



**Connecticut
Light & Power**

A Northeast Utilities Company

**TESTIMONY OF JEFFREY D. BUTLER
THE CONNECTICUT LIGHT AND POWER COMPANY**

Tropical Storm Irene

Connecticut General Assembly
September 19, 2011

INTRODUCTORY COMMENTS

Good morning. My name is Jeff Butler, and I am President and Chief Operating Officer of the Connecticut Light and Power Company. I am pleased to be here today to share with you information regarding Tropical Storm Irene and CL&P's efforts to restore electric service.

In CL&P's 100-year history, no storm has caused as much damage or as many outages as Tropical Storm Irene. The combination of wind and flooding rains ravaged 15 states along the eastern seaboard. The storm left as many as 7 million customers from the Carolinas to Maine without electricity, with over 1 million of them from Connecticut.

I believe that CL&P's preparedness for and response to this storm was appropriate, effective and strong. Today's hearing, and further analysis by various state agencies, provides us an opportunity to pause and review the storm, our preparedness and our restoration efforts. From my perspective as CL&P's president, I want to share information with you about the storm and how we performed in greater detail.

To help illustrate my comments, please turn to the presentation package attached to my testimony, and I will walk you through the information.



With widespread damage affecting all 149 cities and towns we serve, as I said earlier, I believe CL&P's response was appropriate and strong. We literally rebuilt entire sections of our distribution system. In 9 days, we safely restored as many outages as we typically would in 11 months. For our electric system, this storm was the worst in history — worse than hurricanes “Gloria” in 1985 and “Bob” in 1991.

As with any major disaster, we will all learn from examining the impacts of this storm, and we hope to work with the state and its communities to make continuous improvements in our restoration processes. We are actively soliciting feedback from stakeholders, including municipalities, to improve our communications with both the towns and the customers we serve. We welcome a dialogue with state and municipal leaders and the Public Utilities Regulatory Authority to discuss improvements we can all make in vegetation management, as trees created the vast majority of outages during this storm.

