



Electric Energy T&D

MAGAZINE

JULY-AUGUST 2008 Issue 4 • Volume 12

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About fifty or so years ago – when our modern power grid and the Baby Boomers that created it – were still in their formative stages, the late comic and crooner, Jimmy Durante, recorded a duet with Patty Andrews (one of the legendary Andrews Sisters) titled, “It’s Bigger Than Both of Us.”

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About fifty or so years ago – when our modern power grid and the Baby Boomers that created it – were still in their formative stages, the late comic and crooner, Jimmy Durante, recorded a duet with Patty Andrews (one of the legendary Andrews Sisters) titled, “It’s Bigger Than Both of Us.” The song was a big hit in its time, but the title also frequently found its way into Jimmy’s stand up and sitcom routines whenever he was faced with a looming and formidable challenge.

I think we can probably all agree that the evolving future of the so-called “Smart Grid” qualifies as a looming and formidable challenge, right? Why then, as we are facing the task of completely redesigning and repurposing the grid, are there so many technical staff members at utilities that seem not only willing – but deeply determined – to go it alone.

Let me be frank... far too many utility folks I've come across are still willing to go to great lengths to keep suppliers at bay when instead, they should be welcoming suppliers whenever they come and actively inviting them if they don't make first attempt. Engineers are supposed to be naturally inquisitive and always interested in learning new things. I wish someone would explain to me why any engineer would want to be isolated from the huge cache of information that is available from suppliers – especially when it's all free for the asking!

It's Bigger Than Both of Us!

Another one of Jimmy's famous – and timeless – quips was this one: “Everybody wants to get into the act!” Considering the magnitude of the challenges that lie ahead for the electric utility industry, I'd say that would probably be a good thing in this case. Achieving even the most basic objectives of smart grid implementation will take a team effort, at the very least. There are so many things that have to be changed and in some cases reinvented, that I can't imagine how anyone could think they already know everything they need to know or can find that knowledge without any outside help.

Yet time and again, I hear people saying that they don't want to be bothered by suppliers calling and asking a bunch of questions or trying to find out how they can help by providing potential solutions to real needs. Exactly when did all of the knowledge about automation and IT solutions move exclusively into the domain of users? Of course I'm being sarcastic, but only to emphasize an all-too-real behavior that is anything but new.

Back when I was a salesman myself, selling SCADA systems to energy and utility companies, I was very fortunate to have worked with mostly open and friendly engineers and managers in the oil and gas pipeline industry. In fact, to this day many of us are still good friends, even though we cross paths far less frequently over the years. Thinking back to how some of those relationships were formed, I remember one particular sales trip to the West Coast that was a real eye-opener for me.

Toward the end of a long week on the road I was calling on an engineering company in Southern California that I had never approached before. The meeting was set

up by our sales representative, who had previously worked with the guy I was meeting when they were both employed by a major oil company some years earlier. However, my rep had a conflict with another appointment and left me there to break the ice on my own. Meeting new people has never bothered me, but experience had taught me that engineering consultants are usually a tough sell, especially on the first round.

After a brief wait in the reception area I was invited into his office, and we exchanged the usual greetings and pleasantries. But I noticed right away that something very different was going on than what I had anticipated. Rather than the usual stiff Q&A routine I was accustomed to – rapid bursts of questions about my company, market experience, other customers and so forth – he began the dialog by asking questions about me. Had I been to California before? Where did I get my experience? What kinds of things did I like to do in my free time? This was very peculiar, indeed.

After talking for another fifteen minutes over a second cup of coffee, he finally got around to asking about our products and services. We had a very friendly and downright enjoyable conversation about how our offerings could be applied in the projects he had on his radar at the time, and eventually the conversation came back around to how we might best go forward. By this time I was dying to ask him the obvious question: Why are you being so nice to me? Frankly, I was wondering if perhaps he didn't realize that I was a salesman! When I finally put the question to him, he suddenly became very serious as he launched into what proved to be a most interesting answer.



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He started out by telling me that during his years at the oil company – where he had started as a young engineer right out of college – he was taught by his superiors that all sales people (or “peddlers” as his bosses and co-workers called them) cared about was making a sale. He was also shown how to low-ball estimates and encouraged to squeeze every last dime out of every sale as much and as often as possible and to take advantage of whatever the peddlers offered – free lunches, golf outings, etc. – without guilt or remorse. They said he shouldn’t feel badly about it because after all, that’s all peddlers were really good for anyway.

As we talked, he revealed that it wasn’t until he changed jobs and went to work for a supplier company that he finally gained some perspective. He quickly came to realize that not only are ‘peddlers’ people deserving of respect just like anyone else trying to do a job, but that they actually served a useful purpose. He went on to say that he was actually quite surprised when he realized that his colleagues on the suppliers’ sales team were all much like him, raising families and just trying to earn a living. Looking back on his oil company experience, that possibility had never really occurred to him.

He soon began to feel ashamed of how he had treated people that were just like him. So, he made a promise to himself that he would behave very differently if he ever got another chance. As it turned out, that chance was our meeting – his first since leaving the supplier company and entering the consulting world. The man’s name was Shawki Jurjis, a Lebanese engineer that taught me an invaluable lesson that I will not ever forget about the importance of treating others in the way you would like to be treated, should the tables ever be turned.

Shawki and I never actually had a chance to work on any projects together, but we became good friends nonetheless and helped each other out whenever we could. His background and mine could not have been any more different, yet we got along personally and professionally as if we had everything in common. (I haven’t seen Shawki in many, many years, but if you

happen to run across him, please tell him I said thanks for the invaluable lesson in interpersonal relationships!)

So, the next time you get a call from a supplier or find a salesperson waiting at your door, remember that they aren’t the enemy. You don’t have to put up a shield to protect yourself from inadvertently buying something, and you certainly don’t need to be rude or react in a negative way. Most sales people today are highly trained, experienced professionals that have a broad purview of what’s out there and how it can be applied in beneficial ways. Instead, consider the possibility that this person just might have the answers you need or, perhaps help you find them.

To run and hide or refuse vendor calls and meetings altogether is to risk depriving yourself of a valuable resource that is desperately needed in these changing and challenging times. And, as we attempt to completely redesign and redevelop the grid in the weeks, months and years ahead, graciously accept all the help you can get because, believe me... *“It’s bigger than both of us!”* ■

Behind the Byline

Mike Marullo has been actively involved 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.

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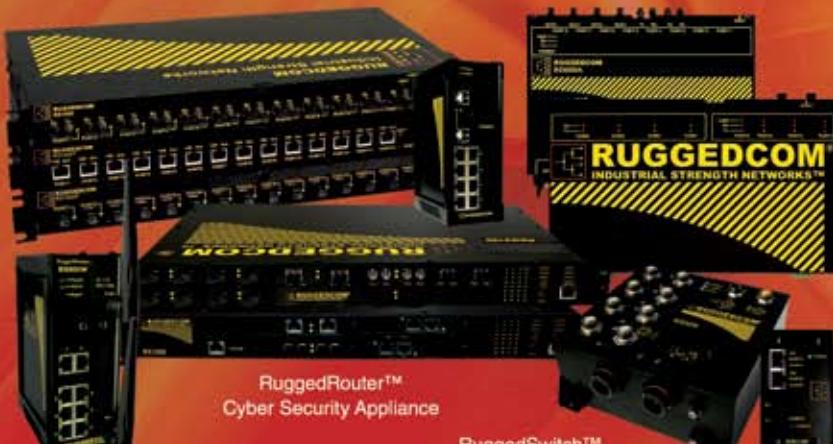
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3M COLD SHRINK TECHNOLOGY TURNS 40

By Ken Arnott, Business Development Manager, Electro and Communications Business
3M Canada

In 1968, a relatively new material, ethylene propylene diene monomer (EPDM) rubber, offered promise to Jim Sievert, a 3M engineer who had an innovative idea for the electrical industry: cold shrink.

Customers wanted a simpler, better way to insulate in-line splices for electrical power cables. Sievert and his team of associates, spent many months researching and developing the product at the company's St. Paul, Minnesota laboratories.

They created a new formulation of EPDM rubber that would easily stretch onto a removable core and when installed, would provide continuous radial pressure to maintain a watertight seal. Since no sources of heat or extra tools were required to install this accessory, 3M gave the name "cold shrink" to the new technology.

The first application for the cold shrink insulation product (initially known as the Pre-Stretched Tube or PST) was for buried low-voltage secondary splices. Over four decades, 3M used this technology as the basis for continued innovation:

1968

- The first step in the evolution of 3M cold shrink technology was the 3M termination quick termination medium voltage QTM applications.

1970s

- The 3M Cold Shrink Termination QT-II for medium-voltage terminations, consisting of a silicone insulator with integrated Hi-K stress relief, was introduced in the late 1970s.

1990s

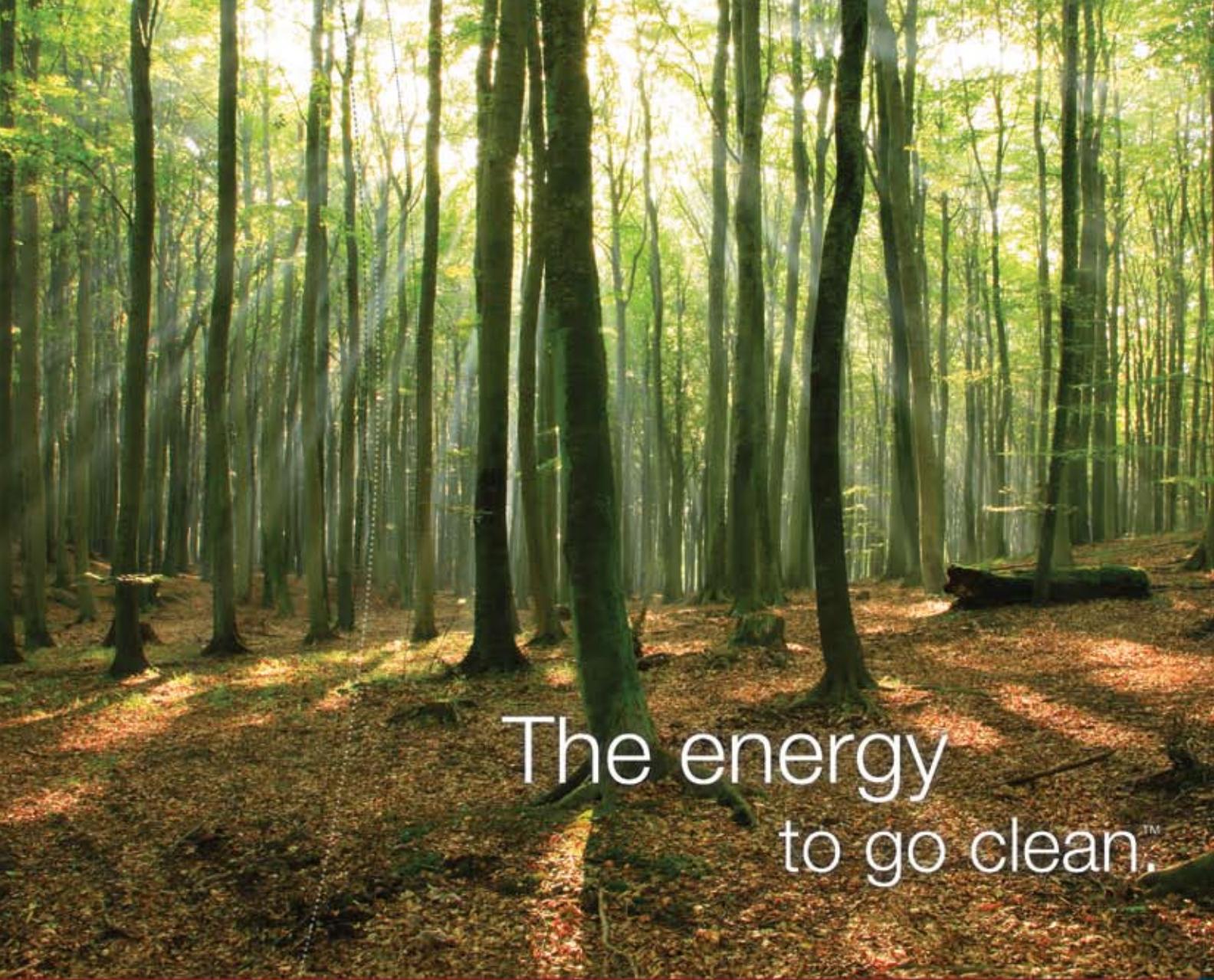
- In 1993, the 3M Cold Shrink QS2000 was the first cold shrink medium-voltage splice introduced in Europe.



- A further development in 1996, the 3M Cold Shrink Termination QT-III, eliminated the need for grease, reduced the effective length of the termination and increased arc and track resistance. The QT-III insulator ended the need for sealing the top of the termination with tape, and provided improved hydrophobic recovery saving time and increasing reliability.
- In 1997, Cold Shrink Splices QS-III for medium-voltage cable were added to the product line. This one-piece design incorporates an under-cut electrode to control electrical stress within the splice.

