation due to slow-clearing system faults. Fig. 2 illustrates a scheme using single-phase line to ground voltage measurements.

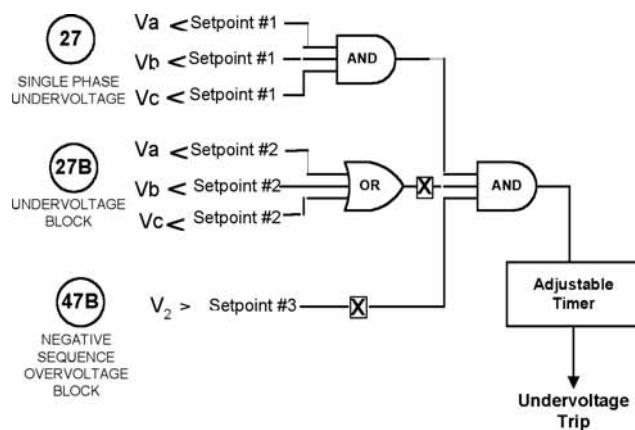


Fig. 2 Single-Phase UVLS Logic

The voltage collapse is generally a balanced voltage event with voltage on all three phases being approximately equal. Fault conditions (with the exception of three-phase faults) result in unbalanced phase voltages. This fundamental difference between low voltages caused by faults versus voltage collapse can be used to add security to a separation scheme.

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The logic shown in Fig. 2 requires that all three line-to-neutral voltages must drop below setpoint #1. Additional security can be added using undervoltage (27B) blocking. Since the magnitude of undervoltage due to impending voltage collapse is 89-94%, blocking operation for low voltages that are fault-induced adds more security. Fig. 2 indicates that any line-to-neutral phase voltage that drops below setpoint #2 will block the operation of the scheme. The last security measure in the logic scheme in Fig. 2 is the use of negative sequence voltage (47B) to block operation of the separation scheme.

During unbalanced fault conditions (all fault except three phase faults), negative sequence voltage will be present. Since voltage collapse events are balanced voltage conditions, only a very small level of negative sequence voltage is present. The equation that defines negative sequence voltage is shown below.

$$V_2 = \frac{1}{3} ( V_a + a^2 V_b + a V_c )$$

Where :  $V_a, V_b, V_c$  are line-to-neutral voltages

$$\begin{aligned} a &= \underline{1/120^\circ} \\ a^2 &= \underline{1240^\circ} \end{aligned}$$

To account for the  $120^\circ$  phase angle displacement between phases, unit phasors ( $a$  and  $a^2$ ) are used in symmetrical component terminology. For completely balanced three-phase voltages, the negative sequence voltage is zero. Negative sequence voltage blocking is used to detect unbalanced fault conditions and block the undervoltage scheme from improper operation.

Positive Sequence UVLS Logic -- Another logic scheme to enhance security for voltage separation is show in Fig. 3.

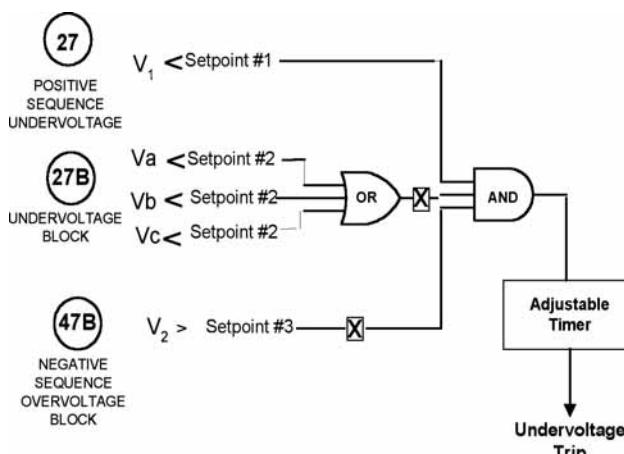


Fig. 3 Positive Sequence UVLS Log

The scheme is similar to that shown in Fig. 2. The blocking elements are the same. But this logic scheme uses positive sequence rather than individual phase-to-neutral voltages to detect an undervoltage condition. Positive sequence voltage is a symmetrical component term and is defined by the following equation:

$$V_1 = \frac{1}{3} ( V_a + a V_b + a^2 V_c )$$

Where:  $V_a, V_b, V_c$  are line-to-neutral voltages

$$\begin{aligned} a &= \underline{1/120^\circ} \\ a^2 &= \underline{1240^\circ} \end{aligned}$$

For completely balanced three-phase voltages, the positive sequence voltage is equal to the value of the normal phase to neutral voltages –that is,  $V_1 = V_a = V_b = V_c$ . Positive sequence voltage provides a single quantity as the actuating voltage for undervoltage separation and does not require that all three voltages be below a given setpoint as required in the logic scheme discussed in Fig. 2. Both schemes discussed in Fig. 2 and 3 are easily programmed into modern digital relays. One of the benefits of digital relay logic is that the blocking logic can be modified to suit the user. If undervoltage and/or negative sequence blocking is not desired by the user, it can be easily eliminated in the logic.

Additional security can be provided at critical facilities using a “voting logic” scheme. The “voting logic” means that multiple protective relays are applied with identical settings and logic at the same measuring point on the system. A majority of the devices must agree before action is taken. The purpose of voting logic is to get confirmation of the system conditions from more than one protective relay, thus avoiding potential false tripping based upon a malfunctioning protective relay. If two relays are installed at each location, two out-of-two logic is used. This logic requires both relays to operate before tripping is initiated. If three relays are used, two-out-of-three logic is used requiring any two relays to confirm the trip condition. Two-out-of-three logic is common in nuclear plant voltage separation schemes.

### III. UVLS SETTING CONSIDERATIONS

As previously discussed, setting and design of an UVLS requires close cooperation between the relay engineers and system planners. System planning engineers conduct numerous studies using P-V curves and other analytical methods to determine the amount of load that needs to be shed to retain voltage stability under various contingency conditions. Voltage collapse is most probable under heavy load conditions, so the amount of load to be shed depends on system peak load and generation sources. When considering the type of load to be shed, constant KVA loads such as motors are good candidates for shedding since they draw more current as voltage is decaying. The following is an example that discusses the consideration in setting UVLS relays. The first step is to determine the P-V curves for creditable voltage collapse scenarios.

Fig. 4 show an example P-V curve for a creditable contingency. The knee of the curve at which the voltage will collapse is identified as  $V_{collapse}$ . A setting margin or safety factor is desired and then the accuracy band of

the relay and VT is shown. The setting ( $V_{setting}$ ) must be set above these margins. As with all relay settings, dependability and security need to be balanced. If too small a margin is chosen, there is a risk of the scheme operating during allowable emergency conditions that do not yet require load shedding. If too small a margin is chosen, then load shedding could occur after the system passes below the nose curve voltage collapse point ( $V_{collapse}$ ) shown in Fig. 4.

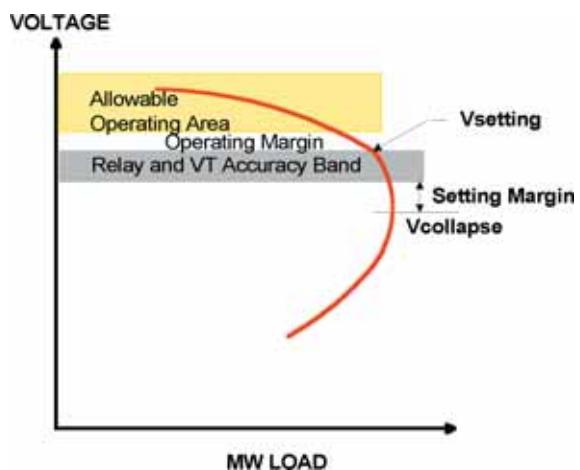


Fig. 4 Example P-V (Nose) Curve

Fig. 5 illustrates this point. The choice of time delay and the number of setpoints are also critical settings, especially for distributive or decentralized schemes which trip load directly. Again, planning studies can provide help in selecting the time and setpoints. Typically, there are fewer setpoints in UVLS schemes than are used for UFLS. Some utilities have chosen one voltage pickup point with different time delays for each block of load shed. Time delays are generally set at 2 - 10 seconds—not in the cycle range common for UFLS.