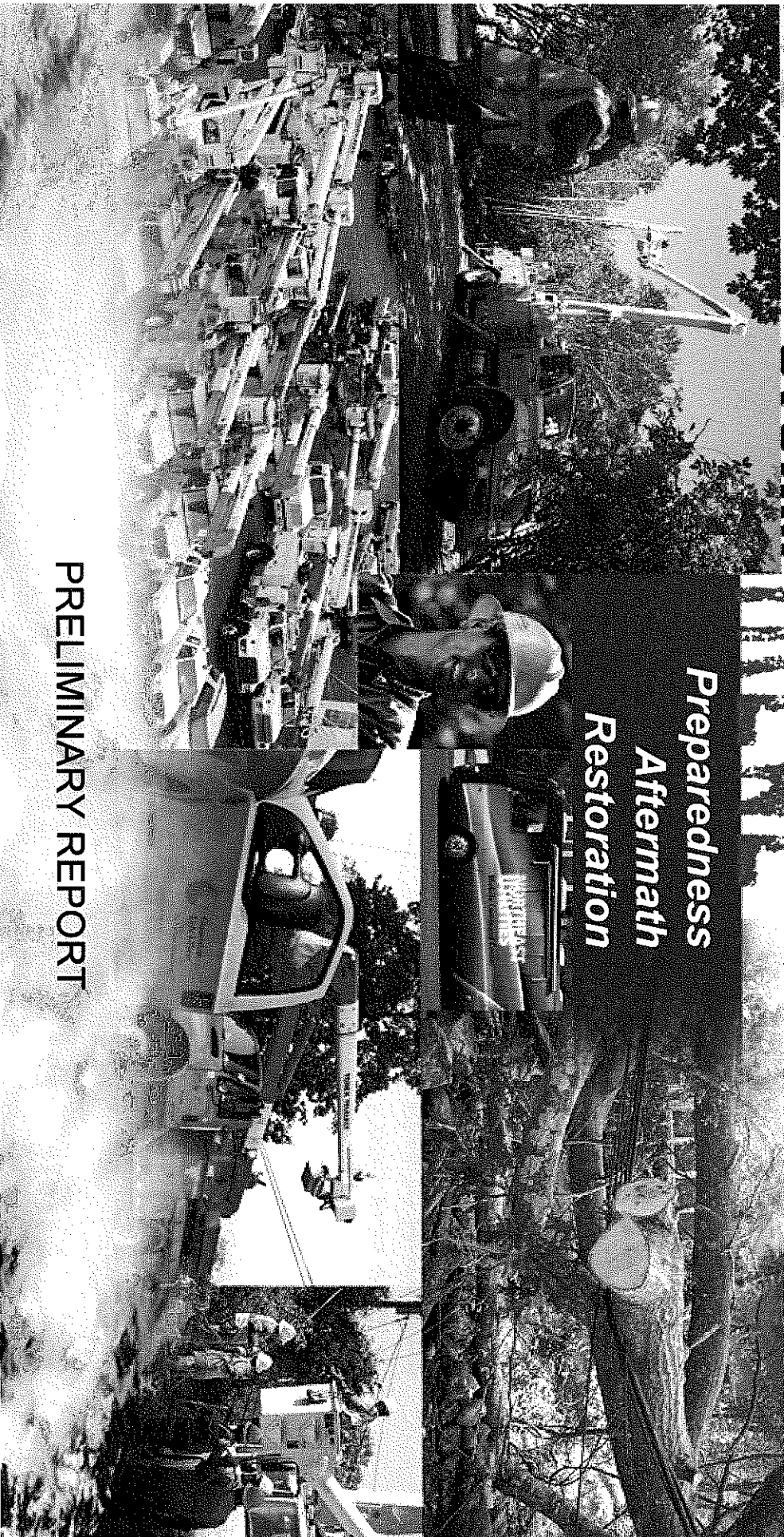
Connecticut General Assembly

Jeffrey D. Butler
President & COO
The Connecticut Light and Power Company
September 19, 2011