2000s

- Cold shrink branch splices for medium-voltage cables were added in 2001.
- In 2003, Manitoba Hydro approached 3M Canada for an entirely new product: high voltage 69kv terminations that were as efficient to apply as medium voltage cold shrink terminations.
- 3M introduced cold shrink terminations for aerial and pad-mounted 69kV applications in 2005. The 3M Cold Shrink Termination Kit QT-III for 69/72,5kV replaces heavy porcelain products and heat shrink terminations. Users report that cold shrink terminations for high-voltage applications are compact and easier to handle than traditional systems and are installed in substantially less time and with greater safety.
- Additional cold shrink products will be introduced throughout 2008 including the 3M Cold Shrink Connector Insulator QSLV-M Series offering quick, consistent



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INDUSTRY NEWS

installation and impact resistance for direct bury secondary applications suitable for a wide range of cables.

After forty years and a range of improvements, cold shrink is a vital component in the Canadian electrical industry. Today it is used in a variety of applications for splicing, terminating and environmentally sealing electrical cables for low, medium and high voltage applications by electrical utilities, wind farms and heavy industry nationwide.

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NERC Enforces Compliance with Electric Reliability Standards, Reliability Improvements Underway

Princeton, N.J., June 4, 2008 - The North American Electric Reliability Corporation (NERC) will submit the first set of violation notices in the United States to the Federal Energy Regulatory Commission (FERC) today for approval under Section 215 of the Federal Power Act. These notices document which reliability standards were violated and the actions taken by the companies involved to assure future compliance and improve reliability. NERC reliability standards are designed to ensure that the right practices are in place so the likelihood and severity of future bulk power system disturbances are substantially reduced.

This initial set will include a number of violations, the majority of which are documentation-related and do not include a financial penalty. The total value of financial penalties assessed equals \$255,000. Today's violations are already being addressed by the companies involved, who are required to take immediate corrective action in addition to any financial penalties.

"The most important result from these notices is that reliability is being improved across North America due to proactive efforts to prevent future system disturbances," commented Rick Sergel, NERC president and CEO. "It's often said that the first step to fixing a problem is admitting that a problem exists, and that's what these companies have done – they have stepped up to the plate and put the measures in place to improve grid reliability."

Today's financial penalties are related to violations of NERC's FAC-003-1 standard titled "Vegetation Management." Improper vegetation clearance on transmission lines was a causal factor of the August 14, 2003 blackout, where 50 million people across the Northeast U.S. and Southeast Canada lost power. Proper vegetation management within transmission rights-of-way continues to be one of NERC's primary reliability concerns. The companies involved in today's notices are taking important steps to resolve vegetation management violations and improve reliability of the bulk power system.

"Generally we are seeing a very positive response to the 'new era' of mandatory compliance enforcement," continued Sergel. "In fact, more than half of the 1400 violations reported to NERC after June 18th were self-reported, meaning that bulk power system users, owners, and operators voluntarily disclosed an issue and proposed a way to address it. This is a strong indication that the mandatory enforcement program put in place through the formation of the international Electric Reliability Organization, NERC, is driving a culture of compliance, but more importantly reinforcing reliability standards, throughout the electricity industry."

More information and details on today's and future notices can be found on NERC's website at: <http://www.nerc.com/~filez/enforcement/index.html>. This page will be updated throughout the afternoon as the notices are formally filed.

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AMI isn't enough: Making the case for Smart Grid Defining the Smart Grid

What makes a Smart Grid? If you surveyed 100 different people in the industry, it might yield 100 different answers. Almost everyone in the industry agrees that AMI is a part of the solution, but beyond the meter the consensus is hazy. At CURRENT, we support The Electric Power Research Institute's Smart Grid definition: "A power system that can incorporate millions of sensors all connected through an advanced communication and data acquisition system. This system

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will provide real-time analysis by a distributed computing system that will enable predictive rather than reactive responses to blink-of-the-eye disruptions."

A misconception within the electric utility industry is that Smart Grid will gradually evolve from AMI. In reality, AMI is only a piece of the puzzle – and insufficient to address the multitude of issues facing the power system. Utilities' aging workforce may be a legitimate reason to simply install AMI or AMR, but the long-term concern lies with utilities' aging infrastructure. Investing in AMI-only solutions not only is not Smart Grid, but may not even be upgradeable to support a Smart Grid capable of monitoring those assets.

If a utility wants only wants to read meters, then the slow, 28- or 56k-speeds of wireless AMI technology are admittedly adequate. However, the full realization of Smart Grid demands high-speed communication to pass the millions of discreet points within a distribution grid, including enabling real-time distribution asset monitoring; automated fault analysis; advanced consumer-focused demand response programs; and the capability to support and manage home area networks, renewable energy sources, distributed generation, and plug-in hybrid vehicles. If we intend to meet the Department of Energy predictions that Smart Grid will reduce carbon emissions by 25 percent and save \$80 billion in new generation, these components are essential.

While AMI may be an important part, the majority of the benefits reaped from Smart Grid come beyond what occurs at the meter. At CURRENT, we have worked with leading industry consultants on investment models that reveal a Smart Grid solution delivering eight times the net present value of an AMI installation over the standard 17-year lifetime of an AMI program.

And, as CURRENT has shown utilities, customers, and regulators at the world's largest Smart Grid deployment with Oncor in Dallas, and will soon show with Xcel in Boulder, Colo., Smart Grid is a reality now. A true Smart Grid ultimately meets and exceeds the function

of AMI while also improving the efficiency, reliability, and reducing utilities' environmental footprint. CURRENT's solution, thus far, is the proven Smart Grid, offering more Smart Grid functionality than any other solution.

Consequently, due to the high costs of meters and communication modules, deploying narrowband AMI networks ultimately locks utilities and their customers out of actual Smart Grid benefits. Utilities that are looking for the cheapest solution instead of the most cost-effective fail to realize they will be forced to replace the low-speed AMI meters just a few years down the road. Electricity demand and the amount of information that intelligent grids will need to process are growing increasingly more complex, so while a narrowband AMI solution may be the quick-fix option for utilities now, they would make a mistake similar to paying for an analog television because it's the cheapest functional option available.

But like the antiquated rabbit-eared antennas in our living rooms, the days are numbered for settling on low-bandwidth AMI trying to pass as Smart Grid.

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World's First Superconductor Transmission Cable System Commissioned

American Superconductor Corp., Long Island Power Authority (LIPA) and the U.S. Department of Energy have commissioned the world's first high-temperature superconductor (HTS) power transmission cable system in a commercial power grid.

The 138,000 volt (138 kV), 2,000-foot HTS cable system includes three phases connected to LIPA's power grid through six outdoor terminations. It was energized on April 22, 2008 at the Holbrook substation on Long Island, New York. The HTS cable system, designed, manufactured and installed by Nexans, utilizes HTS wires produced by AMSC, which is the prime contractor for the project. The liquid nitrogen refrigeration system used to maintain cable cores at cryogenic temperature was manufactured and installed by Air Liquide.

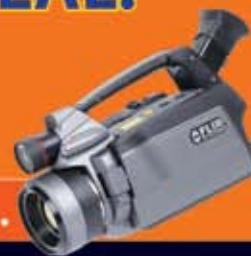
Hair-thin HTS wires conduct 150 times the electricity of similar sized copper wires. Operated at full capacity, the HTS cable system deployed in LIPA's grid is capable of transmitting up to 574 megawatts (MW) of electricity, enough to power 300,000 homes.

LIPA is the third electric utility in the U.S. to have deployed an HTS cable system. At nearly half a mile in length, the LIPA installation is the longest of the three deployments and the first to operate at transmission voltages.

AMSC is also leading the development of an extension of the HTS

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INDUSTRY NEWS

cable system which will replace one of the existing phases with a 600-meter-long cable made with the company's proprietary second generation "2G" HTS wire. AMSC will supply approximately 60,000 meters of its 2G HTS wire, known as 344 superconductors, needed to manufacture the cable for this turnkey project. It will also incorporate Secure Super Grids™ technology, a proprietary system-level solution introduced by AMSC in May 2007.

Secure Super Grids utilizes customized 2G HTS wires, HTS power cables and ancillary controls to deliver more power and simultaneously suppress power surges. They also utilize multiple paths for electricity flow to ensure reliability when individual circuits are disrupted. Once completed, the extension will be the world's first transmission-voltage cable system powered by 2G HTS wire.

The DOE is expected to provide AMSC with \$4 million in federal funding for the project. As much as \$5 million in additional DOE



funding may be made available for continued implementation of this two-and-a-half-year project through March 2010.

AMSC is leading a separate project to demonstrate and deploy the first distribution-voltage (13kV) Secure Super Grid solution in the power network of Consolidated Edison in Manhattan.

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HD Electric New Cable Identifier

HD Electric Company's NEW PF-50 Cable Identifier identifies the correct phases of de-energized and discharged overhead and underground cables. It consists of a transmitter and receiver that are designed to be hand held with or without gloves or with optional accessory hotsticks. Red LED's on both units indicate that the PF-50 units are connected to the same cable. Maximum cable length is 5,000 feet. Because of its higher test voltage, the PF-50 can test a mile of cable.



Features & Benefits

- Higher test voltage of 50 VDC allows for longer cable lengths to be tested - up to

5,000 feet

- Hand held units identify lengths of cable
- Use in overhead or underground systems
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- Compact, lightweight and easy-to-use
- Super bright LED indicators
- Large copper alligator clips with heavy duty boots
- Low battery indicator
- Powered by field replaceable 9V alkaline battery in each unit

Operation

The front panel on the transmitter and receiver units has a green LED for the battery indicator as well as 3 red LED's to indicate that the units are attached to the same cable. Once the cable has been isolated, tested and grounded, connect the ground clips on each unit to a known system ground. After the transmitter and receiver have been turned on, touch the units to each end of the cable to be identified. The red LED's will illuminate to indicate that the PF-50 units are connected to the same cable.

Circle 54 on Reader Service Card

Hastings Introduces New Telescopic Stick

Hastings, Mich., June 2, 2008 - Hastings—worldwide manufacturer of hotline tools and equipment—announces the launch of a new addition to the popular Tel-O-Pole product line.



The revolutionary HV-312 is an updated version of the top-selling HV-208 model. Like the HV-208, the new model consists of five adjustable sections made of lightweight and durable fiberglass that disassembles in seconds for easy maintenance and repair. The HV-312 retracts to 3', extends to 12',

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and features a redesigned canister that incorporates a snap-on lid secured with a lanyard. A light weight, bucket storage canister is available for both models.

The Tel-O-Poles patented design is ideal for linemen working out of a bucket truck and allows for quick and easy access to a disconnect tool with an additional four feet of length.

For more product information, visit www.hfgp.com/request_catalog.htm and enter "HV-312" in the comments field.

About the company

Hastings is a world-class manufacturer of fiber glass products and tools for the electrical power and communications industries. Since 1959 Hastings has pioneered design and fabrication of hot line tools to withstand today's toughest field conditions. With a passionate commitment to innovation, Hastings products make the job safer and easier.

For more information, contact Heather Isch of LKF Marketing at 269-349-4440 or 269-349-6128. E-mail: hisch@lkfmarketing.com

Circle 55 on Reader Service Card

Great Leaders ask Great Questions: Twenty Questions to Energize Your Safety Process

By Carl and Deb Potter

Questions – A tool for leaders

Did you ever play the game "Twenty Questions" as a kid? Maybe your mom liked to ask you questions, such as "Where were you?" "Who were you with?" "Do you know what time it is?" Most of us don't like to be hammered with questions, but we do like to give our opinions. Great leaders understand that about people and work to find ways to ask questions that invite input and stimulate dialog. When it comes to safety, leaders can use questions to gain significant insight into the state of the organization.

No Such Thing as a Dumb Question

No questions are dumb, some are just better than others. Creating questions to gain understanding about your organization requires both art and science. They should be open-ended, not lead to a specific answer, encourage the participant to answer honestly and openly, and be directed toward a topic yet not so specific as to allow a one or two word answer. It's important to develop your ability to ask follow-up questions, too. If you've ever watched a TV lawyer (or a real one, for that matter) you've seen this technique in action. The attorney will ask the witness a question, wait for an answer, then follow up with a question, "Then what happened?" You can also learn this technique by watching great talk show interviewers such as Larry King or Oprah Winfrey. They've made their careers on their ability to ask great questions.

Make a List and Check it Twice

Have you ever realized that it was a good idea to ask questions, but you just can't think of any – especially open-ended ones? You're not alone. It happens to all of us. One technique that works is to make a list of open-ended questions and add to it. Keep your list in your daily planner and refer to it frequently. Assess your questions to see if you can improve them or add to them.

Here is a list of twenty questions to get you started. What questions can you add to the list?

1. How safe do you feel doing your job?
2. What do you hear employees say about safety in our company?
3. What is the last safety training course you attended?
4. What do you like best about the safety meetings in your department?
5. What do you expect of me when it comes to safety?
6. What safety policy or rule is the most aggravating to you and why?
7. What is a hazard that you face when doing your job that you think I don't know about?
8. How are you personally involved in the safety process here?
9. What are your safety goals for this year?
10. How do you like to learn about safety incidents?
11. What did you do in the last job briefing?
12. Who is responsible for safety here?
13. What happens when you have a safety concern?
14. How does the company demonstrate that it cares about your personal safety?
15. What else could the company do to show you that we care about safety?
16. When an injury occurs how do employees react in your group?
17. How were you trained to do your job safely?
18. How do you learn about hazards that affect your work?
19. How do you know if you are working safely?
20. If you could change one thing about our safety process, what would it be?

These are just some of the questions you can use to gain insight into your safety management process. Remember, the most important part of the question is the answer you hear, so take time to listen.

Keep Those Questions Coming

Learn all you can about asking good questions by making a list, watching and listening to experts who have mastered the art of inquiry, and continually practice listening. You'll be amazed at what happens when people know you care enough to ask them a question and then take the time to listen to them. You can have a very significant influence on your organization's safety when you use this technique.