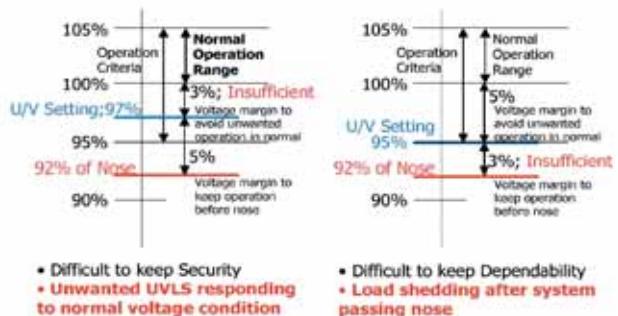


Fig. 5 Difficulties in Coordinating UVLS Pickup Setting

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#### IV. CONCLUSIONS

Investigations of recent blackouts confirm that the root cause of almost all of these major power system disturbances is voltage collapse rather than the underfrequency conditions prevalent in the blackouts of the 1960's and -'70s. The operation of today's power system with load centers remote from the generation source makes today's power system very dependent on the transmission systems that interconnect load and generation. Loss of transmission lines result in high VAR losses that cause voltage collapse at the load center. UVLS is a viable method of providing protection to avoid system voltage collapse. Implementation of UVLS is not mandatory for NERC member systems. However, NERC has recognized it as an important method to address voltage collapse. Although most systems studies find UVLS very effective in preventing voltage collapse scenarios, it may not benefit all types of voltage collapse scenarios. For example, systems with fast voltage decay characteristics (less than a second) may find UVSL to be too slow to prevent collapse. UVLS provides a "system safety" net and is an economical method of addressing voltage collapse situations using the philosophy that it is better to shed some load if shedding that load can prevent a much larger outage. Ultimately, however, transmission lines need to be built to address creditable undervoltage conditions.

UVLS schemes are more difficult to design and to set than UFLS and require close cooperation between utility relay engineers and utility system planners. There are two types of UVLS schemes --- decentralized or distributed and centralized. Both types of schemes are being applied, as individual utilities are beginning to apply UVLS on their own without being mandated to do so by NERC.

This article discussed the considerations in developing a secure UVLS scheme and it is the hope of the author that it has focused on the key design and setting questions that need to be addressed.

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#### About the Author

Chuck Mozina is a consultant for Beckwith Electric. He is an active 25-year member of the IEEE Power System Relay Committee (PSRC) and is the past chairman of the Rotating Machinery Subcommittee. He is active in the IEEE IAS I&CPS, PCIC and PPIC committees, which address industrial system protection. He is a former U.S. representative to the CIGRE Study Committee 34 on System Protection and has chaired a CIGRE working group on generator protection. He also chaired the IEEE task force that produced the tutorial "The Protection of Synchronous Generators," which won the PSRC's 1997 Outstanding Working Group Award. Chuck is the 1993 recipient of the Power System Relay Committee's Career Service Award and he recently received the 2002 IAS I&CPS Ralph Lee Prize Paper Award. His papers have been republished in the IAS Industrial Applications Magazine.

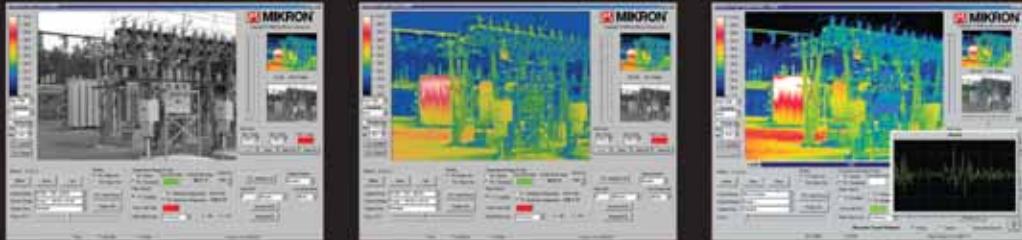
Chuck has a Bachelor of Science in Electrical Engineering from Purdue University and is a graduate of the eight-month GE Power System Engineering Course. He has authored a number of papers and magazine articles on protective relaying. He has over 25 years of experience as a protection engineer at Centerior Energy, a major investor-owned utility in Cleveland, Ohio where he was the manager of the system protection section. In that capacity, he was responsible for the electrical protection of the company's generating plants as well as the transmission and distribution system that served over 1.2 million customers. For ten years, he was employed by Beckwith Electric, a manufacturer of protective relays, as Application Manager for Protection Products. He is also a former instructor in the Graduate School of Electrical Engineering at Cleveland State University as well as a registered Professional Engineer in Ohio.

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David Phillips  
enQuesta consultant  
with Systems & Software

## Usability in Utility Customer Information Systems:

### The Importance of the User Experience



George Chauvin  
Director of User Interface Design  
at Systems and Software

**U**sability is a frequent buzz word in the utility software industry. Underlying the buzz is the reality that delivering on return on investment (ROI) promises is directly linked to the customer information system's (CIS) usability factor. It is estimated that up to 40 percent of CIS implementations fail, with usability and end-user acceptance being a significant factor.

#### So what exactly does usability mean?

According to Webster's Dictionary, the technical definition of usability is: "The effectiveness, efficiency, and satisfaction with which users can achieve tasks in a particular environment of a product. High usability means a

system is easy to learn and remember; efficient, visually pleasing, fun and quick to recover from errors." In the context of utility CIS, when we speak of usability we are often referring to the user interface and how well the interface was designed to meet the daily work needs of the customer service representatives and other significant users.

A CIS interface designed with the end user in mind will have the following benefits:

- 1) Substantially reduced training time
- 2) Improved end user productivity and satisfaction
- 3) Reduced data entry errors
- 4) Quicker access to customer information
- 5) Reduced staffing requirements and turnover

Historically, user interfaces were text-based. Navigation was primarily conducted by entering information in different fields and tabbing. While some electric utilities still use CIS with text-based user interfaces, the Graphical User Interface (GUI) is now much more prevalent. In recent years, the GUI has seen dramatic improvements and now offers more effective and intuitive ways to present information to the user than ever before.

When developing a user interface, the enlightened software vendor wisely employs "Best Practices" built on fundamentals that consider the following key questions:

- What are the users' needs? e.g. immediate access to certain types of account information for handling customer inquiries
- What type of work environment do the users operate in?
- What is important to the users? e.g., the elimination of repetitive data entry
- Which tasks do they perform, both frequently and infrequently?
- How are they accomplishing these tasks now?
- What will ultimately enable them to work more effectively?

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Defining these factors is critically important. To complicate matters, there will often be users from multiple departments with different information requirements. A well designed CIS should allow easy configuration of the user interface to precisely suit the information needs of these user groups.

"The user interface and theory around usability has evolved dramatically in the 30 plus years that we have been designing and deploying customer information systems", says George Chauvin, Director of User Interface Design at Systems & Software, a leading provider of customer service software for utilities. "We've designed enQuesta, our web-based billing and customer service solution, with usability being a key factor. We validate our feature and design ideas with focus groups comprised of our customers. We understand that our customer base of leading utilities demands a system that is intuitive and empowers their staff to improve customer satisfaction as well as the bottom line."

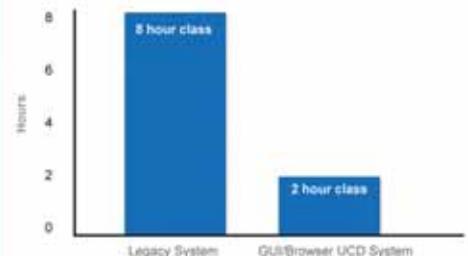
## Usability and Selecting a CIS

The ROI of User-Centered Design

### Return on Investment of User-Centered Design

#### Decreased Training Costs: Case Study 1: Intro Class

Average Training Times for Pre-req Navigation Overview



##### Legacy System:

1 Instructor: 8 hours x \$60 = \$480  
1 Student: 8 hours x \$30 = \$240  
\$720 x 5/month x 12 (yr) = 43,200  
\$43,200 x 7 years = **\$302,400**

##### UCD System:

1 Instructor: 2 hours x \$60 = \$120  
1 Student: 2 hours x \$30 = \$60  
\$180 x 5/month x 12 (yr) = 10,800  
\$10,800 x 7 years = **\$75,600**

**Savings over 7 Years:  
\$226,800 (75% Savings)**

Cost comparison for one-on-one CIS introduction training over 7 years.

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## Improved End User Productivity and Satisfaction

A prime objective in interface design is to facilitate economy of navigation. To frame the problem, customer service representatives traditionally have had to navigate through numerous menus and screens to access disparate pieces of information which then need to be consolidated to answer a customer inquiry or perform a service order. This inefficient process flow added to the amount of time and frustration required to perform tasks. Based on user roles and tasks, the optimized and configurable "portal" or "inquiry panel" screen should present up to 75 percent of the information needed by the customer service representative (CSR) to answer most inquiries, with less-accessed information one click away. By employing minimalist navigation and constant awareness of "system state", the CSR is empowered to deliver better service to the customer and the utility itself.