STORM PREPARE

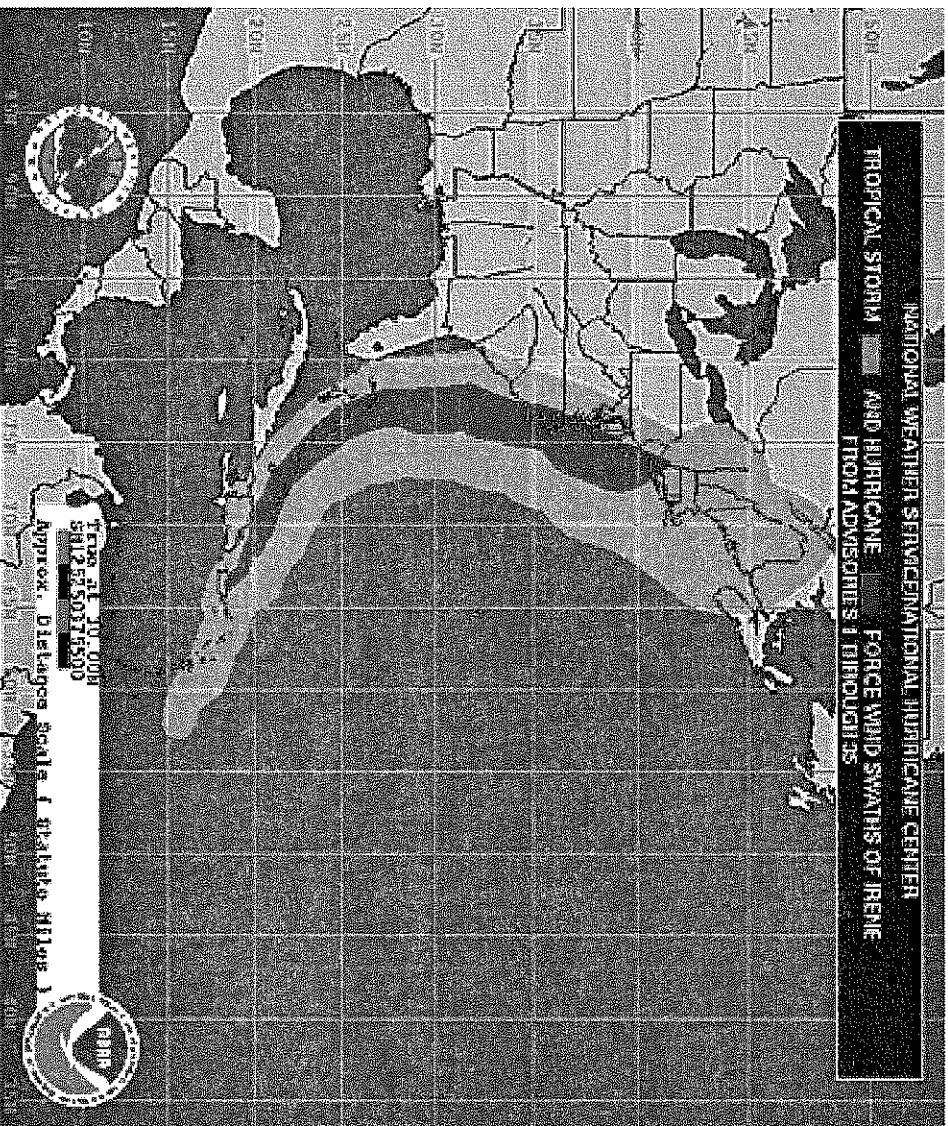
*Preparedness
Aftermath
Restoration*

PRELIMINARY REPORT



Storm Irene's Path of Destruction

Irene's path broadened as it moved up the coast toward New England and eventually engulfed NU's service territory



- Irene was similar in size to Hurricane Katrina
- Hurricane force winds extended outward up to 90 miles from the center (180 miles wide) with tropical storm force winds extending outward up to 290 miles (approximately 600 miles wide)
- Storm track inhibited mutual aid assistance

Extent of Storm Irene

The combination of wind and flooding rains ravaged 15 states along the eastern seaboard

- The storm cut power to over 7 million homes and businesses from North Carolina to Maine
- 2 million customers in New England lost power
- The entire state of Connecticut took a direct hit
- Governor Malloy declared a state of emergency for Connecticut on August 25
- President Obama declared Connecticut a major disaster area on September 2
- 45 people were killed along the East Coast in eight states; including 1 person in Connecticut
- Storm costs are currently estimated at \$12 billion across the eastern seaboard

Preparation for Storm Irene

Our planning and preparation for Irene began 6 days prior to the storm hitting our service territory

6 days prior to event	<ul style="list-style-type: none"> • Began tracking storm
5 days prior to event	<ul style="list-style-type: none"> • Organizational storm rosters populated and validated • Storerooms checked supplies and notified manufacturers for materials
4 days prior to event	<ul style="list-style-type: none"> • Activated system command and oversight function • Line and tree crews begin to be secured through mutual aid or directly from contractors (requests for additional crews continued each day until September 3) • Corporate Center employees refresh online training
3 days prior to event	<ul style="list-style-type: none"> • Placed critical resources and 100% of all employees on call; vacations cancelled • CL&P mobilized its internal Emergency Response organization to plan for the storm's anticipated arrival and restoration work following the storm • Logistics in place for feeding and lodging • CL&P President begins participating in daily briefings with the Governor and his staff
2 days prior to event	<ul style="list-style-type: none"> • Proactively reached out to the media with customer-focused communications to help manage expectations ahead of the storm (plan for a multi-day outage) and during the anticipated lengthy restoration <ul style="list-style-type: none"> – News releases – Broadcast public service announcements – Social media posts on Facebook, Twitter and YouTube • Made approximately 1.1 million automated calls to inform customers of our preparations, provided important safety reminders and offered guidance for customers with medical conditions • Aerial patrolling secured
1 day prior to event	<ul style="list-style-type: none"> • Safety briefings for foreign crews performed • All prep actions verified and completed on schedule