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Scott Brewer,
El Paso Electric
El Paso, TX

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The Knowledge of Power and the Power of Knowledge

By Bob Gilligan, General Manager, GE Energy-Transmission & Distribution Business

Imagine a future where the lights go out and, thanks to automated detection of the problem, it is corrected before any customer calls. Imagine all utilities having digital wallboards, enabling any office space to be a control center with real-time views of the operations from anywhere in the corporation. This degree of ubiquity and operational efficiency is still some time away, but this is one of the objectives of the smart grid: a grid that will meet the future need for power in a reliable and efficient way, a physically interconnected grid with wires, poles, transformers etc., as well as a grid that is interconnected with a common communications infrastructure including hardware, devices and monitors that are all interoperable.

We live in a world surrounded by digital devices from iPods®¹ to Blackberries®². We even have smart cable boxes that know when to record our favorite shows. We may inadvertently expect the same to be true for our electric grid. In fact, this is hardly the case today. While some larger utility companies have installed newer supervisory control and data acquisition (SCADA) systems, most are operating with aging and increasingly outdated systems. For instance, when the lights go out in a block or neighborhood, we expect the utility company to be aware of the problem, isolate the cause and quickly mobilize to fix it.

But the reality is that the utility waits for calls from its customers to find out if there is an outage and only then begins to look

for the problem. Aging transformers located throughout the network are subject to failure, but instead of having advanced monitoring or diagnostic devices, most utilities still depend on field personnel to collect oil samples from the transformers, send them to a lab and then, wait several days or even longer for the results – hardly a ‘real time’ assessment of asset condition.

The power industry today still is operating in many ways as it did during the industrial age; one characterized by:

- A large aging fleet of transmission and distribution (T&D) assets.
- Lagging construction of transmissions facilities as compared to new generation.
- Manual intensive outage planning and emergency management, requiring significant, time-consuming coordination between field crews and control-center staff.
- Increasing demand for power by all types of users.
- Growing sensitivity to power quality and reliability due to increased dependence upon electronics and computers.

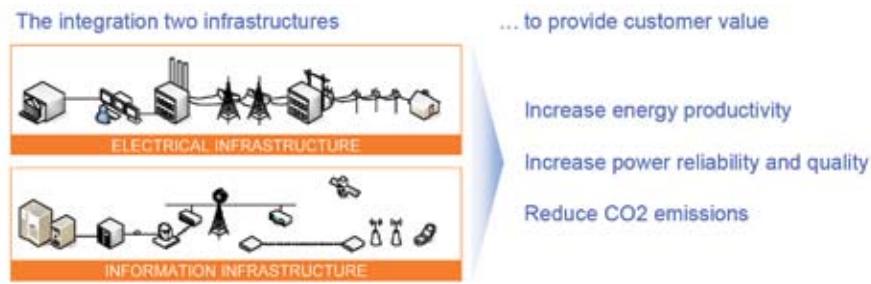
- A highly regulated industry with fragmented federal, state and local regulatory requirements.
- Growing environmental sensitivity to fossil fuel based power generation.

The Smart Grid

The digital revolution changed how consumers use information and allows them to continuously be ‘connected.’ It is now time for that digital revolution to address the electrical system where there is currently an information vacuum from substation operations down to the energy consumer. The smart grid fills the vacuum by overlaying the entire system from power generation to power consumption with a standards-based, integrated information and communications infrastructure. (Refer to Figure 1 – Smart Grid Infrastructures)

A smart grid can better manage electrical power demand down to the residential level, network small-scale distributed energy generation and storage devices, communicate information on operating status and needs, collect information on

Figure 1. Smart Grid Infrastructures



¹ iPod is a registered trademark of Apple Inc.

² Blackberry is a registered trademark of Research in Motion

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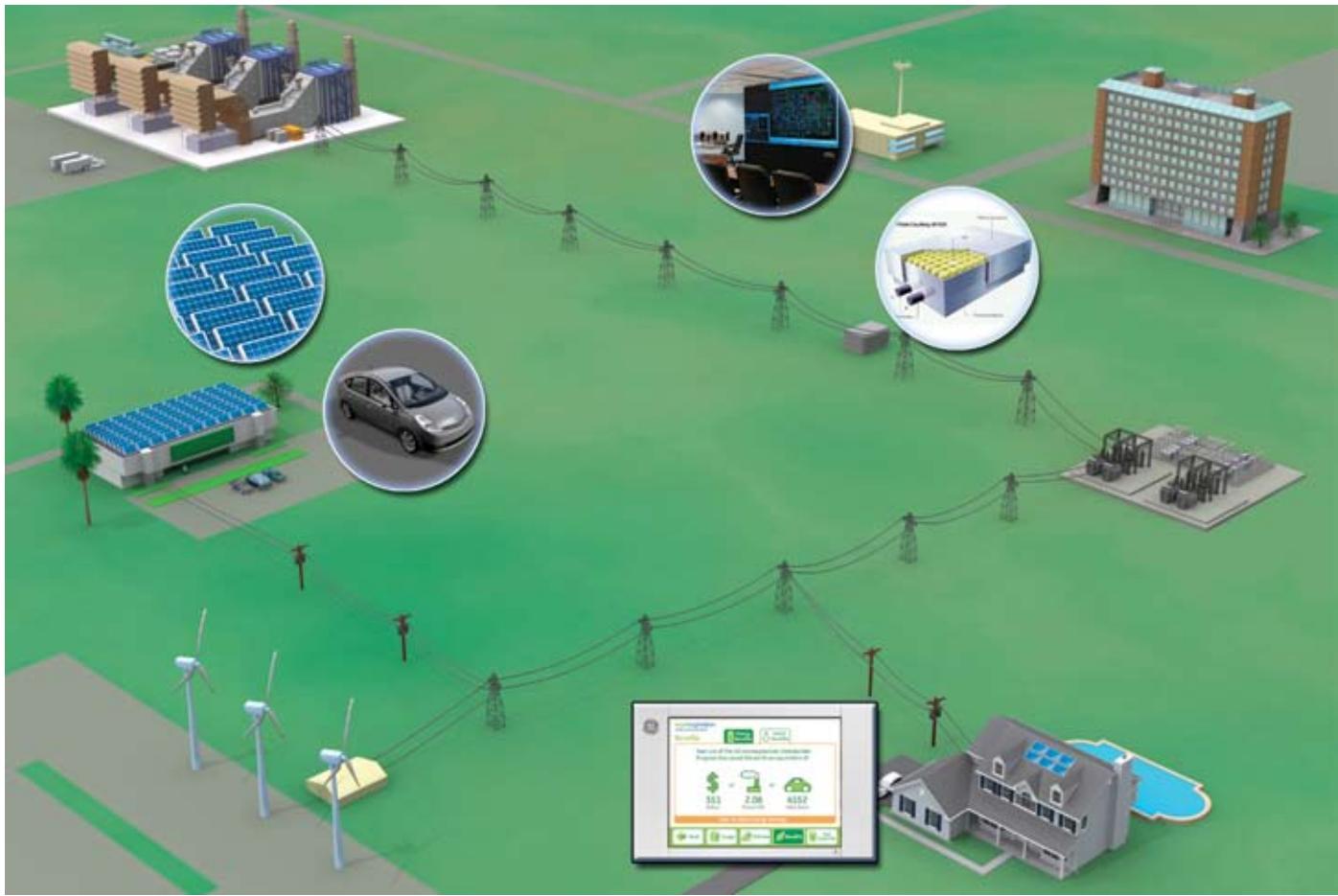
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Figure 2. Smart Grid Building Blocks



prices and grid conditions and move the grid beyond central control to a collaborative network³. (Refer to Figure 2 – Smart Grid Building Blocks)

The smart grid will be composed of numerous automated T&D systems, each operating in a coordinated, efficient and reliable manner. It will be capable of handling emergency conditions with ‘self-healing’ actions and will be responsive to energy market and utility needs. It will serve millions of customers and have an intelligent infrastructure enabling the timely, secure and adaptable information flow needed to provide power to the evolving digital economy. Simply put, the smart grid is going to be ‘intelligent’ and ‘integrated’ from end-to-end, from generation to consumption.

The challenge lies in taking the smart grid from a conceptual blueprint to cost effective implementation. This is not one size fits all.

Each utility and territory will have a unique hierarchy of needs for the various elements of a smart grid. Some utilities might start with advanced meters while others might start with substation monitoring and diagnostics. The key is to gain support for large-scale demonstration projects to solve real problems and validate benefits.

This requires a cooperative effort between utilities, technology providers and regulators to fund and implement these projects. American Electric Power (AEP) has already taken a step in that direction by partnering with GE Energy, a business unit of General Electric, to pursue the development, integration and deployment of advanced energy delivery infrastructure and metering technologies. GE Energy is aligning its efforts with AEP to define operator and consumer benefits and attain regulatory support for their implementation plans.

Benefits to the Utilities

The integrated smart grid is going to provide many short-term and long-term benefits to the utilities. Together with better returns on investments (ROIs), and increased revenues in the long run, there are going to be many intangible benefits that cannot be measured in absolutes, like greater job satisfaction and improved customer relations. However, the core benefits to a utility are significant, as summarized below:⁴

Operational Efficiency

Through complete integration of the system, all assets and resources of the utility can be managed more efficiently. The T&D systems will provide a real-time view of operations and will be able to detect and correct problems at very early stages, thereby avoiding costly power interruptions.

³ Grid 2030 – A National Vision For Electricity's Second 100 Years – US Department of Energy

⁴ Mazza, Patrick, “The Smart Energy Network: Electricity’s Third Great Revolution,” c. 2003



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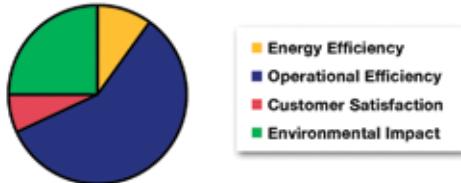


Environmental Impact

Utilities will be able to manage peak load times by leveraging information coming from meters; thus, facilitating better use of distributed energy resources and demand side management. The integrated grid also will reduce field trips by crews by automating detection and switching actions, quickly reducing the outage size and helping to return the grid to service with fewer dispatched vehicles.

Energy Efficiency

Smarter energy usage data management will enable more optimal use of existing assets, improving the rate of return on capital investment and lowering utility operating costs.



Customer Satisfaction

A 'smarter grid' will enable power to be restored with minimal downtime and enable customers to receive timely updates on the status. Customers will be 'connected' to the utility through home area networks and will get a more complete breakdown of their energy usage, allowing them to operate certain appliances at times when electric rates are lower and optimizing their overall energy utilization.

The Building Blocks of the Smart Grid

The smart grid is not going to happen overnight. The various elements of the smart grid will be implemented over time to meet the changing needs of each utility. The building blocks of the Smart Grid are going to be:

Advanced Metering

Currently, most existing meters simply report the aggregated consumption of power by the customer over a specific time period – usually about 30 days. However, with smart meters fitted with two-way communications, the

utility will know consumption patterns down to each individual household, commercial or industrial customer level, and interval readings – as frequently as every 15 minutes or less – are also possible. The inclusion of smart meters in the networked smart grid will enable the utilities to know how to manage load at any given time. The meters also will allow utilities to:

- Connect or disconnect power remotely
- Read the meters remotely and accurately
- Report time-of-use data and send real-time pricing signals, so the customers can make smart energy choices on an informed basis
- Provide additional competitive power offerings like broadband over power lines (BPL) and home area network (HAN) capabilities
- Encourage consumers to reduce power consumption during peak load times

Utility Enterprise Asset Management

The power industry is a capital-intensive industry, with expensive equipment. To squeeze the ultimate performance from its myriad vital assets, many utilities employ enterprise asset management (EAM), which focuses on achieving the business benefits of lowering the lifecycle costs of physical assets. EAM also improves asset utilization and ROI by increasing the effectiveness of capital investments and operation and maintenance work planning.

In the smart grid environment, custom legacy IT systems will be replaced over time by modern EAM systems built on open-standard platforms and conforming to interoperability standards, reducing implementation and maintenance costs. These systems will share information on each asset, down to recording the historical cost of maintaining and operating these assets and enabling the utilities to maximize ROI for the assets. Moreover, the geospatial applications of the EAM will allow utilities to optimize the geographic location of assets and provide service crews with more efficient access to the assets as well as reducing travel time and costs.

Distributed Operations and Automation

Distribution management systems (DMS) and associated SCADA systems will have

a more comprehensive visualization of the entire system, integrating all relevant network information from various sources in a dynamic system topology model. They will also have the self-healing functionality to instantly detect and react to power disturbances with minimal customer impact.

SCADA systems will have monitors or sensors built with real-time data acquisition capabilities to capture and analyze voltage sags and swells, high frequency impulses, transients, and various other power distortions. Fault detection, isolation and recovery and volt/VAR management by switching in capacitors and voltage regulators can be managed remotely, enabling timely action to minimize down time and improving the quality of service.

These improvements would, in turn, result in less coordination with field crews to manually operate switching actions, thereby reducing the number of vehicles on the road and lowering harmful emission levels. Field crews will be directed to the specific problem area with a preliminary diagnosis and the appropriate resources to complete the repair in a single trip. Over time, the first generation of trouble call type outage management systems (OMS) will gradually give way to smart grid DMS/OMS platforms that are linked to the advanced metering infrastructure (AMI).