## Return on Investment of User-Centered Design

### Decreased Training Costs: Case Study 2: Full Course



*Cost comparison for group CIS full course training over 7 years.*

### Reduce Training Times

Surveys among electric utilities indicate that customer service staff training times can be reduced substantially with the implementation of an intuitive CIS. Recent survey reports from Systems & Software have noted cost savings ranging from 70-90 percent as a result of decreased training times. Many mid to large size utilities also have reported cost savings ranging from \$300,000 - \$3 million dollars from the reduction of training sessions.

The impact on the organization is realized in a number of positive ways. First, the accelerated learning curve allows new employees to assume their positions much more rapidly. Also, temporary staff can be brought in during times of increased call center activity and trained quickly. Finally, there is less need for follow-up training and less repeat questions to supervisors.

*"I've been involved in many CIS implementations over the years. Buy-in from end-users is critical to creating a project success story. Having screens and workflows designed from the users' perspective - clean, intuitive, and easy to navigate - makes all the difference.*

*There are tremendous benefits to the entire organization: training which formally took several months now only takes weeks, productivity increases, and customer satisfaction increases. For my company, training times have decreased 70% for the majority of new users - users who have come into our organization with no prior industry knowledge. It really has the effect of optimizing the entire organization."*

*- Anita James, Corporate Technical Consultant, Electric Power Board of Chattanooga, TN*



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*"We used to have a legacy "green screen" CIS. When we cut over to the new user-centered system, the effect not only on efficiency but also on customer service representatives' morale was dramatic. It's a great feeling to know that your efforts are improving employee productivity as well as employee and customer satisfaction."*

- Lori Pryce, Deputy Treasurer, Massena Electric

## Reduced Data Entry Errors

Data errors due to manual and repetitive entry have long been a major issue with enterprise software. A common practice employed by CSRs has been to write down customer information on a notepad or sticky note and enter the data at a later, more convenient time. Oftentimes, however, the CSR would forget the context in which they wrote the information and neglect to enter it in the system or it would be entered incorrectly. With quick navigation and business rules that provide immediate validation of the entered data, this is becoming less of a problem.

The following formula is commonly used for calculating the ROI achieved in productivity by reducing data entry errors. This scenario with a mid-sized utility demonstrates the savings which can be achieved.

As this example demonstrates, selecting a CIS designed with the user in mind can result in cost savings of \$546,000 over a 7-year product lifecycle. This figure does not include the ROI which can be achieved from decreased training times, user productivity advances, and staff reduction.

## Quicker access to customer information

Quicker access to customer information translates into improved customer satisfaction and end user productivity. For utilities that receive a large volume of calls, any productivity increase means bottom line cost savings. Information which traditionally took five or six mouse clicks to access, now only takes one or two clicks – with the user always able to return to the main screen in a single click.

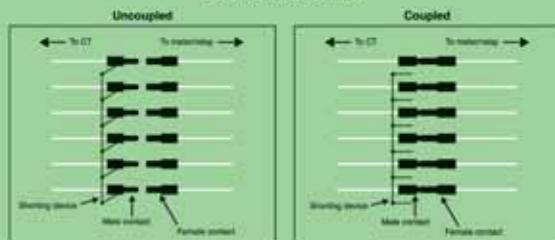
Additional benefits reported by end users are fewer steps to complete tasks, fewer screens to navigate, fewer menus (replaced by hyperlinks), more role-based information on key screens, and greater confidence in interacting with customers.

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Electrical schematic



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## Reduced staffing requirements and turnover

Productivity gains from improved usability have reduced the number of customer service representatives required by some utilities. In addition, the increased job satisfaction reported by end users contributes to improved staff retention.

*"I have seen a remarkable reduction in staffing needs over the past years. With the upgrade of our CIS system, EPB has been able to reduce our Customer Relations staff with a particular emphasis on our Remittance Processing area. The savings realized can be directly attributed to usability improvements in overall workflow, navigation, and screen design."*

- Anita James, Corporate Technical Consultant, Electric Power Board of Chattanooga, TN

## Customer Self Service

The internet has brought with it numerous possibilities of empowering customers to have direct access to their account information. Some CIS providers have developed Web-based customer self service modules that embed seamlessly in the utility's website. Customers can update personal information, including mailing address, telephone number and email address. Customers have the ability to view an up-to-the minute account summary, electricity consumption and billing history – all within a few simple mouse clicks. They can even securely pay for their services with a credit card or enroll in ACH programs. To further increase customer service and reduce overheads associated with queries, an extensive online help and Frequently Asked Questions knowledge base can also be added. Cost savings to the utility can be significant as it alleviates call center volume. Once again, usability is a key factor as there is no opportunity for training customers. Navigation and information retrieval has to be intuitive otherwise customers will give up in frustration or call the CSR for assistance, thus defeating its purpose.

## Usability – Increasingly important in CIS selection

The end user experience is increasingly viewed as critical to a successful CIS project and ongoing operations. When asked what factors influenced their CIS selection decision process, leading utilities are often quoted that usability – even more than functionality, technology, and price – is the most important deciding factor in selecting a CIS vendor. Looking at the metrics and customer quotes above, it is "easy to see" why. ■

## About the Authors

David Phillips is an enQuesta consultant with Systems & Software. David has more than a decade of experience in software design, project management and marketing. He can be contacted at

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George Chauvin is the Director of User Interface Design at Systems and Software. George has been developing user interfaces for client and web-based applications for over 10 years. He can be contacted at

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# A National Model for Siting Transmission Lines

By: Jerry Donovan, Sr. Vice President, Georgia Transmission Corporation

**T**here is a shortage of high-voltage transmission lines in the United States, and demand is expected to grow at least 20 percent in the next decade. Yet selection of transmission line routes is a growing source of public controversy and regulatory scrutiny throughout the world.

To keep pace with demand in a state where the population this decade is expected to grow by 19 percent and the energy demand is expected to grow by 39 percent, Georgia Transmission Corporation (GTC) builds about 70 miles of new transmission lines each year. GTC is an electric transmission cooperative owned by and serving 39 electric distribution cooperatives in Georgia. These member systems serve some of the fastest growing communities in the nation.

From our experience with highly organized opposition to new power lines, we concluded that there had to be a better way. The industry needed a better process for making routing decisions more consistent and defensible. So we helped produce it.

The siting methodology we use today was developed through a \$500,000 tailored collaboration project we co-funded with the Electric Power Research Institute (EPRI) and Photo Science, a Kentucky-based geospatial solutions company. GTC assigned two project managers with environmental and routing expertise, **Christy Johnson** and **Gayle Houston**, to spearhead this three-year effort. We formed a team of national experts in global information systems, environmental compliance and other

disciplines to head up the research. We also involved more than 200 participants from government agencies, utilities, environmental groups and neighborhood organizations.

The resulting EPRI-GTC Overhead Transmission Line Siting Methodology represents the most advanced, scientifically rigorous siting approach available today. EPRI published the methodology in February 2006 as a national model for siting transmission lines. In May 2006, the methodology earned GTC the National Rural Electric Cooperative Association's 2006 Cooperative Innovators Award. It has been real-world tested on more than 200 miles of transmission line projects.

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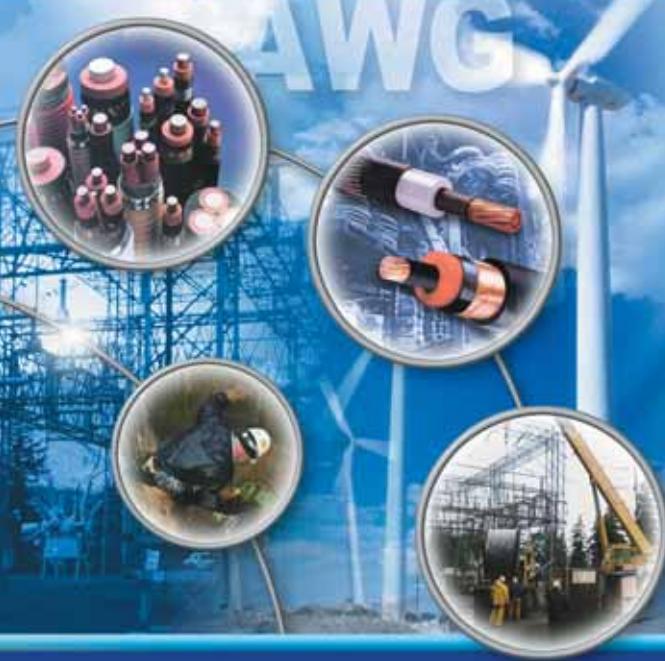
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## Why is a national model desirable?

While it is not a political panacea, it does produce more consistent, defensible and transparent siting decisions. It provides a unique mechanism for utilities to receive informed, proactive and constructive input from stakeholders, rather than just the "not-in-my-backyard" reaction that frustrates the public and utilities alike.

Equally important, an objective, consistent national model gives utilities and regulatory agencies something to hang their hat on. The Kentucky Public Service Commission (PSC) recently praised the methodology. After turning down previous requests, the Kentucky PSC approved an East Kentucky transmission line project using the EPRI-GTC Methodology.