Storm Irene: Worst in CT History

CL&P Major Storms Over Time

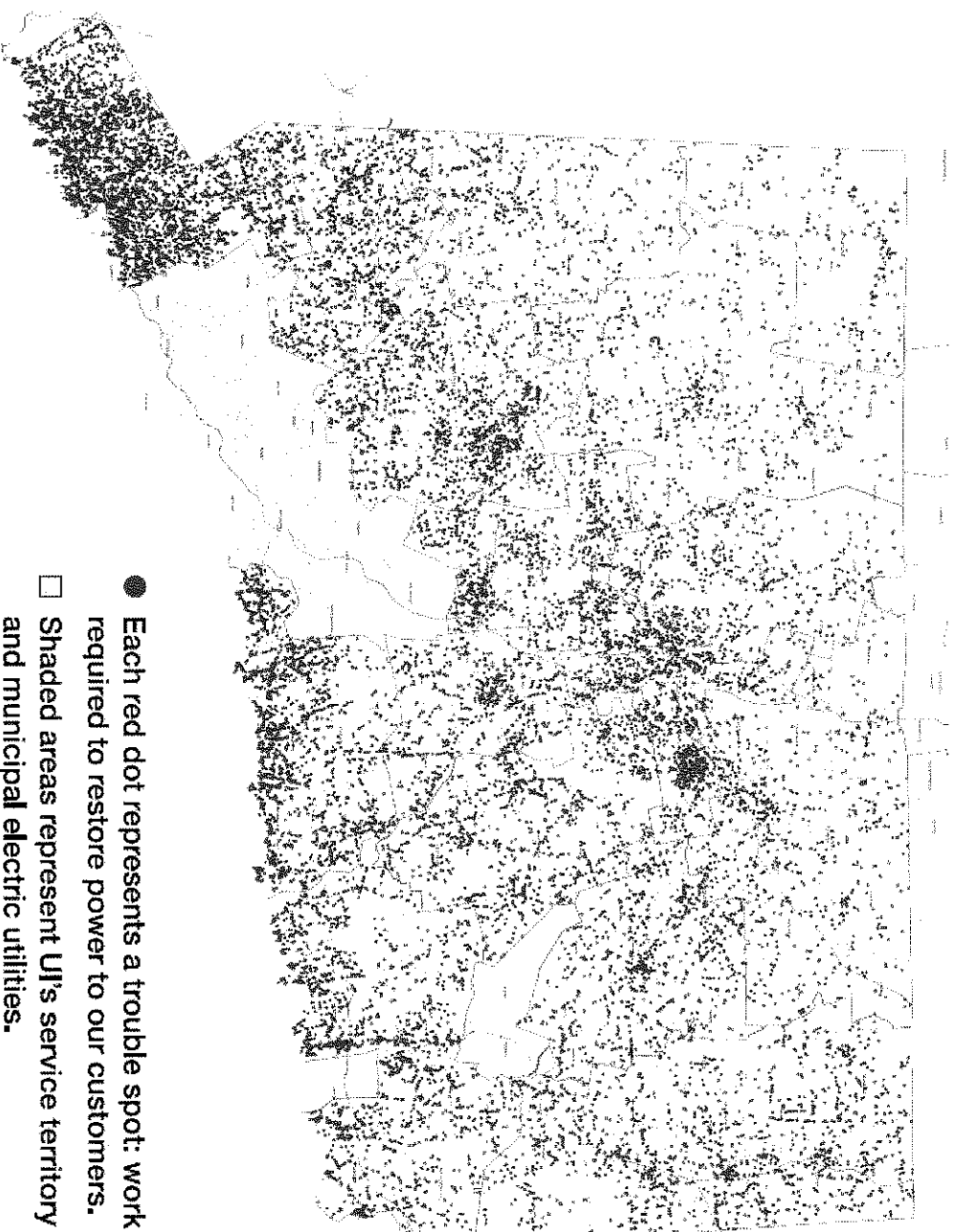
Storm Irene's magnitude of damage and resultant work surpassed historical levels for our company

- Approximately 671,000 customers out at peak
- Approximately 1,024,000 customers restored throughout the duration
- Approximately 7,500 people worked on the restoration (CL&P and NU employees, mutual aid and contractors)

Top Storm Outages			
Event	CL&P Customers Affected (approx.)	Date	Days to Complete Restoration
Storm Irene	1,024,000	08/28/11	9
Hurricane Gloria	506,150	09/27/85	10
Hurricane Bob	275,000	08/19/91	4
Snowstorm	209,658	11/19/86	3
Thunderstorm	209,045	06/08/11	4
Thunderstorm	201,651	07/23/91	3
Windstorm	168,544	03/13/10	7

CL&P Trouble Spots > 16,000

Damage was extensive, no part of the service territory was spared



- Each red dot represents a trouble spot: work required to restore power to our customers.
- Shaded areas represent UI's service territory and municipal electric utilities.