The smart grid will have a combination of a centralized strategy complemented by a local strategy. Distribution operations software would control the overall system and set the parameters at the grid level, and the substation controllers – along with distribution controllers – would contain a sufficient level of control logic to support the overall grid control scheme.

Substation Automation

In the smart grid, automated substations provide capabilities that have been unavailable in traditional substations to link in new, smart information and control technologies. Power saving and energy efficiency can be realized by installing voltage control technology that improves overall



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substation efficiency. Automated substations will have inter-device communication, interoperability and early alarm notification systems. Sensors will monitor transformers (e.g., temperature, moisture, gases, etc.), relays, digital fault recorders, breakers and station batteries to ensure all are working efficiently. A single automation platform will perform the roles of security gateway, SCADA, data concentrator, hardwired I/O, sequence control logic, communication processor, port switch, protocol converter, sequence-of-events (SOE) recorder, alarm annunciator, local data warehouse and substation human machine interface (HMI).

Systems Integration: Unlike the traditional grid, the smart grid will need to be built on an enterprise service bus (ESB), which is a distributed, message-based integration solution based on open standards. The role of an ESB is to facilitate reliable communications between IT resources such as applications,

platforms and services that are distributed in multiple systems throughout a utility enterprise. It provides foundational services for complex architectures, is event driven and incorporates a standards-based messaging system and also allows IT personnel to exploit the value of messaging without writing code.

The (Obvious) Future

The smart grid is no longer just a concept. A number of utilities have initiated pilots or large-scale demonstration projects of various smart grid solutions. A common factor for all of them is recognition that successful programs require significant business process change in addition to technical program execution. This is about changing the way utilities operate and the way they interact with their consumers. The smart grid requires utilities to:

- Adopt a top-down strategy that is comprehensive and includes the entire system and operations instead of looking at

individual functions in isolation.

- Commit significant budgets and leadership talent to smart grid projects.
- Bridge the gap between IT and operations.
- Adopt industry standards-based systems with demonstrated interoperability, to ensure easy sharing of information across the enterprise.

The future smart grid is going to be a fully integrated system from generation to consumption. The smart meters will provide constant status updates at the point of use, and utilities will be immediately aware of potential disruptions or other issues, vastly improving overall reliability. Customers will call only to report dangerous conditions and obtain estimated restoration time. There will be proactive monitoring of networks to avoid outages and incidents and self-healing restoration tools to provide dramatic reductions in customer outage durations.

Automated advanced distribution infrastructure and outage management system (ADI/OMS) integration will significantly reduce the field trips required to investigate 'single customer' outages. The net result will be a better understanding of the state of customers and the ability to analyze and overall grid health and operational reliability and stability at any point in time.

About the Author

Bob Gilligan is the General Manager for GE Energy's transmission and distribution business. In this role he is responsible for delivering integrated network reliability solutions to the T&D, Oil & Gas and Telecom sectors. The business includes a diverse group of products and services including intelligent electronic devices, meters, transformers, GIS software, distribution management systems software and energy management systems software. He was appointed to his current position in January 2004. ■

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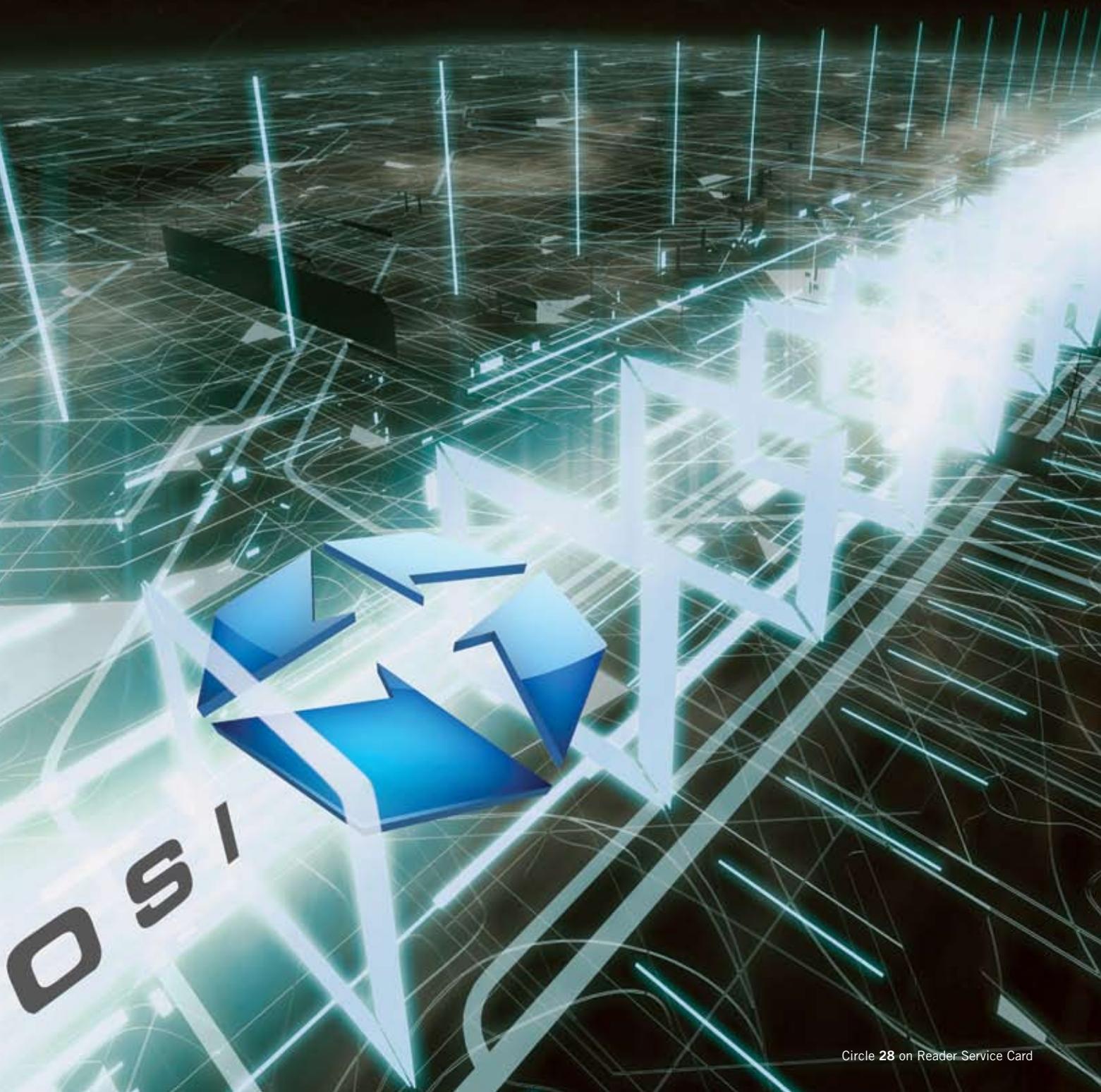
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Chris Warrington

The 2008 Automation/IT Leadership Series

By Michael A. Marullo, Automation/IT Editor



Fiona Taylor

First Data Utilities

Chris Warrington, President/CEO

Fiona Taylor, Vice President

Whereas in the past much of the focus of this interview series has been on the automation side of the Automation/IT equation, in this installment we move squarely into the information technology domain. In May, I spent four sizzling days on the Riverwalk in San Antonio at the CS Week Conference. It was 98 degrees the day I arrived with temperatures hovering around the 100-degree mark for the rest of the week. But it wasn't just outside where things were hot. Inside the convention center, the CS Week Conference team put on another stellar event with over 1,500 attendees and 116 exhibitors showing their latest solutions for this once again vibrant part of the automation/IT marketplace.

Among the most prominent exhibitors at the show was First Data Utilities, an acknowledged global leader in Customer Information Systems. During the course of the conference I was privileged to meet with FDU senior management to discuss how the CIS business has changed since their acquisition of Peace Software in 2006 and how they see the future unfolding as utilities wrestle with converting unprecedented amounts of data into useful, accurate and timely information. I trust you'll find the comments shared here by Chris and Fiona to be every bit as interesting and insightful as I did.

– Mike Marullo, Automation/IT Editor

EET&D: Chris, I understand that you've fairly recently taken the helm of First Data Utilities. Maybe you could start by sharing some of your impressions about customer service markets and where you see FDU heading under your leadership and guidance.

Warrington: When I took the lead at First Data Utilities, I immediately set about the task of reinventing CIS for utilities. One of the most significant issues we identified is that utilities continue to suffer from the traditional model of installing an expensive, complex, large monolithic CIS application and either to manage an aging legacy system or embarking on expensive and risky upgrades every few years – a model that has not dramatically changed in the last 10 years. Among my first official acts in this new role was the initiation of a product strategy team, headed by Fiona

Taylor, whose primary goal it was to change the balance of that equation.

On the back of our latest release, *PeaceX CIS*, we will continue to invest heavily into innovation and development of our CIS and constantly strive to find new ways to reinvent CIS for utilities. Fundamentally, First Data Utilities is about changing the traditional view of the CIS, providing an option to the way customer information systems are deployed and maintained and thereby reducing the cost to serve.

EET&D: The CIS market seems to be on the move again lately, yet the level of project activity – especially among large utility enterprises – has remained relatively flat over the past few years. Is there anything on the horizon that you see changing the status quo?

Warrington: With investments in Smart Grid Initiatives and Advanced Metering Infrastructure projects growing steadily year-over-year, utilities are on the verge of perhaps the most significant business change in decades. To further complicate matters, utilities face the simultaneous challenges of inflexible legacy CIS systems compounded by an aging workforce.

Moreover, while modern CIS software products offer significant advantages over previous generations of software technology, CIS replacement and upgrade costs remain as high as ever. This high cost has proven to be a major barrier for developing sound business cases, particularly when capital expenditure is competing with other critical grid-centric investments. However, we see some major trends that have converged to offer utilities a



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new solution that will help to readdress CIS the cost/value equation.

EET&D: You can probably easily guess my next question: What are some of the trends that are driving this resurgence?

Warrington: Clearly there are a lot of forces in play, and there will be more as utilities move forward with reinventing themselves in a drastically different business and market environment than was the case only a few years ago. But, since we can't possibly cover all of the forces at work in this complex market, I'd like to briefly address some specific trends that we feel are particularly significant from a customer service and information technology perspective.

EET&D: It sounds like we're about to cover quite a lot of ground, so let's take them one at a time. Then perhaps Fiona can chime in on some of the more technological dimensions since I understand that she has been at the helm of your development response.

Warrington: Okay, but first we need to briefly discuss the risk issues. Vintage CIS systems are inherently risky because they usually rely on inflexible, inefficient technology that often proves difficult to manage and maintain when it comes to things like interfaces, new products and new applications. Some utilities address these requirements by commissioning additional customizations to their existing systems; however, this just further complicates maintenance

and upgrades as utilities are driven further and further into a custom solution.

Naturally, the cost of maintaining significant customization and outdated code also increases as the technology ages, and the retirement of specialist programmers and support employees for legacy applications further increases the risk of managing these complex systems. A strategy employed by some utilities involves adding bolt-on products to the legacy platform. This addresses a short-term need but further adds to the already complex web of point-to-point and custom integration.

EET&D: So, isn't this the ultimate justification for replacement?

Warrington: While at first it might seem like the business case for replacement would be clear, there is still a significant barrier that utilities need to overcome, which involves the proper estimation of upgrade implementation costs. As both hardware and CIS software costs have declined substantially over the past decade, implementation costs have not. Keep in mind that implementation relates not just to the initial installation but also to each subsequent upgrade. This means that unless carefully managed, upgrades can prove to be just as costly, risky and time consuming as an entirely new implementation.

EET&D: Assuming that utilities eventually adopt that approach – that is, the beneficial outcome of making a significant investment in new technology – how will they justify the huge up front cost?

Warrington: To address the challenge of justifying the expense associated with a traditional CIS implementation, utilities can take advantage of the convergence of four major trends: User Interface Advances, Business Process Optimization, Componentization and Service-orientation. Fiona, why don't you go ahead and take this first one?

Taylor: First, it's important to understand that software usability for a utility CIS perspective is the ease with which front line customer service representatives and back office billing and collections personnel can access, comprehend and enter information on their computer screens. Beyond aesthetics, the benefits of employing software usability engineering include faster training, higher productivity, enhanced error prevention and detection, and improved customer satisfaction – all of which contribute to a utility's bottom line through operational cost savings.

While these benefits might drive the motivation to replace a legacy CIS, even a well designed user interface can require significant redevelopment as utility business processes change. By separating out the optimized user experience from business logic layers via service-oriented architecture (SOA), the user interface can be oriented according to user experience and business process.