The methodology has three main benefits. It produces siting decisions that are consistent, objective and defensible; it improves productivity and analytical capabilities; and it lowers data acquisition costs.

An analysis of eight GTC siting projects found an average data-collection cost savings of more than 60 percent. Cost savings on individual projects ranged from \$12,000 for a smaller project to more than \$130,000 for larger projects. These savings are in addition to improvements in site selection and project scheduling.

Having siting decisions backed by a more consistent rationale is by far the greatest benefit, particularly when we consider potential public, legal and legislative consequences. The EPRI-GTC Siting Methodology allows external groups to participate in the process and makes decisions by utility professionals more transparent and credible.

It uses GIS software called Corridor Analyst®. This software maps all geographic features, assigns numerical suitability values to features, assigns engineering constraints, generates corridor alternatives, automatically generates alternative corridor reports and creates reports of criteria used and values assigned.

The GIS siting model, the software tool, does not replace judgment. I've heard misperceptions that we have developed a computer system that will tell you where to build a transmission line if you give it starting and end points and push a button. While the system rapidly processes huge amounts of data and defines corridors and routes, professional judgment and consensus are still needed to establish the relative importance of study criteria.

Most important, final routes are still selected by staff members who have to weigh visual impacts, community concerns and construction requirements and other issues. Instead of thinking "automated decision-making," think "data-assisted decision-making."

## What sets the EPRI-GTC Siting Methodology apart from other GIS-based routing processes?

The utility team and external stakeholders work in collaboration to assess and rank criteria for siting. External stakeholder calibration can be done on a regional, statewide or local basis. The EPRI-GTC process standardizes alternative corridors. Unique to our approach, algorithms create different alternative corridors on

suitability maps for manmade, natural and engineering features. A forth-alternative corridor is made from a composite average.

It is a well-defined four-step process that incorporates external stakeholder input, uses GIS technology to synthesize and quantify extensive amounts of data, and ultimately relies on the expert judgment of utility professionals to select a preferred route.

## The steps are straightforward.

### Step One: Identify Macro Corridors

First, the planning staff identifies beginning and end points where a new power line is needed. Satellite imagery and data on roads, terrain and existing transmission lines are merged to form one digital map of the study area. This map is comprised of a grid of 100-square-foot cells.

Each cell on the map is ranked. Features such as residential land use, agriculture and wetlands are ranked from 1 (most suitable) to 9 (least suitable). Using the cell values, a computer algorithm calculates optimal paths for three types of suitability surfaces:

- locating with existing transmission lines
- locating with existing road rights of way
- crossing less developed areas



## Portable Grounding

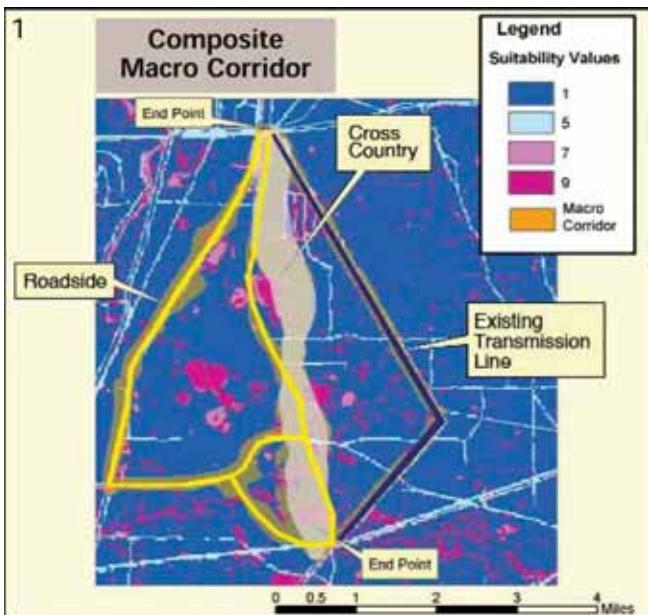
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The optimal paths are identified as macro corridors. Combined, the outer boundaries of the macro corridors define the study area.

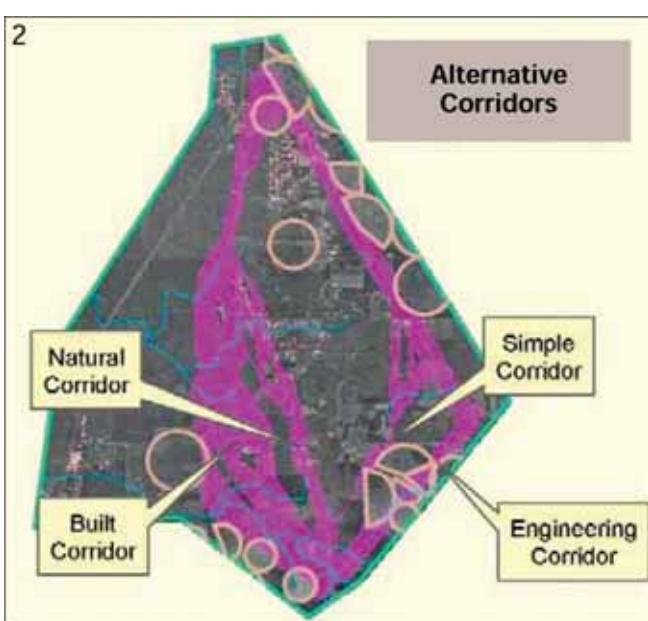
#### Step Two: Identify Alternative Corridors

More detailed data (including aerial photography, detailed land use/land cover, buildings, etc.) are collected to identify alternative corridors within the macro corridors. Using suitability maps comprised of 15 square-foot cells, four types of alternative corridors are defined:

- Built environment - protecting human and cultural resource areas
- Natural environment - protecting plants, animals and aquatic resources
- Engineering requirements - maximizing co-location and minimizing cost and schedule challenges
- Simple Average - a composite of the other three

#### Collaborative rankings

The utility team and external stakeholders set evaluation criteria and rank factors, such as housing density, wetlands and land cover. Stakeholders from government and industry and from civic, homeowner, environmental and other interest groups are invited to participate in ranking these factors.

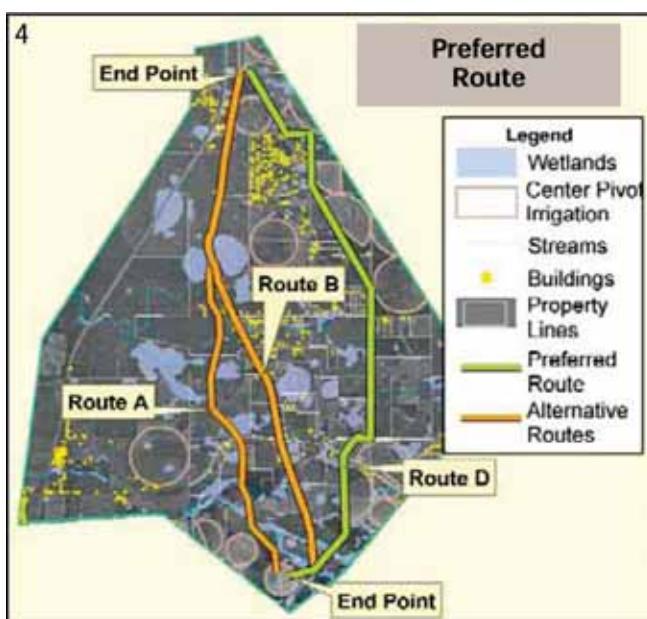


#### Step Three: Identify Alternative Routes

Within the alternative corridors, property lines are identified and buildings, which are digitized earlier in the process, are classified by type, such as occupied house, commercial building or industrial building. Collecting detailed data after alternative corridors are identified significantly reduces data acquisition costs. In this phase, utility professionals use their expert judgment to identify alternative routes within the corridors defined by stakeholders.

#### Step Four: Select A Preferred Route

GIS tools automatically calculate a standardized list of metrics for the alternative routes. Data evaluated include cost, number of houses close to the route, acres of forest in rights of way and so forth. The alternative route evaluation tool uses data to filter out the top few routes to forward to the expert judgment phase.