The extent of damage was unparalleled in scope

- About 1,300 poles were broken
- Over 100 miles of wire was replaced
- Over 1,700 transformers damaged
- Well over 2,500 residential and commercial services downed
- Over 1,500 roads were blocked by downed trees and wires across CT

CL&P Restoration Priorities

We follow the industry "best practice" priorities for restoring power to each service area

- 1
- 2
- 3
- 4

Public Safety

- Emergency response (911)
- Make safe (clear wires down)
- Assist road clearance

Critical Customers

- Hospitals
- Fire departments
- Police stations
- Convalescent homes
- Emergency shelters
- Water and wastewater treatment plants

Restore the Most Customers as Quickly as Possible

- Backbone lines
- Town centers and schools became a priority

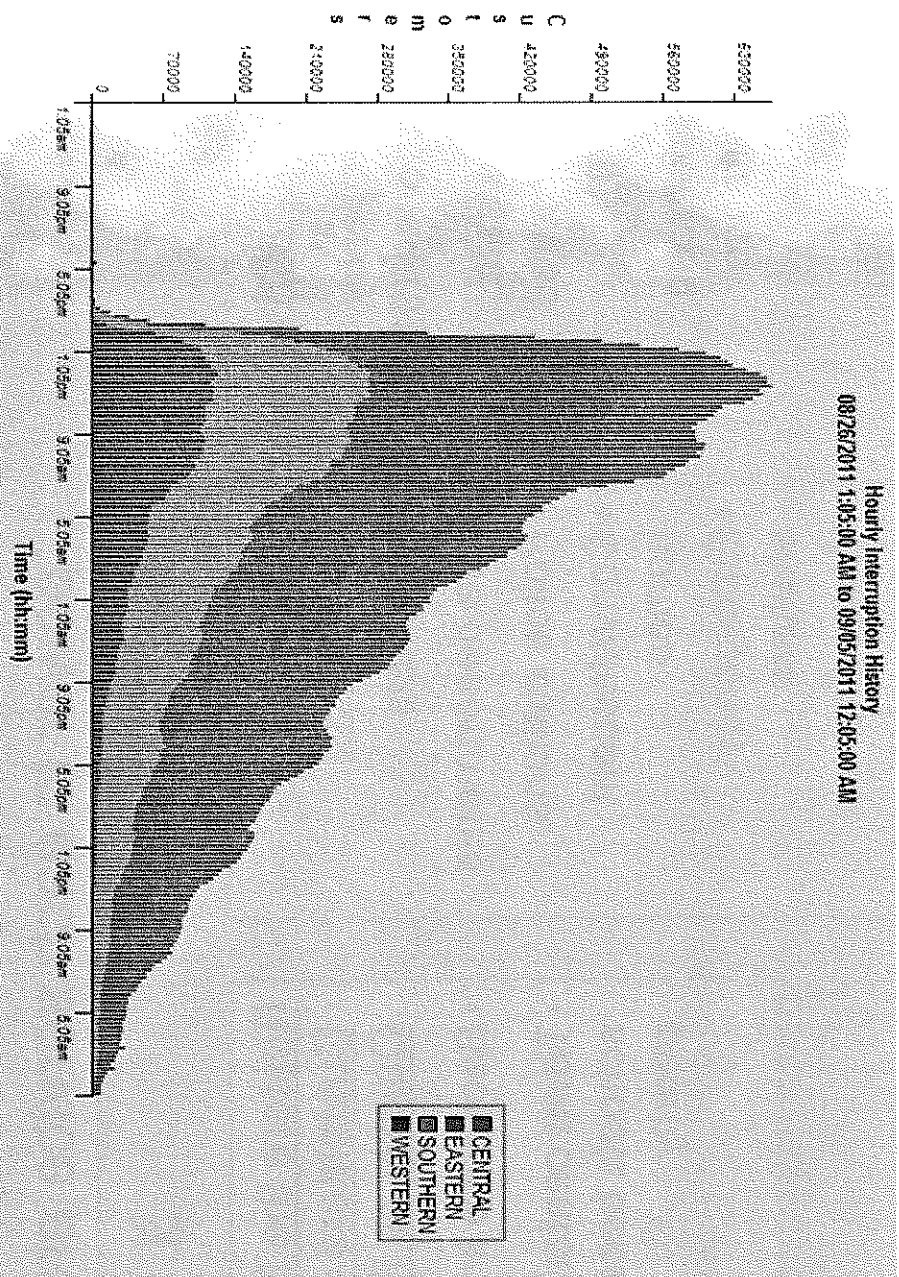
Complete Restoration

- Side tap lines
- Individual service lines

Damage assessment, road clearance and communication

CL&P Restoration

CL&P's response was strong



We made many improvements to our restoration process following the March 2010 southwest CT storm in the areas of:

- Preparedness
- Communications
- Town Liaisons

Resources were effectively deployed once received:

- Over 1,100 mutual aid/contractor crews
- Nearly 600 tree crews
- Approximately 4,000 NU support personnel

Customer Communications: Strong Performance

Call Center personnel and technology initiatives worked well

- Made approximately 1.1 million automated calls to inform CL&P customers of our preparations, provided important safety reminders and offered guidance for customers with medical conditions
- In the first 24 hours, NU's call centers handled approximately 476,000 calls, equivalent to 25 normal days of calls
- Responded to approximately 1 million CL&P customer calls over 9 days
- Sent approximately 500,000 outage updates via text messages to CL&P customer mobile phones
- Made post-outage calls to confirm power was restored to approximately 250,000 CL&P customers