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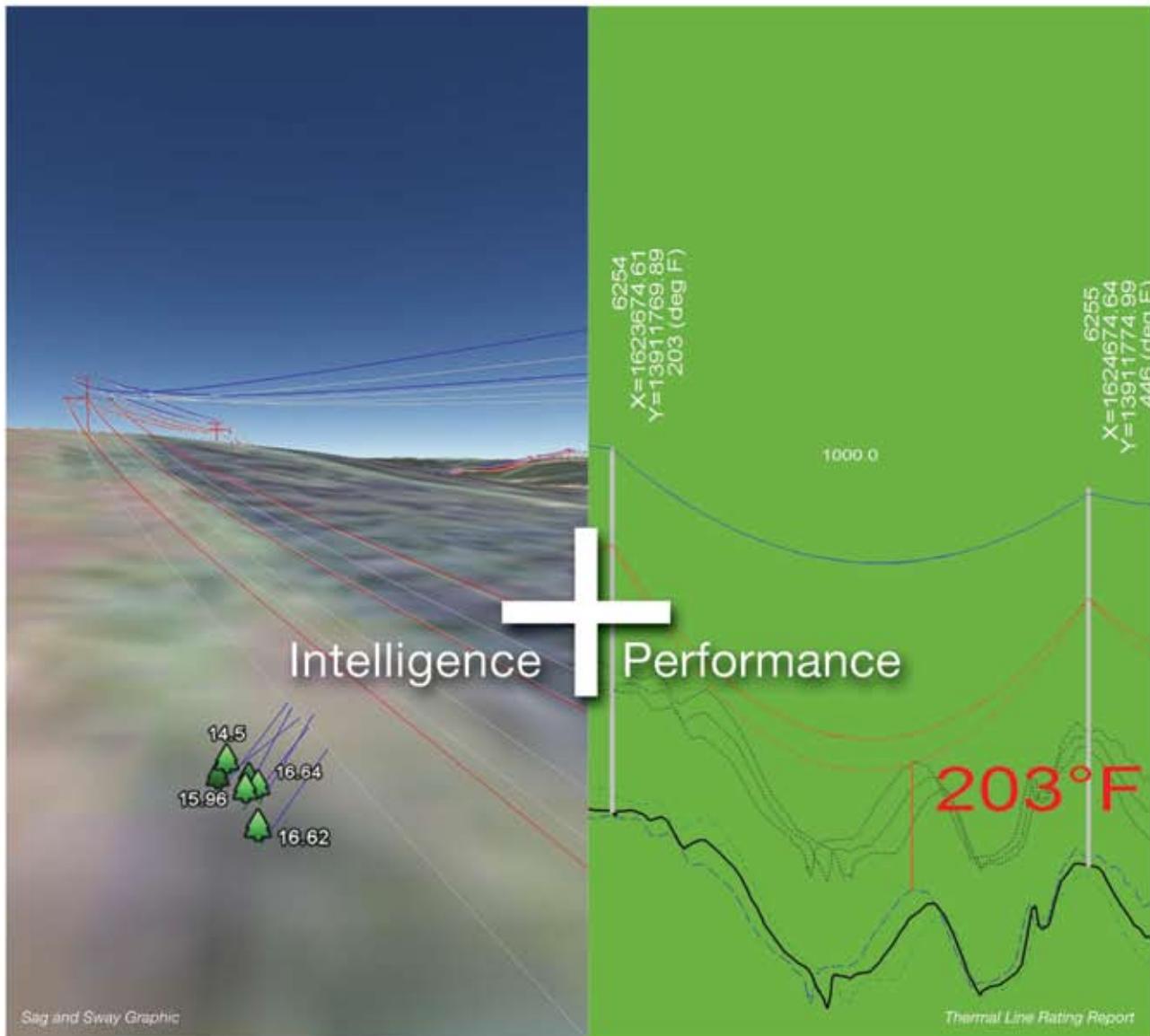
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This separation allows utilities more powerful user-driven configurability and dynamic screens that minimize the need for code changes when generating an updated user interface. This service orientation also provides for a composite approach, enabling a single user interface to more easily incorporate services from multiple applications while further expanding and enhancing the value of the CIS across the enterprise.

EET&D: During our initial discussions in San Antonio we talked about the importance of re-tooling business processes as an important step toward improving the operational efficiency of the utility. Perhaps you could share some examples of specific steps utilities can take to realize those improvements with our readers...

Warrington: Given that a leading cause of CIS project failure is significant modification and customizations, standardized business processes and preconfigured environments are designed to minimize customization to reduce the cost, risk and time of software implementation and operation. This not only reduces the initial replacement barrier, but also addresses subsequent upgrades.

In answer to your question, business process standardization also offers ongoing benefits. Best practice processes are designed to maximize the potential of CIS automation and functionality, which leads to improved efficiency and ultimately, cost savings. Moreover, by standardizing processes that are common across utilities, resources can be focused on improving and developing business processes that truly differentiate.

These benefits of business process standardization are further enhanced through the use of SOA technologies and methods. Separating the business process layer from other application layers facilitates the user configuration of a CIS with a business process focus, rather than focusing solely on functional capabilities.

Although companies in every industry believe that what they do is unique, there are core similarities. Adopting standardized business processes provides major benefits at virtually all operational stages and processes.

EET&D: Before we tackle "componentization" perhaps you should define exactly what you mean by that term.

Taylor: CIS systems have been marketed as being "componentized" for some time. These so called components were primarily conceptual delineations for breaking down the broad application footprint of a CIS into individual functional modules. Some may also refer to it as modularity, but underneath the hood, the CIS was still a monolithic 'black box' that required significant effort, cost and time to replace and upgrade.

Service-oriented componentization at both the business and architecture level spells the end of the large, disruptive upgrades and replacements. Instead, modern CIS architecture allows utilities to take advantage of more frequent and less-disruptive component-based improvements and upgrades. This strategy also allows options for phased conversion of legacy systems, reducing the business risk associated with legacy system replacement.

EET&D: We hear the term SOA quite a bit these days, especially in the context of CIS. What do you see as the role of SOA in next-generation CIS designs?

Taylor: While the benefits of utilizing Service-Oriented Architecture (SOA) and 'web-wrappers' as a way to improve integration have been well publicized, the true benefits of SOA are still not fully understood. Perhaps the single biggest driver towards SOA has been its possibilities for integration.

While the 'web-wrapper' strategies of many CIS applications have been successful, a CIS fully re-architected using SOA will allow utilities to maximize the value of enterprise-wide IT systems through interoperability that leverages valuable functionality across many applications. This means that in addition to improved integration, other enterprise software incorporating SOA or web services will be able to call functionality from the CIS as required, and vice-versa; thus, improving the value of CIS across the enterprise.

EET&D: What does all of this say about your ongoing role in the marketplace? Should we

be expecting more big moves like the Peace acquisition?

Warrington: Peace has always been, and will continue to be, a trendsetter. For example, we are widely credited as being the first to pioneer the browser user interface for utility CIS. With PeaceX, Peace is once again delivering innovation. This latest version is designed to take advantage of Service-Oriented Architecture, User Interface re-engineering and optimized business processes.

Taylor: From a technology perspective, we employ leading new technologies such as Google Web Toolkit, Java Server Faces and AJAX, to deploy the best user experience possible for large-scale, browser-based systems. Users will also be able to take advantage of the First Data Utilities Optimized Business Process suite. These business processes are driven by market driven requirements based on twenty years of utility experience. They have been reviewed by leading utilities and industry experts, and optimized at a functional level for the CIS. The business process suite reduces the cost, risk and time of CIS replacement, and improves ongoing efficiency.

The convergence of these trends enables utilities to readdress the business case for CIS replacement within any of three deployment models: licensed for installation at a utility's own facility; deployed using managed services, which allows utility IT teams to focus on issues other than the day-to-day management of the CIS; or in the service-with-software outsourcing model which includes implementation, application management, and regular upgrades for a predictable cost.

EET&D: Fiona, Chris; thank you both for sharing your time and insights with our readers. It will certainly be interesting to see which of these models – if any – becomes the CIS platform of choice in the years ahead. With so many changes going on in the industry from both a staffing and operational standpoint, it will be hard to predict, but you seem to have all the bases covered, whatever turns the market might take. ■



State Game Lands 33 Research and Demonstration Area: 55 Years of Integrated Vegetation Management at Work

By Jim Orr, Vice President, Technical Services, Asplundh Tree Expert Co.

In 1953, a five-year herbicide research project was initiated that has managed to maintain its relevance for more than five decades. Several partners embarked on this journey, including Pennsylvania Electric Company (now FirstEnergy Corp.), the Pennsylvania Game Commission, Penn State University's School of Forestry and Conservation, DuPont (no longer involved), Amchem (now Dow AgroSciences) and Asplundh Tree Expert Co.

If this does not seem important, consider that the nation's electric utilities' rights-of-way (ROWs) equal an area the size of New England. That's a great deal of land – and vegetation – to manage. Fifty-five years ago, they were seeking scientific validation of whether herbicides were a safe and effective way to manage vegetation along electric utilities' power lines, or ROWs. They knew then that encroachment of trees and other vegetation on power lines posed a threat to the reliable delivery of electricity. This partnership wanted to make sure that utilities had every possible tool to manage their ROWs. This still stands true today -- perhaps more so, due to new FERC regulations regarding vegetation management on transmission lines.

Traditional methods in the late 1940s and 50s were labor intensive. Manpower was employed, using brush scythes, hand axes and cross-cut saws. Keeping vegetation away from power lines was expensive, dangerous and arduous work.

Seeking more cost-effective and safer methods, Asplundh began using some of

the new herbicides being developed by the post-war chemical industry. While vegetation management using herbicides was appealing in terms of labor and cost, there were many people with concerns about its potential impact on the environment. Hunters and sportsmen, bird-watchers and gardeners, farmers and utility personnel would have to be convinced.



In 1955, two years after the research project began, invited guests and members of the cooperating companies and agencies gathered on the Game Lands 33 ROW to tour the demonstration plots and review the initial data on herbicide use and wildlife.

There were concerns about the potential for "drift" and the volatility of the products, as well as harmful effects the chemicals might have on wildlife and livestock. Even some utility companies expressed their concern, forbidding the use of what they referred to as "poisons" in some ROW clearance contracts.

A means to test the environmental effects of ROW maintenance methods was clearly needed. With so much hinging on the results, the testing needed to be scientific with credible results. Dr. William Bramble,



In June 2008, members of the Utility Arborist Association and other participants, totalling over 140, broke into smaller groups to view the Game Lands 33 demonstration plots and receive the latest data gathered.

then of Penn State's School of Forestry and Conservation, was approached by Ralph Kaufman and Hyland Johns of Asplundh along with Bob Beatty and Bill Allen of Amchem. He consented to take up the challenge.

Pennsylvania Electric Company offered the use of a one-year old, newly cleared two-mile stretch of 230kV ROW, which crossed the Pennsylvania State Game Lands 33. DuPont and Amchem supplied the herbicides (Dow AgroSciences took up this role in 1986). Asplundh Tree Expert Co. supplied funding, equipment, tools, manpower, and ROW management expertise.

Under the guidance of Dr. Bramble and his then graduate student Dr. Richard Byrnes, multiple methods of vegetation management would be evaluated side by side. Manual (and later, mechanical) brush cutting would be compared to the use of herbicides. Different types of herbicides and various means of application would also be evaluated. The data was expected to yield valuable insight

into the efficacy, cost, efficiency and safety of each vegetation management method, as well as the environmental impact.

The data that was — and still is — generated was vital and practical. The Game Lands 33 project continues to produce new and valuable research results, and is still regularly toured by vegetation management professionals, environmentalists, foresters, policy makers and students. On June 25, 2008, the Utility Arborist Association hosted a gathering at the Game Lands.

"The tour of the Game Lands 33 research project was a huge success, bringing together over 140 utility industry peers, as well as state and local land management agencies," said Rebecca Spach, Director of Vegetation Management for FirstEnergy. "The advantage of doing a tour is seeing and actually experiencing the bio-diversity in plant communities and secondary benefits to wildlife that utility integrated vegetation

management practices cultivate, while still meeting the objective of maintaining safe and reliable operation of the bulk transmission system."

FirstEnergy utilizes the valuable research results this 55-year project has provided and is proud to be one of the many partners.



A tour of the State Game Lands 33 Research and Demonstration Area was part of a recent conference hosted by the Utility Arborist Association. Hyland Johns (left), retired Asplundh Senior Vice President and an originator of the 55-year-old project, is shown here with Rebecca Spach (center), Director of Vegetation Management for FirstEnergy, and Randall H. Miller (right), Director of Vegetation Management for PacifiCorp. One of the transmission lines that Rebecca is responsible for runs through Game Lands 33 and Randall gave a presentation on the ISA's recent *Best Management Practices: Integrated Vegetation Management*, which uses research gathered from this ongoing project.

Intriguing Results

Fifty-five years of this 'five-year' project have yielded some fascinating results. The conservationists' and sportsmen's concerns about the harmful impact that herbicides might have on the flora and fauna on or near the ROW proved unfounded. In fact, the data showed a positive impact. While meeting the objective of keeping trees away from the power lines on the right-of-way, vegetation management with herbicides actually created a habitat in which plants and animals flourished.

The reason for this is that herbicides applied on the ROW target woody plants like trees. The resulting shrubs, grasses and wildflowers supply food and shelter not found in the dense forests for a wide range of animals. The study found that deer, small mammals, birds, reptiles, and even butterflies — considered a true test of environmental impact — were

taking advantage of the cleared ground and were thriving. Furthermore, the plant and animal communities themselves were shown to be unknowing helpers in resisting the invasion of unwanted woody plants — through plant competition and by animal feeding behaviors.

"The area contains an impressive array of species of plants, numbering at least 120, and relatively unknown wildlife, such as about 30 kinds of butterflies, numerous birds, mammals, amphibians, and reptiles," says Dr. Richard Yahner, Professor of Wildlife Conservation at Penn State University, who carries on the research today.

There was another added benefit to vegetation management with herbicides — safety. With the manual and mechanical methods of clearing ROWs, so many sharp edged tools, even in the hands of a well-trained workforce, were bound to lead to injuries. And they did. Herbicides, applied properly, eliminated many of the personal injuries in ROW clearance.