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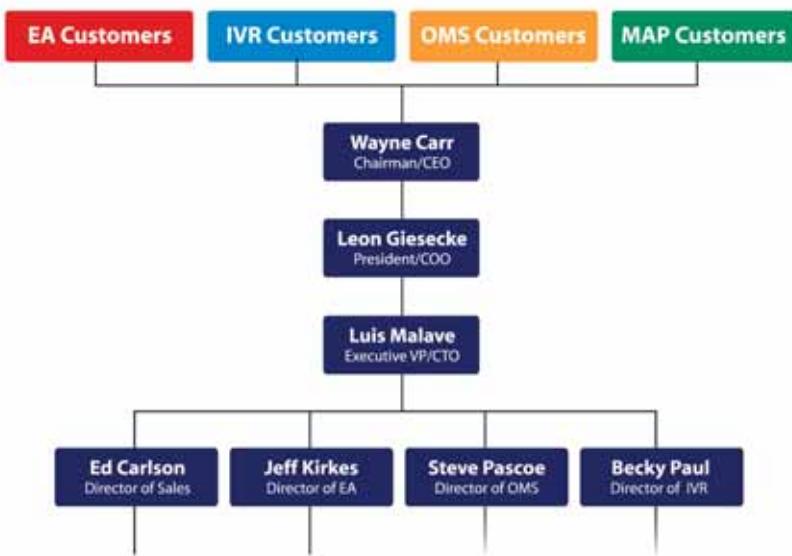
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Using an expert judgment tool, the utility siting team assigns relative weights to community concerns, visual concerns, special permit issues, scheduling risks and construction and maintenance accessibility. Then the top route alternatives are ranked using expert analysis to identify a preferred route.

Throughout the process, GIS is a productivity tool to aid experts in the decision-making. It enables siting team members from engineering, land acquisition, environmental and other areas to use map overlays, spreadsheets, reports and graphic illustrations to make more informed, objective and defensible decisions.

Today utilities across the United States and around the world are embarking on large transmission constructions to keep pace with demand. We continue to face strong, organized constituencies who demand more accountability and transparency in the route-selection process. We feel that the EPRI-GTC model is part of the answer.

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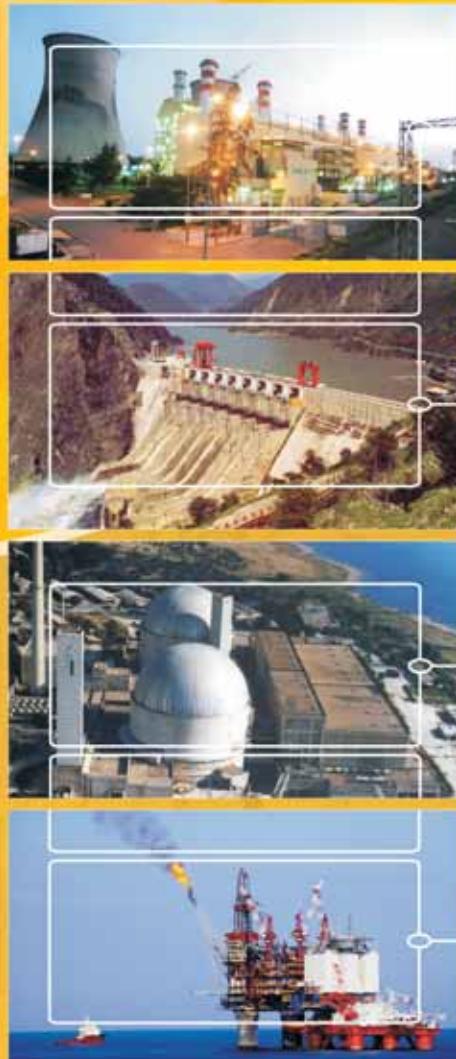
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## About the Author

Jerry Donovan

Senior Vice President, Project Services  
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Jerry Donovan is Senior Vice President, Project Services for Georgia Transmission Corporation. His career in the electric utility industry spans more than 20 years. His experience encompasses all phases of facility planning, design and construction of electric power facilities. Additionally, he has extensive experience in project management and in corporate strategic planning and management.

Early in his career he served as a Project Engineer for both substation and transmission line projects. Additional duties have provided valuable experience in customer service, facilities planning, real estate and environmental issues.

Since the formation of Georgia Transmission Corporation in April 1997, he has served as Manager, Construction and Project Management Program and in early 1999 assumed the role of Vice President, Project Services. He was promoted to Senior Vice President, Projects Services in May 2006. This position is directly responsible for a capital construction program that includes land acquisition, environmental compliance, design, construction and project management for the corporation's annual capital budget of more than \$100 Million in 2003.

Donovan earned BS degree in Electrical Engineering from Mississippi State University. He is actively involved in the Institute for Electrical and Electronics Engineers (IEEE).

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**Contact:** Heather Tracy

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D

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Contact: Pat Corrigan, Customer Care Manager  
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F

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*See ad page 111***FISO TECHNOLOGIES**

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E-Mail: [flexcore@msn.com](mailto:flexcore@msn.com)  
Contact: Don Morlan

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16 Esquire Road, N. Billerica, MA, U.S.A. 01862  
Tel: (978) 901-8000 • (800) 464-6372  
Fax: (978) 901-8887  
Web: [www.flirthermography.com](http://www.flirthermography.com)  
E-Mail: [moreinfo@flir.com](mailto:moreinfo@flir.com)

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Everett, WA, U.S.A. 98203  
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Web: [www.fluke.com](http://www.fluke.com) • E-Mail: [pharwood@fluke.com](mailto:pharwood@fluke.com)  
Contact: Peter Harwood-stamper

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E-Mail: [cleiker@fusesunlimited.com](mailto:cleiker@fusesunlimited.com)  
Contact: Chris Leiker

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Web: [www.fwtinc.com](http://www.fwtinc.com)

G

**GARRETTCOM INC.**

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Web: [www.garrettcom.com](http://www.garrettcom.com)  
E-Mail: [mktg@garrettcom.com](mailto:mktg@garrettcom.com)  
Contact: Jim Krachenfels

*See ad page 12***GDS ASSOCIATES, INC.**

1850 Parkway Place Suite 800  
Marietta, GA, U.S.A. 30067  
Tel: (770) 425-8100 • Fax: (770) 426-0303  
Web: [www.gdsassociates.com](http://www.gdsassociates.com)

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Web: [www.ge.com](http://www.ge.com)

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E-Mail: [info@ge.com](mailto:info@ge.com)  
Contact: Julie Whitman

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North York, ON, CA M9L 2X8  
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Web: [www.generalcable.com](http://www.generalcable.com)  
E-Mail: [tsingh@generalcable.com](mailto:tsingh@generalcable.com)  
Contact: Tarlochan Singh

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Saint-Laurent, QC, CA H4S 2A4  
Tel: (514) 332-4000 • Fax: (514) 332-1692  
Web: [www.genetec.com](http://www.genetec.com)  
E-Mail: [ederi@genetec.com](mailto:ederi@genetec.com)  
Contact: Erica Deri

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E-Mail: [jperez@genteca.com.ve](mailto:jperez@genteca.com.ve)  
Contact: Jose R Perez

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E-Mail: [ralph@gmfraser.com](mailto:ralph@gmfraser.com)

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E-Mail: [sales@gmfraser.com](mailto:sales@gmfraser.com)

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SUPPLY, INC.**

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Forest Park, GA, U.S.A. 30297  
Tel: (800) 245-8339 • Fax: (404) 675-7998  
Web: [www.georgiaunderground.com](http://www.georgiaunderground.com)  
E-Mail: [sales@georgiaunderground.com](mailto:sales@georgiaunderground.com)  
Contact: Sales

**GEOSPATIAL EXPERTS**

12000 N Washington STE 385  
Thornton, CO, U.S.A. 80241  
Tel: (303) 255-2908  
Web: [www.geospatialexperts.com](http://www.geospatialexperts.com)  
E-Mail: [linda@geospatialexperts.com](mailto:linda@geospatialexperts.com)  
Contact: Linda Bobbitt

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Riverside, CA, U.S.A. 92506  
Tel: (951) 684-4443  
E-Mail: globe-research@juno.com  
Contact: Dick Essig, Senior Analyst

## GOLIGHT INC

37146 Old Highway 17  
Culbertson, NE, U.S.A. 69024  
Tel: (308) 278-3131 • Fax: (308) 278-2525  
Web: www.golight.com  
E-Mail: cbunstock@golight.com

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940 Sheldon Court  
Burlington, ON, CA L7L 5K6  
Tel: (905) 681-3993 • (866) 922-2978  
Fax: (905) 681-0391  
Web: www.gransfors.ca  
E-Mail: canada@gransfors.ca  
Contact: Annika Hidinger, Pres.