CL&P Outreach Throughout Restoration Process

Senior officers led a comprehensive outreach throughout the restoration process

- Jeff Butler, President & COO – CL&P: Daily participation at Governor’s briefing meetings and press conferences; held morning media briefings and provided key messages through daily press releases
- Bill Quinlan, VP – Customer Solutions: Led communications with congressional representatives and coordinated town liaison efforts
- Bob Hybsch, VP – Customer Operations: Led EOC efforts and provided operational updates to the communications teams and senior management

CL&P Adaptive Strategies and Tactics

Senior officers were redeployed in the field to manage outage restoration in the hardest hit regions including communicating with town leaders

- Peter Clarke, President & COO – WMECo: Led the southeastern Connecticut restoration effort
- Jim Muntz, President Transmission Group: Led the northeastern Connecticut restoration effort
- Ken Bowes, VP – Energy Delivery Services: Led southwestern Connecticut restoration effort

Post-Storm Irene Summary

Overall Strong Performance

- Restoration completed ahead of schedule
- Outstanding safety performance
- Comprehensive communications
- Lessons learned from previous storms (March 2010 and June 2011) contributed to strong performance during Storm Irene restoration

Early Observations for Improvement

- State and utility tree policies need to be re-evaluated
- Review our make-safe process to expedite road clearing in collaboration with municipalities
- Provide customers and municipal officials with specific information
- Review mutual aid process to address resource adequacy

CL&P Outreach Action Plan

Continuous improvement

- Critical self-analysis is under way – our normal process to determine lessons learned and improve future performance
- Will actively participate in
 - Governor’s review
 - Legislative review
 - PURA review
- Proactive outreach to towns to identify lessons learned and opportunities to improve