Past worries about the impact of herbicides on the wildlife around Gamelands 33 were proven quite unfounded when a bear and her cub showed up at the UAA conference to sample the blueberries (while everyone else used their Blackberries).

Additionally, the project has encouraged the evolution of both herbicides and their delivery methods. Compared to the first attempts of the late 40s, herbicide application has become a fine art, its techniques practiced and honed at Game Lands 33. Lower and lower volumes of herbicides have been tested, yielding effective results. Precisely prescribed treatment methods ensure optimal performance with reduced expense and environmental impact.

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The project has shown the entire nation a better way to manage vegetation on ROWs. The more than 200 published papers (written by Drs. Bramble, Byrnes and most recently, Richard Yahner) have proven to be a valuable resource to the vegetation management industry. The Game Lands 33 Project has become a successful example for ROW maintenance everywhere.

"Progressive utilities throughout North America and the world are benefiting from applying integrated vegetation management best management practices on their rights-of-way to improve safety and comply with requirements such as the North American Electric Reliability Corporation's vegetation standard," says Randall H. Miller, Director of Vegetation Management for PacifiCorp and author of the ISA's recent *Best Management Practices: Integrated Vegetation Management*. "Ultimately, they are working with nature rather than against it, effectively reducing risk and saving money, while creating havens for many types of animals, including songbirds, butterflies, reptiles and other creatures. That is the legacy of the 55 years of research at Game Lands 33, with more benefits to come as the study continues."

As retired Asplundh Senior Vice President Hyland Johns noted, "Things are changing. There are changes in herbicides, equipment, and plant succession. We need to continue to study all our ecosystems. Not only does nature change, but so do the people that deal with vegetation management. There are those who do not know about Game Lands 33 and we need to make sure this knowledge is passed on and used."

Additionally, the industry acknowledges that similar projects need to be established in different geographical regions and different ecosystems to "fine tune" best practices for specific locations. In doing so, Game Lands 33 will surely serve as a baseline and model for future research.

There are approximately a million miles of electric transmission right-of-way in North America, and that's in addition to highways, railroads, pipelines and other rights-of-way. With this tremendously valuable resource of open space available for multiple-use, the Game Lands 33 research clearly shows that it can be managed (and not just 'maintained') for the benefit of people and wildlife in perpetuity for future generations. ■

About the Author

James W. Orr is currently the Vice President, Technical Services – Vegetation Management for the Asplundh Tree Expert Co. and is responsible for coordinating technical information on line clearance, trees and vegetation management for Asplundh field personnel and utility customers.



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Storm and Hurricane Preparedness

Florida Power & Lights' Efforts to Stay One Step Ahead of Mother Nature

By Rich Wilson, DTN/Meteorlogix

Mike Biichle, Florida Power & Light Company



Weather, particularly severe weather, can substantially impact the operations of utility companies. Lightning can strike substations; high winds can bring down power lines; ice can snap lines; and hurricanes can prove to be catastrophic. All of these have the potential to leave many tens of thousands of customers without power.

In the power industry, utility companies are defined by their ability to provide uninterrupted service. And in the case of catastrophic weather, they are remembered for how quickly they can react and respond to restore power. To quickly re-coup power after a disastrous weather event, such as severe thunderstorms and hurricanes, power companies need accurate and strategic weather information that enable them to make informed business decisions.

The 'lightning capital' of the United States

Surrounded on three sides by water, with a propensity to experience differential heating during the day, Florida experiences tropical-like weather conditions. Due to its unique geographical footprint, the state of Florida is conducive to receiving more lightning strikes than any other state. Central Florida even carries the nickname, "lightning capital" of the United States, with July being the most active period for lightning strikes.

Florida Power & Light Company (FPL) is the largest investor-owned electric utility in Florida, serving an estimated 4.5 million customer accounts. For FPL, one of the largest and fastest-growing electric utilities in the United States, severe thunderstorms, high heat, lightning and hurricanes are all realistic weather considerations the company routinely faces.

FPL is a subsidiary of FPL Group, Inc., one of the country's premier power companies with annual revenues of over \$15 billion and a growing presence in 27 states.

FPL relies on DTN/Meteorlogix MxVision WeatherSentry Online™ Utilities Edition and expert consultations to prepare for inclement weather. An advanced predictive meteorological service, DTN/Meteorlogix offers the combination of advanced model data technology and experienced meteorologists to provide localized forecast

information with special emphasis on lightning information, storm tracking, and radar. By anticipating weather conditions in advance, FPL can strategically place repair crews and better anticipate ahead of time exactly where and when a storm is going to hit — right down to a specific roadway. With comprehensive weather information, FPL can accurately pin-point the direction of local sea breezes coming in from the coast and predict precisely how a storm will track and when and where it will hit.

According to Florida Power and Light network operator Mike Biichle, lightning poses a big threat for all utilities — especially his. With the looming possibility that lightning may strike a substation or knock out a transformer, a lot of preemptive planning must occur to ready and schedule repair crews prior to the storm to ensure they are prepared to restore service in a worst-case scenario.

Weather Watching

"In my day-to-day operations, weather is the first thing I look at when I walk into work in the morning. I start looking two to three days out to see if any storms are headed our way, and if so, where the lightning strikes are occurring," said Mike Biichle. "Using the advanced radar, I can zoom in, start planning and see if the storm will intensify or degrade. We're heavily populated down here in Florida and would be like shooting blind if we didn't have radar assistance."



With DTN/Meteorlogix's radar, FPL can also view lightning strikes, wind, and other weather to stay on top of conditions affecting their territory.

"Industry-specific weather information tells me wind flow, speed and the temperature along with the humidity — which down here is everything," continues Biichle. Extremely high temperatures, for example, put pressure on the system. "The advance notice of what type of weather is coming around the corner helps me anticipate what is next, and enables me to beef-up repair crews in any area that might have affected service as a result of the storm."

When a big storm hits in an area where FPL provides power, getting the residents' power back on in a safe and timely manner is the top priority. In the back of the utility company's mind of course, is the scored performance of the Customer Average Interruption Duration Index (CAIDI) — which FPL reports to the Florida Public Service Commission. FPL calculates CAIDI by dividing the sum of all customer interruption durations by the total number of customers served. Utilities are well-aware of their rank in the CAIDI ratings and which utilities are at the top of the rankings list. Power companies also worry about a poor rating because it is also likely that a story about its poor performance will appear in the media, alerting customers.

Hurricane-Ready

Because of its unique geographical location that shares expansive coastlines with both the Gulf of Mexico and the southern Atlantic Ocean, FPL also must keep a vigilant and watchful eye for weather disasters during hurricane season. Even the most informal or novice weather-watcher knows that in the blink of an eye a hurricane can quickly turn treacherous wiping out entire power grids and requiring significant utility man-power to repair.

Between Hurricane Wilma in 2005, which affected the Southern portion of Florida, and Hurricane Andrew, which hit Homestead, Florida, in 1992, FPL is no stranger to the potential impact and devastation a hurricane can cause.

As a readiness precaution to stay prepared for the challenges of severe weather — especially hurricane season — FPL annually simulates a hurricane hitting land within the company's service area. For four days, FPL employees practice initiating the company's emergency plan, which includes tracking outages, assessing damage, communicating with customers and employees as well as working with contractors and suppliers to restore service once it is safe to do so. The idea being that in the event of a real hurricane, the utility is practiced and well-prepared.



Photo courtesy of Florida Power & Light Company

"Safety is our top priority and the yearly hurricane simulation helps keep everyone sharp," said Mike Biichle. "Each employee is assigned a job to do. If employees are new to the company they are partnered with someone with more experience, which enables them to learn quicker, get on board and be prepared."

As an additional precaution, FPL utilizes the most advanced weather technology to track all possible hurricane activity off the coast of Florida. FPL tracks each hurricane's path and receives a steady flow of updated information from an external weather information provider. In FPL's case, the utility takes it one step further and receives daily updates in the form of phone calls from the weather system on possible weather scenarios.

A Band of Brothers

When weather turns disastrous, utility companies set aside competitiveness and band together to help get the power back on. Typically, utilities from across the country will

travel great lengths to help fellow workers restore power when a storm's damage is too great for any one company to handle. But before playing the role of the good neighbor, utilities' first have to make sure their own service territory is going to be out of harms way when crews are away extending needed assistance to other providers customers.

It is important to remember that when crews from out of state are needed there is a sizable price tag attached to the help. Utility companies take precautionary measures to ensure the extra helping hands are used in the most efficient way possible.

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the general public. The National Weather Service and other free weather services rely on unrefined computer models that may or may not be complete in scope, or do not include time-sensitive information. These free services fail to offer the needed industry customization or expert consultation with meteorologists and climatologists.

While the National Weather Service provides weather information to help the general public and alert citizens when they are in the path of severe weather, FPL needs to rely on utility-specific weather information pertaining to its specific service areas and locations of interest.

To receive the most accurate weather information tailored to its specific needs, FPL holds daily conference calls with DTN meteorologists assessing any possible threats from accumulating weather conditions. If a situation forms during the day, FPL employees also utilize live online consulting technology

to send quick questions to meteorologists and receive responses within 15 minutes. Having advanced industry-specific weather information assists FPL in making minute-to-minute decisions based on a storm's severity, potential path, anticipated time of arrival and precise location of impact.

For the majority of utilities companies, weather conditions will always be an uncontrollable liability. For companies such as FPL where weather is a daily concern, it is important to utilize the most advanced strategic weather information available to successfully prepare for whatever Mother Nature may bring their way. To ensure customers receive the best possible service, utilities companies must take as many preemptive precautions as needed.

About DTN

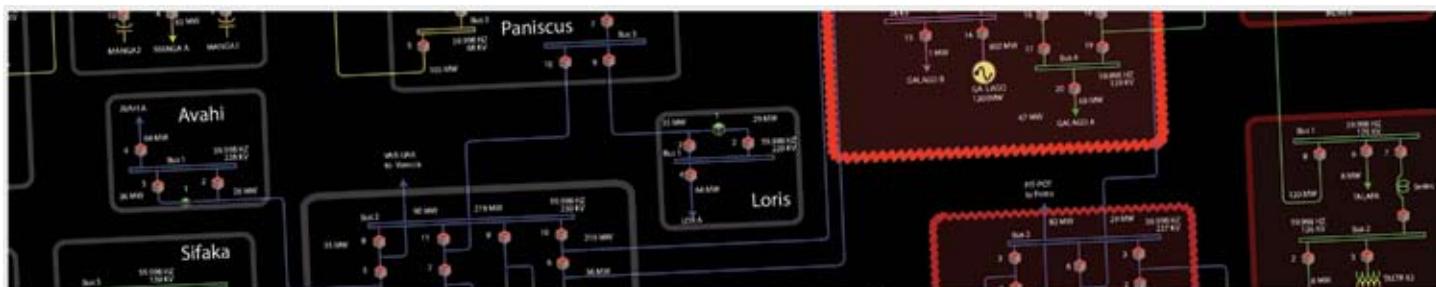
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About the Authors

Rich Wilson is the Director of Energy Services at DTN/Meteorlogix, the commercial weather division of DTN which focuses on providing industry specific weather to more than 900 energy and utility customers. Wilson holds degrees in Physics and Meteorology, and in his fifteen year career with DTN has also held positions in Meteorological Operations and Product Management.

Mike Biichle is a Network Operator at the South Florida Dispatch center of Florida Power & Light Company. He has worked in various positions at the company since 1980.



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Do Video Display Walls Improve Situational Awareness in Control Rooms?

By Bill Snavely, Vice-President, and Rita Patterson, Vice-President of Sales and Marketing, Primate Technologies, Inc.



Introduction

In the past several years, many organizations have made significant investments in their control room infrastructure, with the goal of improved situational awareness for control room staff. The most significant projects often include large video display walls. Many of these projects have been extremely successful; operators have access to new information that supports rapid decision-making in changing situations. Unfortunately, other projects have fallen short of their objectives. This article investigates how one might ensure that a display wall project will be successful. We'll start investigating this by reviewing what situational awareness is.

What is Situational Awareness?

Situational awareness, as defined by Wikipedia, is the knowledge and understanding of the environment that is critical to those who need to make decisions in complex areas. The definition continues by saying, "...situation awareness (SA) involves being aware of what is happening around you to understand how information, events, and your own actions will impact your goals and objectives, both now and in the near future. Lacking SA or having inadequate SA has been identified as one of the primary factors in accidents attributed to human error."

Clearly, control room operators must have a thorough understanding of what is happening to support complex decision making. We believe they accomplish this by assimilating information from diverse sources; monitoring the health of critical systems to understand the quality of available data, and receiving timely notifications of important information.

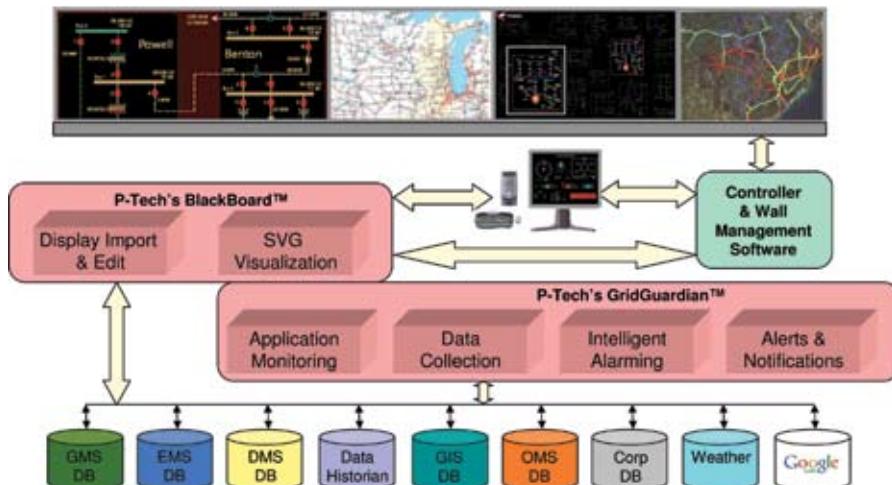
How do various types of display walls contribute to situational awareness?