## GREENBERG ENGINEERING CO.

PO Box 451  
Bala Cynwyd, PA, U.S.A. 19004-0451  
Tel: (610) 660-0655  
E-Mail: billg19004@yahoo.com  
Contact: William Greenberg

## GREEN-PORT ENVIRONMENTAL MANAGERS (ONTARIO)

4 Melanie Drive Unit 23  
Brampton, ON, CA L6T 4L1  
Tel: (905) 799-2777 • Fax: (905) 458-1702  
Web: www.green-port.com  
E-Mail: mitt@green-port.com

## H

## H&L INSTRUMENTS

PO Box 580 - 34 Post Road  
North Hampton, NH, U.S.A. 03862-0580  
Tel: (603) 964-1818 • Fax: (603) 964-8881  
Web: www.hlinstruments.com  
E-Mail: jlandman@hlinstruments.com  
Contact: Jenifer Landman

## HAMBY YOUNG

1245 Danner Drive  
Aurora, OH, U.S.A. 44202  
Tel: (330) 562-8444 • (800) 726-8444  
Fax: (330) 562-4018  
Web: www.hambyyoung.com  
E-Mail: rjhamby@hambyyoung.com  
Contact: Russ Hamby

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## HAMMOND POWER SOLUTIONS INC.

595 Southgate Drive  
Guelph, ON, CA N1G 3W6  
Tel: (519) 822-2441 • Fax: (519) 822-9701  
Web: www.hammondpowersolutions.com  
E-Mail: pbromby@hammondpowersolutions.com  
Contact: Paul Bromby

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770 Cook Road P.O. Box 218  
Hastings, MI, U.S.A. 49058-0218  
Tel: (269) 945-9541 • Fax: (269) 945-4623  
Web: www.hfgp.com • E-Mail: hastings@hfgp.com  
Contact: David Baum

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## HD ELECTRIC COMPANY

1475 Lakeside Drive  
Waukegan, IL, U.S.A. 60085  
Tel: (847) 473-4980 • Fax: (847) 473-4981  
Web: www.hdelectriccompany.com  
E-Mail: khuggins@hdelectriccompany.com  
Contact: Kimberly Huggins, Marketing Mgr.

## HERCULES INDUSTRIES INC.

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Prospect, OH, U.S.A. 43342  
Tel: (800) 345-2590 • Fax: (740) 494-2274  
Web: www.herculock.com  
E-Mail: dhook@herculock.com  
Contact: Dave Hook

## HIGH ENERGY CONSULTING, INC.

7616 Currell Blvd. #200  
Saint Paul, MN, U.S.A. 55125  
Tel: (651) 264-3150  
Web: www.highenergyconsulting.com  
E-Mail: mike@highenergyconsulting.com  
Contact: Mike Sanislo

## HIGH VOLTAGE INC.

31 Rt. 7A - P.O. Box 408, Copake, NY, U.S.A. 12516  
Tel: (518) 329-3275 • Fax: (518) 329-3271  
Web: www.hvinc.com • E-Mail: sales@hvinc.com  
Contact: Steve Pechel, Sales Mgr.

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## HIGH VOLTAGE SUPPLY

Division of Waukesha Electric Systems  
9011 Governors Row, Dallas, TX, U.S.A. 75247  
Tel: (214) 637-4434 • (800) 338-5526  
Fax: (214) 637-1157  
Web: www.highvoltagesupply.com  
E-Mail: hvsinfo@waukesha.spx.com

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800 South Street Suite 255  
Watermill Center Waltham, MA, U.S.A. 02453  
Tel: (781) 736-0002 • Fax: (781) 647-3607  
Web: www.highlineproducts.com  
E-Mail: jsullivan@highlineproducts.com  
Contact: John Sullivan

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Glastonbury, CT, U.S.A. 06070  
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Web: www.highwaysafety.net  
E-Mail: fluszcz@highwaysafety.net  
Contact: Frank Luszcz

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Tel: (845) 279-3644 • Fax: (845) 279-2467  
Web: www.hipotronics.com  
E-Mail: sales@hipotronics.com  
See ad page 127

## HITEC CORPORATION

537 Great Road  
Littleton, MA, U.S.A. 01460  
Tel: (978) 742-9032 • Fax: (978) 742-9033  
Web: www.hitecorp.com  
E-Mail: sales@hitecorp.com  
Contact: Nicole McInnis

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E-Mail: vkniffin@holophane.com

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Web: www.horiba.com  
E-Mail: bernadette.shahin@horiba.com  
Contact: Bernadette Shahin

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Web: e-mail: joebru@horinc.com

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Web: www.hubbellpowersystems.ca  
E-Mail: infohps@hubbell-canada.com

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210 North 13th Street  
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Web: www.hughesbros.com  
E-Mail: tim@hughesbros.com  
Contact: Tim Hughes

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1445 Ross At Field Suite 1500  
Dallas, TX, U.S.A. 75202  
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Web: www.huntpower.com

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Fax: (218) 562-4878  
Web: www.turtletech.com  
E-Mail: sales@turtletech.com  
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## I

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4825 S.W. 75th Avenue  
Miami, FL, U.S.A. 33155  
Tel: (305) 265-3575 • Fax: (305) 263-6575  
Web: icbsales@gwmiami.com  
E-Mail: reneken@comcast.net  
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Web: www.imcorptech.com  
E-Mail: sales@imcorptech.com  
Contact: Benjamin Lanz

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Web: www.ciagent.com • E-Mail: terry@ciagent.com

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Web: [www.impactpwr.com](http://www.impactpwr.com)  
E-Mail: [sales@impactpwr.com](mailto:sales@impactpwr.com)  
Contact: Robert Sung

**IMPLO TECHNOLOGIES**

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Fax: (847) 541-9984  
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E-Mail: [info@indeck-power.com](mailto:info@indeck-power.com)  
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Web: [www.inelap.com](http://www.inelap.com)  
E-Mail: [oramirez@arteche.com.mx](mailto:oramirez@arteche.com.mx)  
Contact: Omar Ramirez

**INFONETRIX**

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Web: [www.infonetrix.com](http://www.infonetrix.com)

**INFOWAVE SOFTWARE**

4664 Lougheed Highway  
Burnaby, British Columbia, CA V5C 5T5  
Tel: 604-473-3600 or 1-800-INFOWAVE (463-6928)  
• Fax: (604) 473-3699  
Web: [www.infowave.com](http://www.infowave.com)  
E-Mail: [info@infowave.com](mailto:info@infowave.com)  
Contact: Sharon Buchman

**INGINSEL-TECH**

Av. San Roque 257  
Queretaro, Queretaro, MEXICO 76150  
Tel: (442)2104138 • Fax: (442)2104138  
E-Mail: [ingdha@hotmail.com](mailto:ingdha@hotmail.com)  
Contact: Daniel Hernandez Arriaga

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110 Industrial Drive  
Holden, MA, U.S.A. 01520  
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Kamloops, British Columbia, CA V2B6X6  
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E-Mail: [kmedwid@integratedsoft.com](mailto:kmedwid@integratedsoft.com)  
Contact: Karen Medwid

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E-Mail: [sales@itec-cvt.com](mailto:sales@itec-cvt.com)

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Spokane, WA, U.S.A. 99216  
Tel: (800) 635-5461 • Fax: (509) 891-3932  
Web: [www.itron.com](http://www.itron.com)  
E-Mail: [tim.wolf@itron.com](mailto:tim.wolf@itron.com)  
Contact: Tim Wolf, Mktg. Communications Mgr.  
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6777-B Engle Road  
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Web: [www.jyengineering.com](http://www.jyengineering.com)  
E-Mail: [gjohnston@jyengineering.com](mailto:gjohnston@jyengineering.com)  
Contact: Gary A. Johnston Pe

**JEFORZ SOFTWARE INC.**

1190 Melville Street suite 650  
Vancouver, British Columbia, CA V6E 3W1  
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Web: [www.jeforz.com](http://www.jeforz.com) • E-Mail: [nami@jeforz.com](mailto:nami@jeforz.com)  
Contact: Nami Maruyama

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E-Mail: [johnl@jordantransformer.com](mailto:johnl@jordantransformer.com)  
Contact: John Leemhuis

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E-Mail: [info@joslynhv.com](mailto:info@joslynhv.com)  
Contact: Patty Kozlow

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Angola, NY, U.S.A. 14006  
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E-Mail: [khind@msn.com](mailto:khind@msn.com)

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Chicago, IL, U.S.A. 60613  
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Web: [www.kelman.co.uk](http://www.kelman.co.uk)  
**See ad page 5**

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67 South Bedford Street Suite 201 East,  
Burlington, MA, U.S.A. 01803-5177  
Tel: (781) 273-5700 • Fax: (781) 229-4867  
Web: [www.kema.com](http://www.kema.com)  
E-Mail: [info@kemaconsulting.com](mailto:info@kemaconsulting.com)  
Contact: Kristen Brewitt

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10333 East Dry Creek Road, Suite 200  
Englewood, CO, U.S.A. 80112  
Tel: (303) 708-9355 • Fax: (303) 708-9356  
Web: [www.kema.com](http://www.kema.com)  
E-Mail: [info@kemaconsulting.com](mailto:info@kemaconsulting.com)