Thank You from CL&P

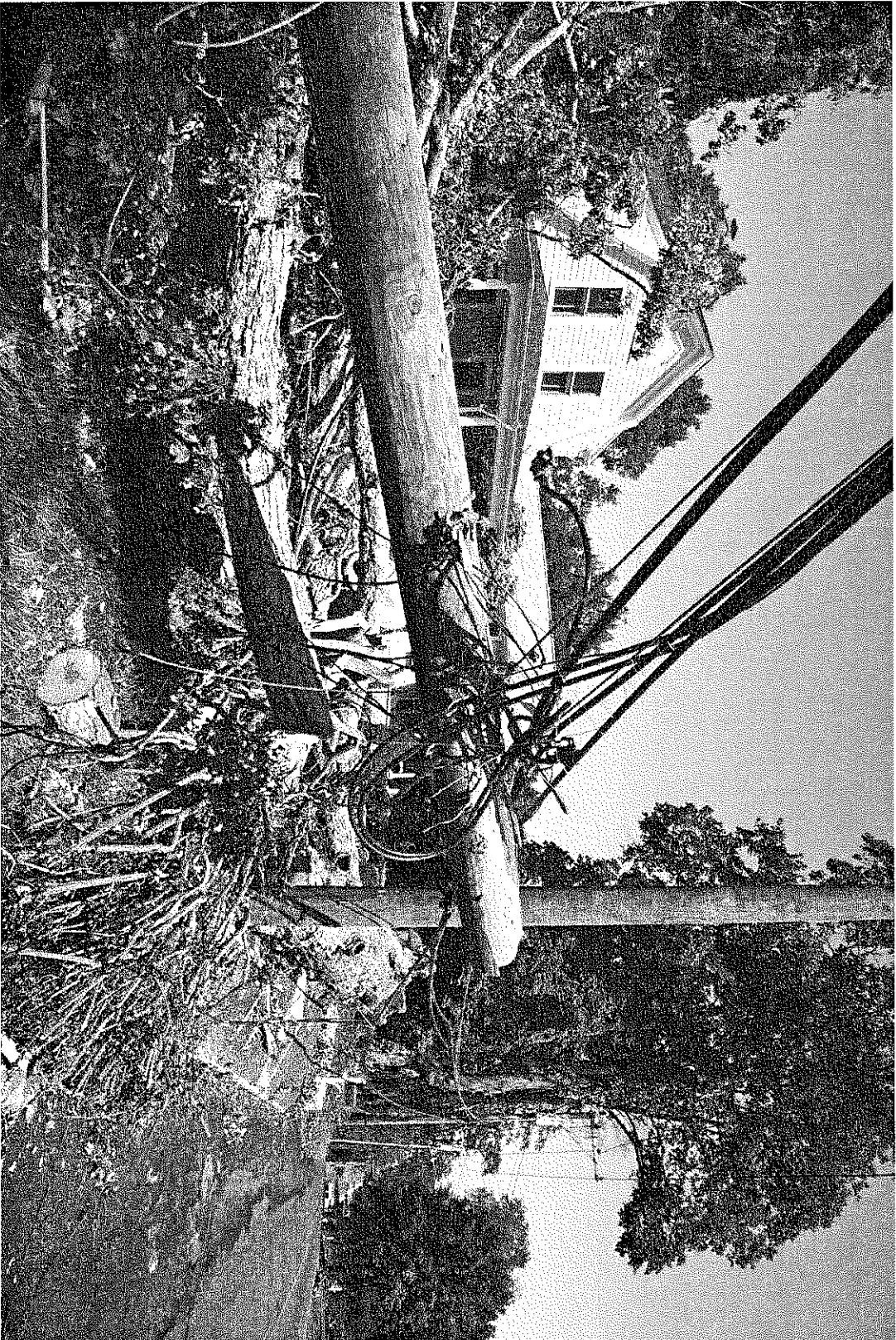
In addition to approximately 4,000 employees from CL&P, WMECo, PSNH, Yankee Gas and NUSCO, and mutual aid from at least 21 states and Canada, CL&P's restoration effort was supported by:

- Connecticut Governor Dannel Malloy who provided strong leadership
- The Department of Energy and Environmental Protection and PURA
- The Connecticut Office of Homeland Security and Emergency Operations
- Federal, state and municipal officials
- Police, fire and emergency crews
- The hundreds of Connecticut businesses who provided essential services and supplies
- The media who shared our important storm preparedness and safety messages

Thank you for helping us weather Storm Irene and safely restore service to our customers.