Display walls are common in control rooms. Current display walls range from large paper drawings and maps, metal or mosaic tile walls (with or without indicator lights), LCD or plasma panels, front projectors, and rear projection displays. Hybrid solutions that combine several of these methods are also available.

When considering the potential approaches from the situational awareness perspective, we categorize them as 1) Static display walls, 2) Static display walls, augmented with dynamic content, and 3) Video display walls. Each is explored in the following paragraphs.

Static display walls include paper, metal, and mosaic walls. They are much less expensive than their dynamic counterparts and typically present a schematic view of the user's service territory. It is beneficial to have a comprehensive view of the electric system, and their comparatively low cost is attractive; however, they make only a marginal improvement to situational awareness. Operators must capture an understanding of the real-time conditions of the system from one source, and then mentally transpose that image to the view on the display wall. The control room staff retains the burden of gathering the data from disparate sources and aggregating the information in their minds.

Data Visualization for Display Walls



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Static display walls are often augmented with dynamic content. This includes the static walls described above, supplemented with LED lights or digital displays. Walls in this category can begin to improve situational awareness. With the addition of dynamic content, the control room staff has a schematic view as described above, combined with indications of the current condition of the electric system. This provides operators with integrated information that gives them a better understanding of the current condition of the entire system. However, there are several drawbacks. First, a very small percentage of the surface area is dynamic, and the dynamic elements often serve a rigid, pre-defined purpose. Operators cannot alter their view of the system as conditions change. Additionally, with many of the hybrid solutions, your staff is still forced to mentally combine the video content with the information on the static display wall. Based upon the design of the hybrid, some significant steps toward improving situational awareness can be achieved.

The final category is display walls built entirely of video displays. Studies show that visual representations can accelerate insight into complex data by taking advantage of the human eye's high-bandwidth pathway into the brain, allowing operators to see, analyze, and understand large volumes of information quickly. Given this, video display walls seem like the perfect technology for a control room. Video display walls can present a comprehensive view to operators and allow them to discriminate between important and unimportant situations. These displays are typically built with front projection or rear projection systems, but may also include tiled LCD or plasma panels. Video display walls are a great approach for viewing different displays, viewing a schematic or geographic view of the service territory, and swapping between the schematic and geographic views. With the right software, video displays can integrate data from different sources, and the content may be changed or sectionalized for independent operator viewing. The major drawback is cost, as video display walls are the most expensive solution discussed.

How do you ensure that your video display wall project will be successful?

Many pitfalls could prevent you from having a successful display wall project. A successful project requires an educated buyer, good architects and design engineers, audio-visual experts, and knowledgeable software engineers. Many times an unprepared buyer faces budget overruns due to surprises with the complexity of the process, the mistaken belief that a display wall is a commodity purchase, or limited experience in the specific requirements for control rooms that operate 24 hours a day, 7 days a week. Recognizing the complexity, and keeping in mind the ultimate purpose, can result in a significant improvement to control room operations.

We'll continue by looking at the primary components of the display wall: hardware, display wall management software, and data visualization. The effective interoperation

of these components provides an ideal environment for fast and effective decision-making.

Hardware

Some utilities consider tiling many commodity LCD or plasma panels together to create a large video wall, which is far less expensive than a front-projection or rear-projection system. However, commodity panels are not necessarily built for 24x7 operations, which can result in frequent replacement. Additionally, if the content on the panel is of a display that is relatively static, such as an overview of a portion of the system or an alarm summary, the panel is subject to shadows from the continuous concentration of the same data and color at the same location – a condition frequently (if imprecisely) called “burn-in.” Another drawback is that the distance from the operators' consoles to the panel may reduce the readability of the panels, making them an ineffective investment. Additionally, this



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approach leads to disturbances in the visualization of graphics due to the mullions between panels; a mental leap is needed to view a single line that is separated by space.

Front projectors similar to those commonly used in conference rooms may not be an attractive alternative. Front projectors are a great solution for viewing different displays, viewing a schematic or geographic view of the service territory, swapping between the schematic and geographic views, and taking advantage of updates that are made to systems without the mess of tape and scissors. Front projectors may be "tiled" together to provide a somewhat scalable display wall size. As with commodity panels, not all front projectors are rated for 24x7 operations. The constant cooling fan noise can become annoying, especially during stressful conditions. Front projectors are not a bad option, if several are tiled together and the fan noise is tolerable.

A true display wall consists of a set of video cubes tiled together. A diverse set of manufacturers offer a wide range of features, but most offer a solution for light and color management; reduction in seam widths between cubes, expansion to accommodate the addition of new audio visual equipment; and the inclusion of live video feeds for security cameras, news, and weather. Without a doubt, video display walls are the most expensive hardware alternative, but provide a nearly ideal solution for improving situational awareness.

Display Wall Management Software

The first type of software required for video display walls is wall management software. It is part of the controller for the display wall and supports the content being displayed.

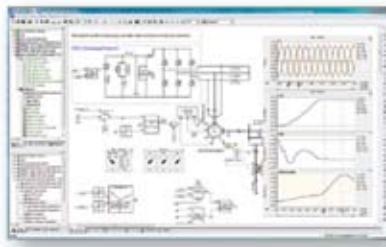
Wall management software is typically provided by the display wall controller manufacturers. Standard features include the ability to place content on the video

display wall. Wall management software has to interoperate with sources of content. Additionally, wall management software also controls the location of feeds from cameras and other sources. Optional features may include the ability to assign areas of the display wall to specific operator consoles, perform screen scraping of displays on other systems, or allow notes to be written upon a wall and captured in print. Good wall management software will have a well defined application program interface (API) to allow the user or other parties to send information to the wall management software for display on the wall using standardized programming techniques.

Choosing the wall management software that best fits the team's needs is a critical part of improving situational awareness with a display wall.



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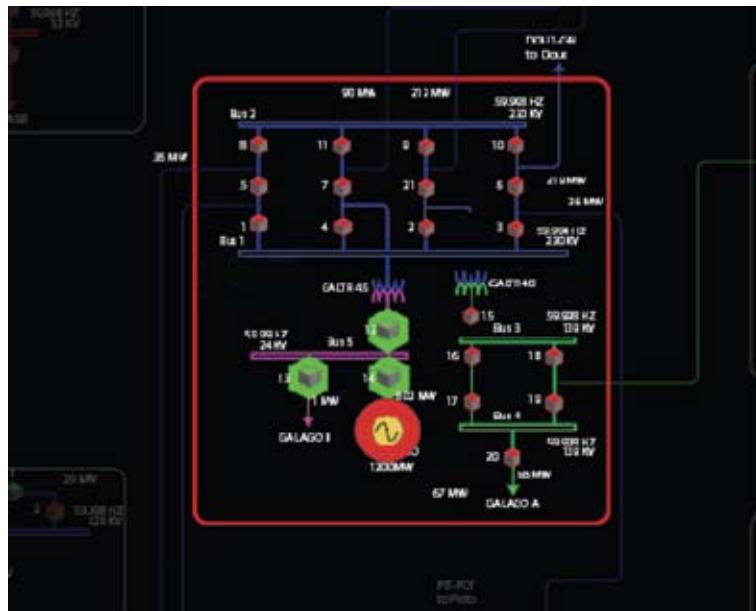


Data Visualization

Although hardware and wall management software are important, it is the data visualization, that is, the content, that helps operators make decisions. This is the primary factor in determining if a display wall improves situational awareness. Significant improvements in situational awareness are made possible when the data visualization software, combined with the wall management software, is inter-operable; thus, eliminating mundane operator interactions with the video walls and providing more effective ways to review critical conditions.

As anyone who has upgraded home video equipment will understand, it takes more than a great hardware infrastructure to deliver spectacular results. A large format, high definition television is a good start, but it needs to be fed with high quality content to provide the desired image. The same is true with a control room. The investment in a video display wall cannot be justified if the same content available on the desktop is merely scaled up to fill a larger display surface. Given that, many organizations elect to build an overview display specifically for the display wall. This can be a good approach, but the customer needs to determine if the control system is capable of rendering a single display with the quantity and quality of dynamic content that is required for a truly informative system-wide display. Careful analysis may provide insight that the control system must have user interface refresh rates significantly lower than data scan rates on the telemetry to support a large video wall. Also, one does not want to inhibit the performance of control applications with heavy network loading that may be imposed when the data visualization solution resides on the same network as the control system. Control systems are complex and run intensive applications that must take precedence over data visualization; however, slower data visualization significantly inhibits situational awareness for operations. Optimal situational awareness demands dynamic content that is separate from that of the control system.

An overlooked issue is that display walls are often smaller than the tile mapboard they replace. Advanced visualization techniques are required to put an equal or greater amount



The data visualization above shows a portion of a schematic overview diagram using shading and brightness (high opacity) to indicate areas of a system that are in abnormal and alarm situations.

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of content on a display wall with less real estate than the original tiled mapboard.

Installation of a video display wall as part of a control room renovation is a complex project. Work will occur in the confines of a mission critical facility, so new equipment must be introduced without jeopardizing the operator's ability to control the electric grid. Operators must be trained to use new technologies as effectively as they use the legacy equipment, the instant that it is deployed. Like the static wall that often precedes it, a video display wall must be reliable. In fact, an up-to-date visual representation of the electric system on the display wall is arguably most critical when the complementary control system has failed. This is a particularly critical concern when both systems reside on a common technology platform. As previously stated, the data visualization solution delivers the best value and reliability when implemented

on a hardware platform that is completely independent from that of the control system itself.

While searching for a data visualization solution, be sure it provides interoperability with the wall management software and that it can integrate data from all relevant control room data sources, including all the quality and tagging information from the control systems. For operators to make the best decisions and reach the best conclusions, all information relevant to the decision needs to be immediately available, so it's important that the visualization solution elegantly provide a single real-time view of all field and processing equipment, the real-time values of all telemetered data, the quality of all information, the location of personnel that may be impacted by any decisions, weather and weather impacts, etc. This requires the integration of information from multiple systems and sources into one display.



The data visualization above reflects data automatically built from GIS data and shows real-time updates from the SCADA system in KML files overlaying Google Earth.

Another important criterion in the search for a suitable visualization solution is ease of maintenance. The staff that supports the control center is often overloaded, and only rarely has access to additional staff to support new projects. Although maintaining tile mapboards and other legacy display walls is often labor-intensive, the level of

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effort is known and can be worked into the staff's routine schedule. By contrast, the level of effort required to properly support a new video wall is initially unknown and should be researched in advance.

The visualization solution should include a standard or customizable interfaces to many different systems and data sources (EMS, DMS, OMS, etc.), including redundant sources of similar data (when available). The visualization solution should integrate the data into a single real-time repository. Additionally, the solution should be able to monitor the status of operational equipment (servers, communication equipment, field devices, etc.) in order to quickly detect any failures or questionable data sources. When concerns arise, the data visualization solution should be able to generate personalized notifications (i.e., text messages, text to voice, email, etc.) for management and support organizations, while also annotating the data with any quality or integrity concerns.

A visualization solution should provide robust calculation tools that allow sophisticated processing of data. This will allow for better animation to be deployed on the video wall enhancing operators' awareness of potential or pending situations, especially those resulting from the integration of information from multiple and sometimes variable sources. This should also provide some form of enhanced alarm management for operators. The solution should provide the highest quality text, symbols, and graphics available. Virtually every aspect of the solution should be dynamically controllable, including color, scaling, opacity, and animation, while retaining connectivity and aspect ratio with all the devices and symbols on the displays. The results should provide visually appealing, eye-catching, and informative displays.

Lastly, to reduce maintenance impacts while also improving situational awareness, the data visualization solution should support the efficient extraction of display information, not just from the existing control systems, but also from many of the most prominent systems used in control rooms.

Conclusion

Control rooms are very critical to retaining reliability of the grid. Due to the risks of blackouts, cyber threats, and terrorist activities, there are many recommendations and requirements that are being driven by public service commissions, NERC and FERC to improve situational awareness. The introduction of a video display wall with flexible wall management software running on a dedicated platform, and a high-quality data visualization solution can substantially improve the operators' ability to assimilate large volumes of information; thus, allowing them to focus on interpreting and acting on the information rather than having to tediously navigate through large amounts of data before appropriate control actions can be taken.