**KERSHAW**

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Montgomery, AL, U.S.A. 36124  
Tel: (334) 387-9100 • Fax: (334) 387-9375  
Web: [www.kershawusa.com](http://www.kershawusa.com)  
E-Mail: [mbalkom@progressrail.com](mailto:mbalkom@progressrail.com)  
Contact: Mike Balkom

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Web: [www.kinetics.com](http://www.kinetics.com)  
E-Mail: [cheryl.tasker-shaw@kinetics.com](mailto:cheryl.tasker-shaw@kinetics.com)

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Web: [www.kirkkey.com](http://www.kirkkey.com) • E-Mail: [sean@kirkkey.com](mailto:sean@kirkkey.com)  
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Web: [www.kleintools.com](http://www.kleintools.com)  
E-Mail: [marketing@kleintools.com](mailto:marketing@kleintools.com)  
Contact: Jody McKeown

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Tel: (416) 292-2008 • Fax: (416) 292-2094  
Web: [www.k-line.net](http://www.k-line.net) • E-Mail: [insulators@k-line.net](mailto:insulators@k-line.net)

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Contact: Chad Severson

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Contact: Matt Bailey

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Tel: (819) 647-3085  
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E-Mail: [info@lehmanengineering.com](mailto:info@lehmanengineering.com)  
Contact: Lo Lehman

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Web: [www.lemproductsinc.com](http://www.lemproductsinc.com)  
E-Mail: [lfierle@lemproductsinc.com](mailto:lfierle@lemproductsinc.com)  
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Web: [www.lightbrigade.com](http://www.lightbrigade.com)  
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**Contact: Michael McFerrin**

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Web: [www.pentadyne.com](http://www.pentadyne.com)  
E-Mail: [sales@pentadyne.com](mailto:sales@pentadyne.com)  
Contact: David Townley

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Web: [www.phnxmfg.com](http://www.phnxmfg.com)  
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Contact: Craig Keoun

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Web: [www.polarisconnectors.com](http://www.polarisconnectors.com)  
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Contact: Nick Moraitis

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Fax: (417) 866-4115  
Web: [www.connectpositronic.com](http://www.connectpositronic.com)  
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E-Mail: [jeff.baumer@powelminimax.com](mailto:jeff.baumer@powelminimax.com)  
Contact: Jeff Baumer

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E-Mail: ctisser-pce@juno.com  
Contact: Clifford Tisser, P.e.

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Contact: Joe Perry

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E-Mail: info@qualitrolcorp.com

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E-Mail: mmitchell@realtimeutilityengineers.com  
Contact: Mel Mitchell

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E-Mail: ri@reefindustries.com  
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E-Mail: regencytech@juno.com  
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E-Mail: sales@relatronics.com  
Contact: Hershel Roberson

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E-Mail: duane@reptame.com  
Contact: Duane Paquette

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Contact: Steve Dyer

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E-Mail: cjones@rumsey.com  
Contact: S Chip Jones

S

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Chicago, IL, U.S.A. 60626  
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Web: [www.sandc.com](http://www.sandc.com) • E-Mail: [sstrand@sandc.com](mailto:sstrand@sandc.com)  
Contact: Steve Strand  
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Web: [www.sabrecom.com](http://www.sabrecom.com)  
E-Mail: [utilitysales@sabrecom.com](mailto:utilitysales@sabrecom.com)  
Contact: Tara Madia, Inside Sales Manager  
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E-Mail: [kenneth.d.simpson@sargentlundy.com](mailto:kenneth.d.simpson@sargentlundy.com)  
Contact: Bill Paschal

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Contact: Sue Gillogy

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 E-Mail: [tonyj@ca.trenchgroup.com](mailto:tonyj@ca.trenchgroup.com)  
 Contact: Tony Jefferson  
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 E-Mail: [levent.tolgay@prysmian.com](mailto:levent.tolgay@prysmian.com)  
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Contact: Jim McGlynn, G.m.

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Z

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The advertisement features a large industrial scene with a tall power transmission tower in the foreground and several large cooling towers emitting plumes of white smoke against a cloudy sky. A red circle highlights a specific area on the tower. The text "industrial/wireless/performance" is at the top, followed by the "MDS" logo. Below the logo, a box contains the text: "DISCOVER MDS SOLUTIONS FOR UTILITY AUTOMATION AND MOBILE DATA CONNECTIVITY ON ONE INFRASTRUCTURE. THE MOST POWERFUL WIRELESS TECHNOLOGY ON THE PLANET." The bottom half of the ad is divided into several sections: "MINIMIZE RISK MAXIMIZE REWARD", "DISCOVER MDS WIRELESS INFRASTRUCTURE FUTURE PROOF YOUR PRIVATE NETWORK", "FAST, RUGGED, RELIABLE, SECURE. Wireless SCADA and mobile data solutions from MDS provide access to any kind of data, when it's needed, where it's needed... NOW", "AFFORDABLE, RELIABLE, PRIVATE INFRASTRUCTURE. Deploy multiple applications on one infrastructure for both fixed and mobile solutions. With outstanding range, multiple levels of security, and flexible IP connectivity, MDS solutions help save time, money, and... ENSURE UPTIME", "EXPLORE. WWW.MICROWAVEDATA.COM Visit us on the Web and discover extraordinary new wireless solutions from MDS... TODAY", and "one infrastructure. many possibilities."

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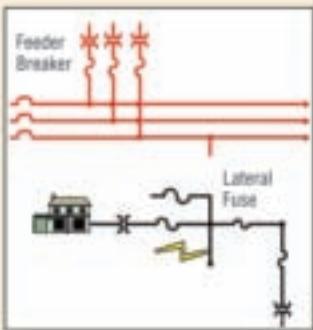
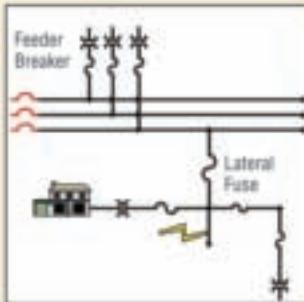
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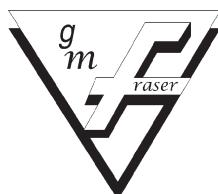
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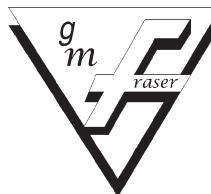
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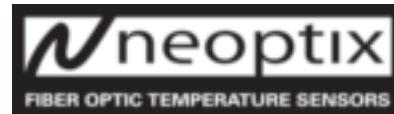
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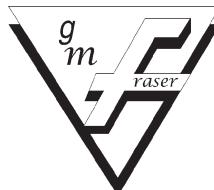
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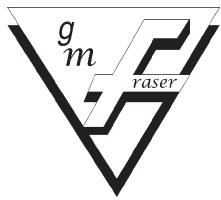
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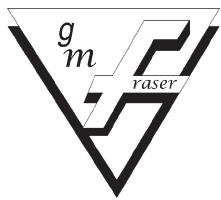
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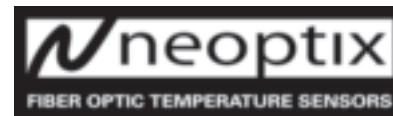
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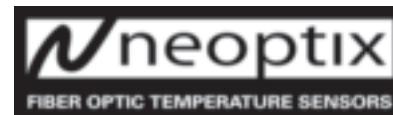
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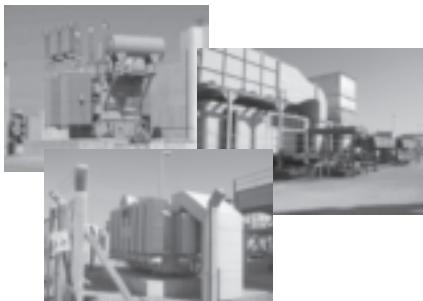