APPENDIX



Wilton, Connecticut



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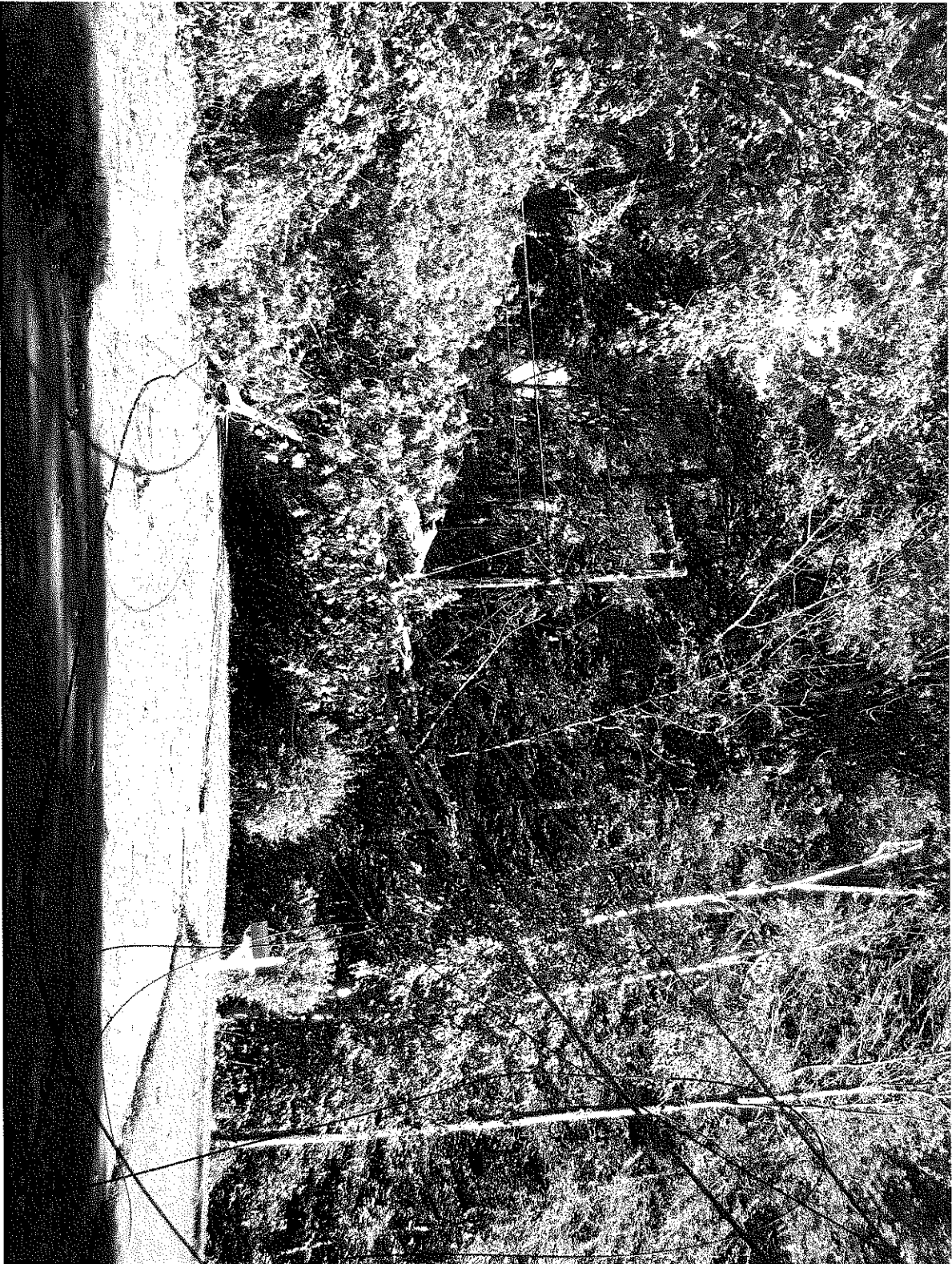
Waterbury, Connecticut



Columbia, Connecticut



Middletown, Connecticut



Avon, Connecticut