About Primate Technologies

P-Tech is a privately held company headquartered in Melbourne, FL, providing enterprise visualization solutions that epitomize the concepts discussed in this article. More information is available at www.primate-tech.com. ■

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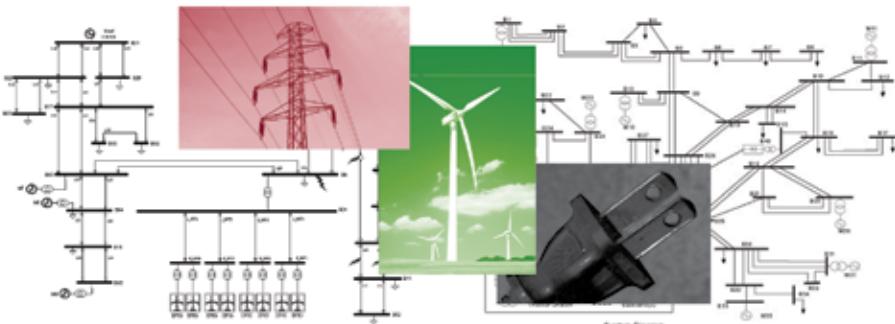
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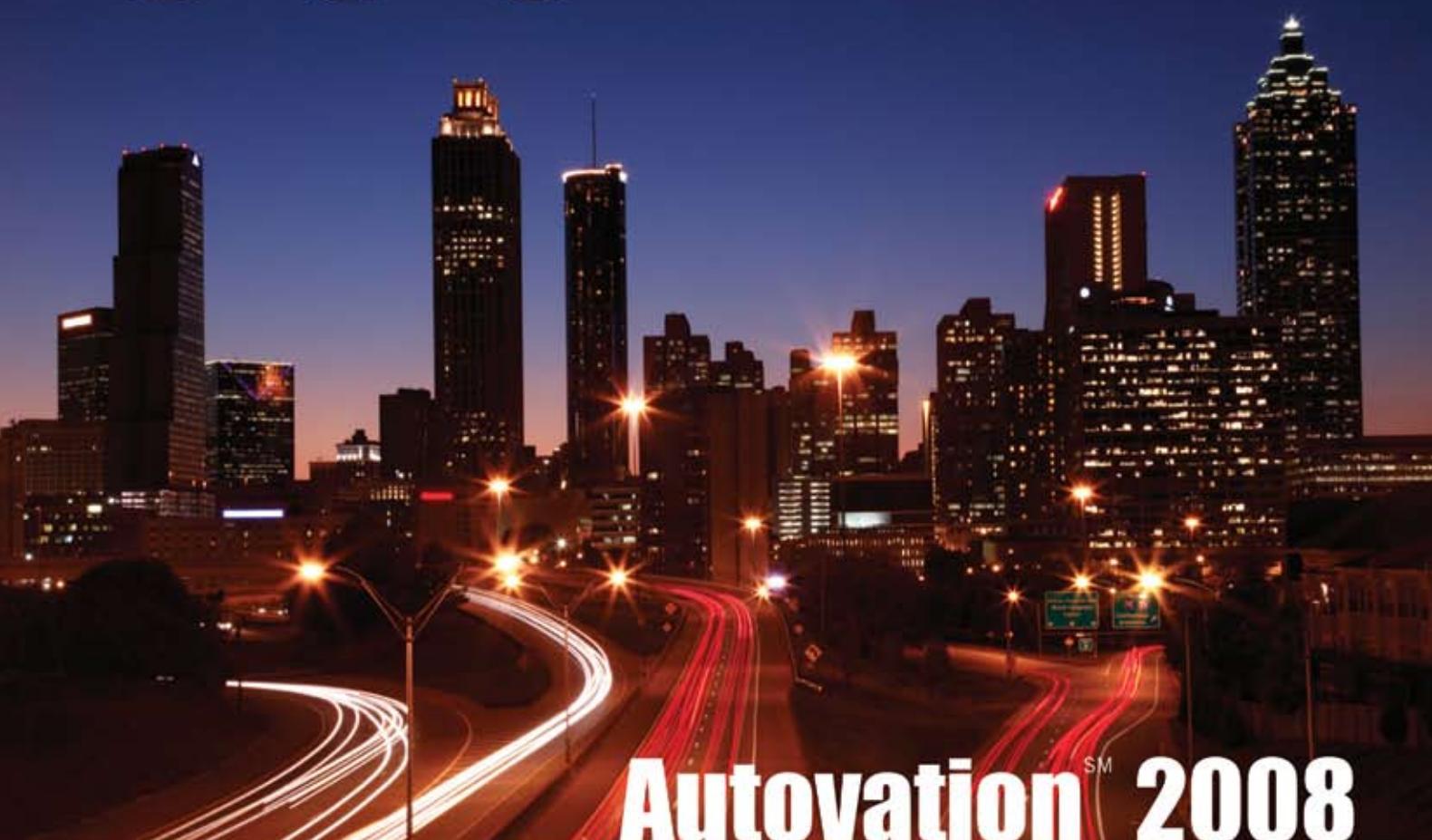
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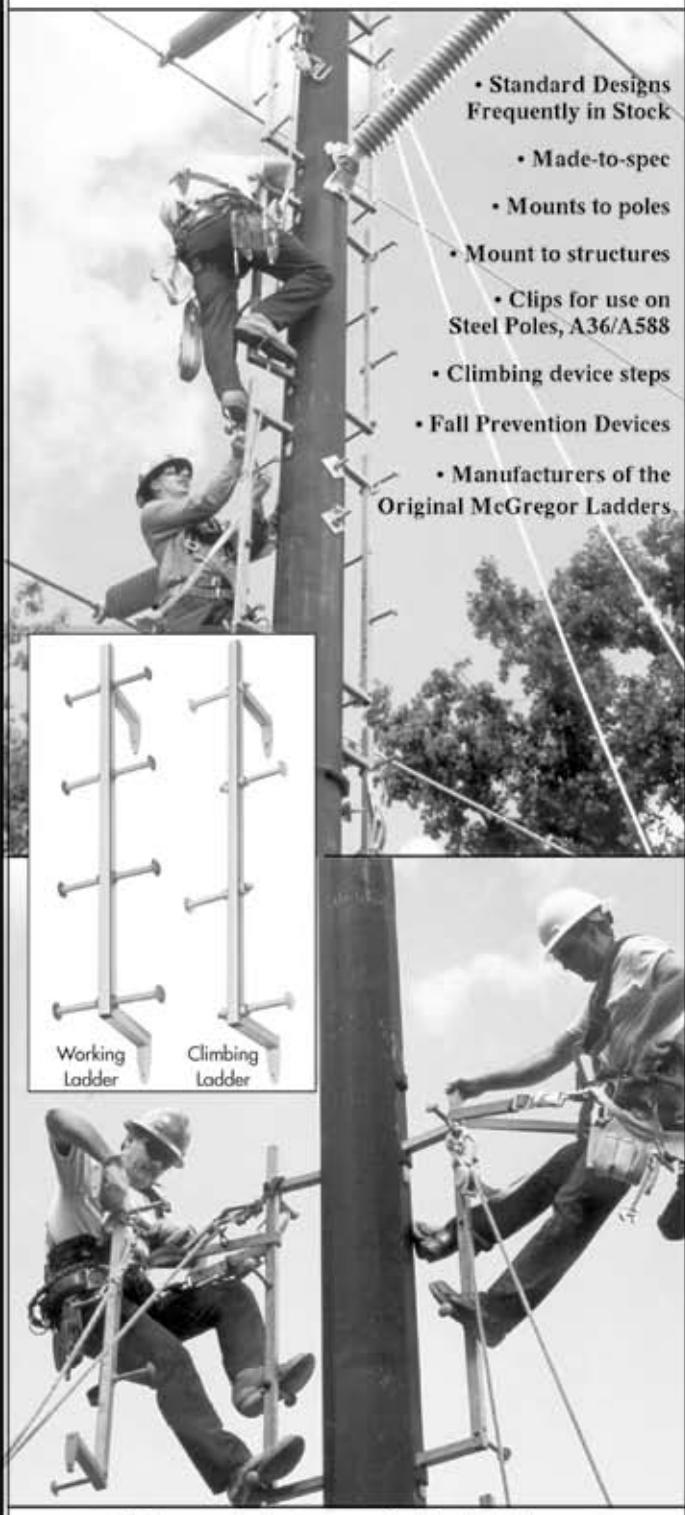
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15 - 18	LEVEL I	St. Louis, MO
15 - 18	LEVEL II	Green Bay, WI
22 - 25	BUILDING SCIENCE	Billerica, MA
24 - 25	ELECTRICAL	Green Bay, WI
28 - 31	LEVEL I	Green Bay, WI
29 - 1	LEVEL I	Salt Lake City, UT

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4 - 8	LEVEL II	Billerica, MA
5 - 8	LEVEL I	Dayton, OH
5 - 8	LEVEL I	San Diego, CA
5 - 8	LEVEL I	Toronto, ON
11 - 13	FUGITIVE EMISSIONS	Toronto, ON
11 - 15	LEVEL I	Billerica, MA
12 - 15	BUILDING SCIENCE	Chicago, IL
12 - 15	LEVEL I	Denver, CO
14 - 15	BUILDING	Toronto, ON
19 - 21	GASFINDIR	Denver, CO
19 - 22	LEVEL II	Chicago, IL
25 - 28	LEVEL I	Chicago, IL

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3 - 6	LEVEL III	Toronto, ON
8 - 11	LEVEL I	Moncton, NB
8 - 12	LEVEL I	Billerica, MA
9 - 12	LEVEL I	Savannah, GA
9 - 12	LEVEL II	Minneapolis, MN
9 - 12	BUILDING SCIENCE	Fremont, CA
16 - 18	GASFINDIR	Houston, TX
16 - 19	LEVEL I	Las Vegas, NV
16 - 19	LEVEL I	Lyndhurst, NJ
16 - 19	WEATHERIZATION	Minneapolis, MN
22 - 25	LEVEL I	Las Vegas, NV
22 - 25	LEVEL I	Clarksville, TN
23 - 26	LEVEL I	Minneapolis, MN
23 - 26	R&D	Billerica, MA
29 - 30	ELECTRICAL APPLICATIONS	Billerica, MA
29 - 2	LEVEL I	Grand Rapids, MI
29 - 2	LEVEL I	Santa Clara, CA
30 - 3	LEVEL I	Denver, CO
30 - 3	LEVEL I	Houston, TX

OCTOBER 2008

1 - 2	ROOFING	Billerica, MA
6 - 9	LEVEL I	Edmonton, AB
7 - 10	WEATHERIZATION	Syracuse, NY
7 - 10	LEVEL I	Ft. Lauderdale, FL
8 - 10	GASFINDIR	Dallas, TX
13 - 16	LEVEL I	Memphis, TN
13 - 17	LEVEL I	Billerica, MA
14 - 17	LEVEL I	Toronto, ON
21 - 24	LEVEL II	Denver, CO
21 - 24	LEVEL I	Springfield, MO
21 - 24	LEVEL I	York, PA
23 - 24	BUILDING	Edmonton, AB

NOVEMBER 2008

10 - 13	LEVEL II	Cincinnati, OH
10 - 13	LEVEL I	Vienna, VA
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13 - 14	BUILDING	Calgary, AB
17 - 20	LEVEL III	Billerica, MA
17 - 20	LEVEL I	Montreal, QC
24 - 26	BUILDING	Toronto, ON

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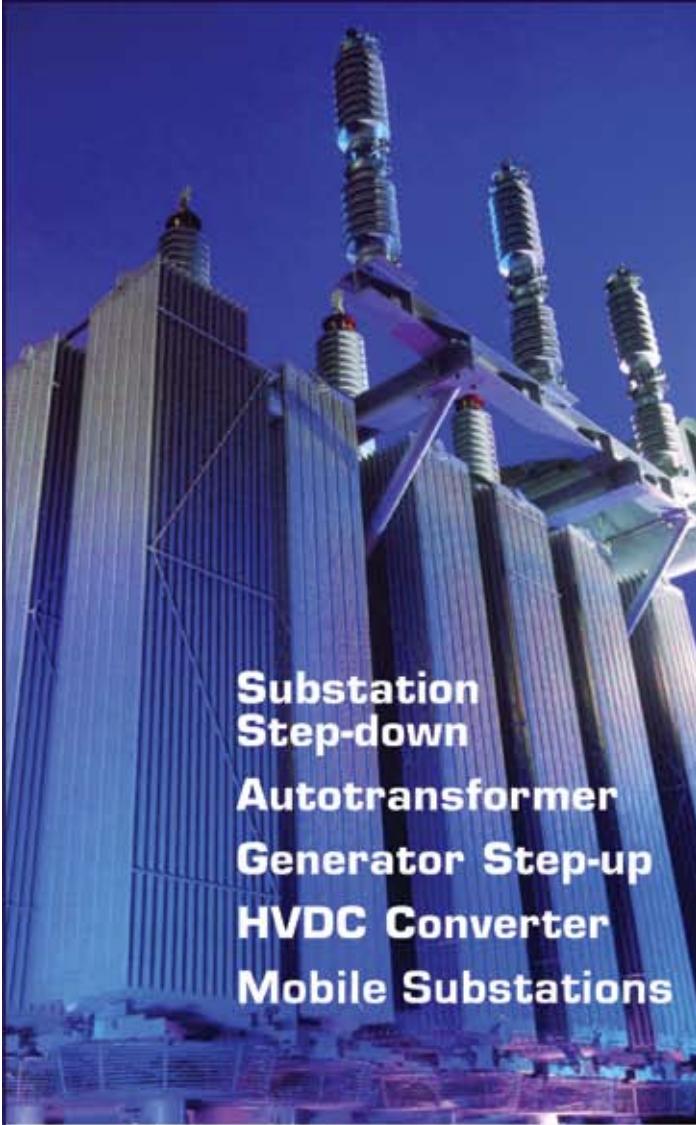
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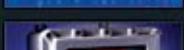
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