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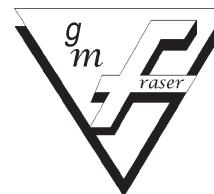
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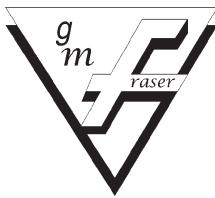
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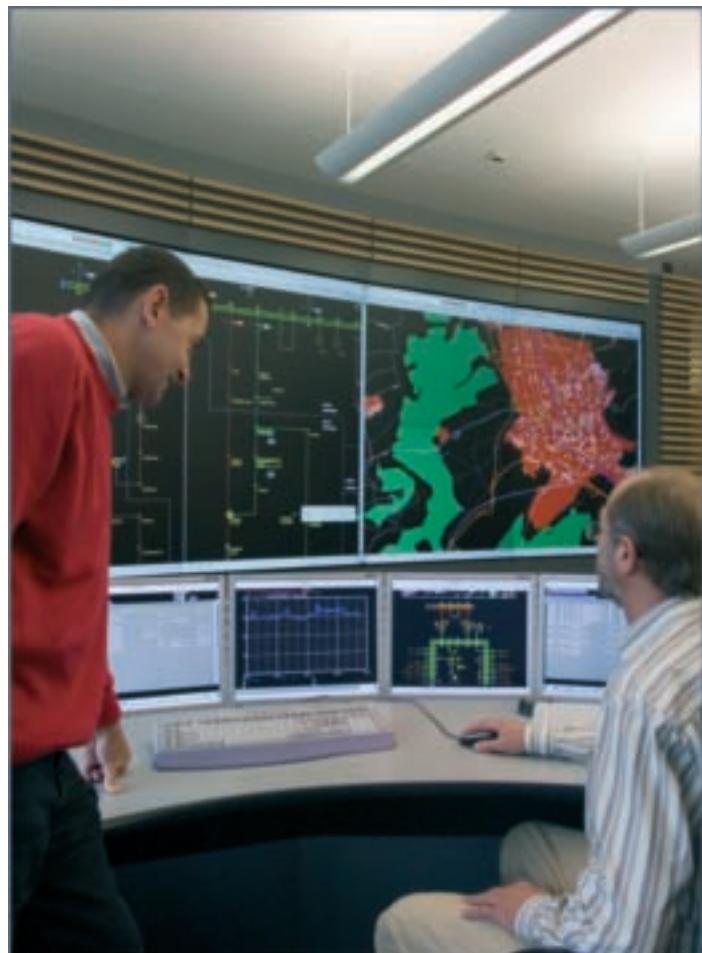
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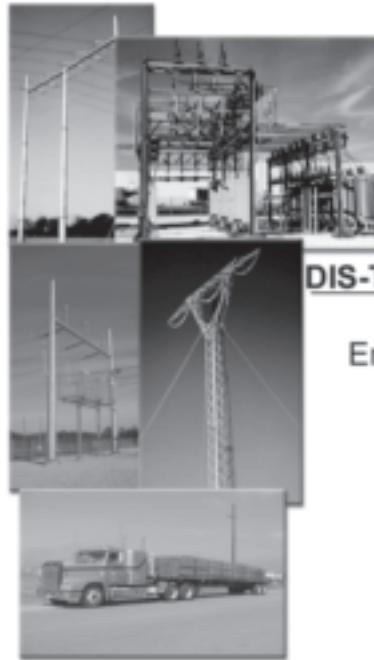
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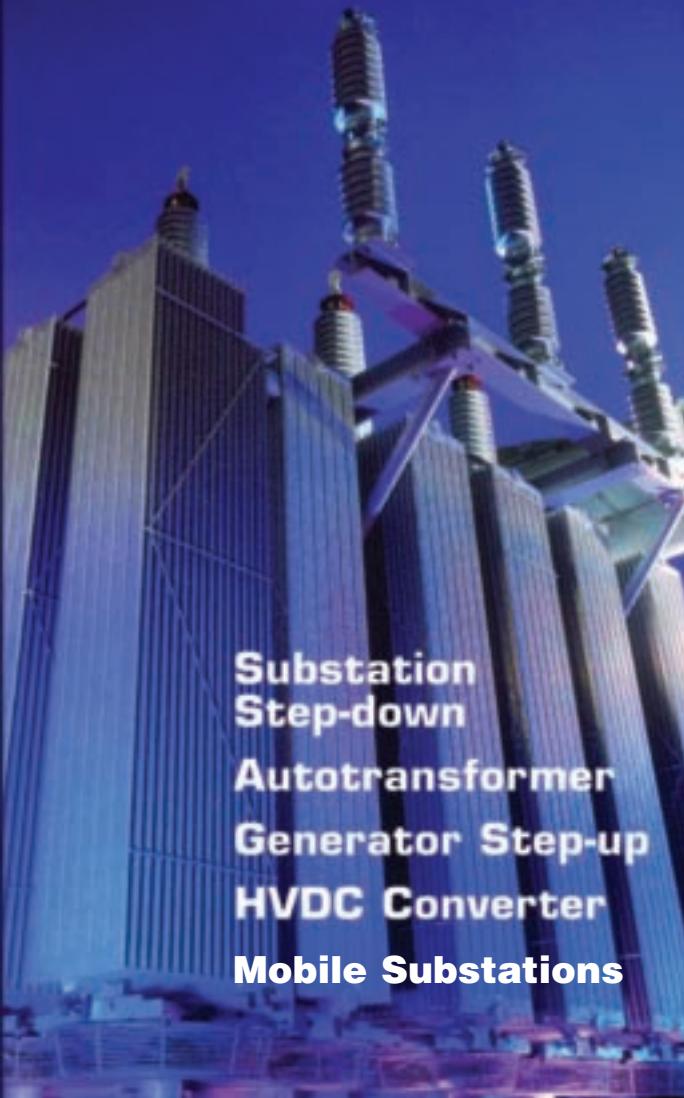
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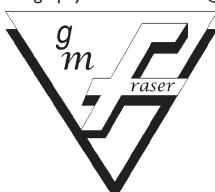
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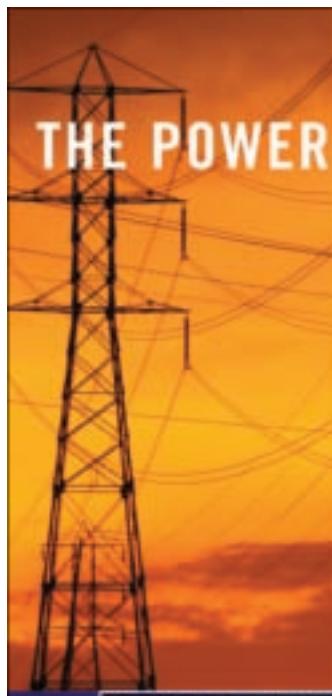
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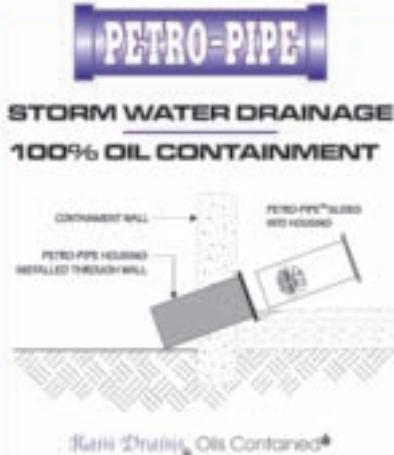
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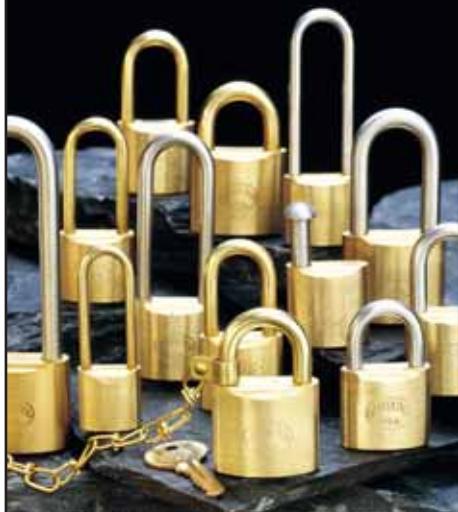
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See RUS List of Materials Pub. 202-1, page ea (2)  
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Tie-Top Line Posts



K-Line Cat. Nos.  
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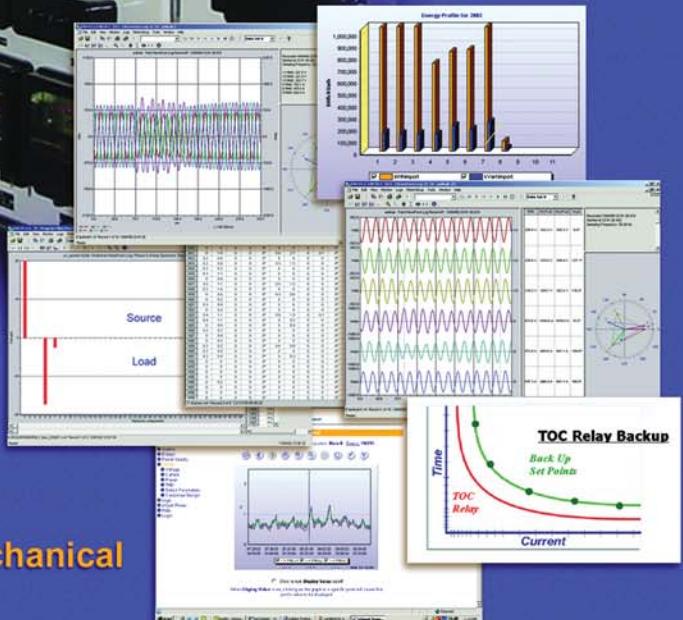
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