



Duquesne Light Company

2020/2021 Storm Response

and

2021 Summer Readiness

May 27, 2021

Duquesne Light Company (Duquesne Light, DLC, or Company) provides safe and reliable electric service to more than 600,000 customers throughout parts of Allegheny and Beaver Counties in southwestern Pennsylvania, including the City of Pittsburgh.

Duquesne Light customers experience electric service reliability that is among the best in Pennsylvania; however, occasional severe weather and other emergency events occur, and service interruptions are unavoidable. When those interruptions occur, Duquesne Light relies on its comprehensive service restoration program to restore service safely and timely. Some of the more significant preparedness initiatives to ensure this high level of service reliability are detailed below.

A. Reliability Enhancement Programs

a. Enhanced Vegetation Management

Duquesne Light's Vegetation Management Department is executing its Rights-of-Way Vegetation Management Maintenance Program with the goal of reducing tree and branch failures through proactive tree pruning, and tree removal to increase clearance distances for identified portions of Duquesne Light's distribution facilities.

- i. DLC has preemptively focused on Ash tree removal since the identification of the Emerald Ash Borer in 2009. Ash trees comprise less than 5% of tree removals associated with the 2021 inspection and maintenance (I&M) work-plan.
- ii. Beginning in 2021, DLC implemented a mid-cycle off-ROW tree removal program to target conflict trees prior to tree failures. This program focuses on Off-ROW tree removals on circuits between vegetation management cycles with the most frequent device interruptions. By proactively targeting these areas, DLC is storm hardening and enhancing reliability for customers.

b. Storm Hardening

Duquesne Light's primary storm hardening activity is its focus on identifying and addressing danger trees. Duquesne Light believes that the Rights-of-Way Vegetation Management Maintenance Program will help to reduce the frequency of outages by addressing targeted tree failure conditions that have potential to result in physical damage to the Company's distribution facilities during storms.

c. Fuses/Reclosers/Automatic Switches

Duquesne Light's 23kV distribution circuits utilize 1,144 automatic three-phase sectionalizers and reclosers that divide each circuit into distinct load blocks of approximately 250-600 customers each. An additional 34 devices were added in

2020-2021, beyond replacements. These devices automatically isolate a downstream fault on the main feeder without causing outages to upstream customers. This action minimizes the number of customers that are affected by each outage. In addition, open tie devices are utilized between circuit load blocks that provide an alternate feed to the customers in each load block, which can maintain power in parts of the system while repairs are made on different sections.

Circuit laterals fed from the main feeder are generally protected by single-phase fuses that coordinate with the three-phase feeder devices to protect the main feeder and limit outages to a very small number of customers.

Duquesne Light utilizes pulse-reclosing fault protection and coordination with Intellirupter Reclosers and Scadamate Sectionalizers. This reduces the damage that can occur on a circuit during a fault sequence compared to traditional fault reclosing and makes circuit repair and restoration faster.

d. Smart Grid

Sectionalizers and reclosers used on Duquesne Light's 23kV distribution system are continuously monitored over a wireless network to its centralized Distribution Operations Center (DOC). Circuit problems are immediately annunciated at the DOC where operators quickly take action to relieve overloads or isolate faults and reroute power to customers on non-faulted load blocks. When an outage occurs, DOC operators are usually able to isolate the actual fault from the rest of the circuit and restore all downstream customers within five minutes. This automation and remote monitoring also helps operators pinpoint the actual faulted load block so field crews can be directed to the failure location more quickly in order to begin repairs.

e. Conservation Voltage Reduction (CVR) Activity

Duquesne Light is not currently participating in Conservation Voltage Reduction (CVR) activities.

The standard configurations of the Company's automated 23kV and 4kV capacitors provide many of the advantages of CVR with their localized controls. Duquesne Light configures intelligent capacitor controls to switch capacitors on or off depending on localized voltage levels. The use of voltage-only configurations normally results in providing maximum Var support without exceeding voltage standards. This maximum Var support often supplies excess Var flow back towards the station allowing the tap-changing transformers at the station to regulate to a lower step since the transformer, and eventually the transmission system, are not burdened with the need to provide additional Var support to the distribution circuits.

f. Any other relevant continual improvement activity

DLC initiatives for continual reliability enhancement include the following:

- i. MAXIMO
Integration of MAXIMO Work Management System has provided higher precision tracking and reporting of asset and financial information. The platform enhances the Company's ability to collect and track more granular location and equipment failure data.
- ii. Aerial cable rehabilitations projects planned for completion in next 6 months:
 1. Wilmerding-Rankin #4 22149 Phase 2
 2. Highland-Meadow 22630
 3. Wilson-Christy Park #3 22246
 4. Brunot Island-Suffolk #1 22039
 5. Universal-Wilkinsburg #1 22174
- iii. Unit Substation Conversions and 4kV MITS (Modular Integrated Transportable Substation) Installations planned for completion in next 6 months:
 1. Keown
 2. Horning
- iv. Overhead/Underground Conductor Replacement planned for completion in next 6 months:
 1. Universal-Wilkinsburg #1 22174
- v. Substation Equipment Upgrades (Breakers, Switches, Control)
 1. (13) 23kV breakers and associated equipment replaced since 2/1/2021
 2. (16) 23kV breakers and associated equipment to be replaced by 11/30/2021
- vi. Network Transformer Replacements
 1. (20) Underground Network Transformer Replacements to be completed by 11/30/2021
- vii. Underground Residential Rehabilitation
 1. (15) URD Rehabilitations to be completed by 11/30/2021

g. New Programs/New Technology Implementation

In late spring 2018 Distribution Planning began utilizing a software package called CYME v8.1 CYMDIST ("CYMDIST"). With CYMDIST, DLC planning

engineers are able to perform several types of analysis on balanced or unbalanced three-phase, two-phase, and single-phase systems that are operated in radial, looped, or meshed configurations. Specifically, from a reliability standpoint, it has been used to correct phase imbalance, better coordinate fusing, identify overloaded equipment, and alleviate voltage concerns across the DLC 4 kV and 23 kV distribution systems.

Installation of new capacitor control boxes allows for additional information to be remotely monitored and additional setpoints to be used to better increase effectiveness.

Finally, Duquesne Light is currently in the process of updating all remotely monitored devices from a 3G network to a 4G network. This has increased the communication reliability to our remotely monitored devices.

B. Preventative Maintenance Programs

a. Capacitor Inspections

All line capacitors are inspected both visually and with the use of infrared technology as part of overhead line inspections every five years.

b. Vegetation Management

Duquesne Light professionally manages a comprehensive vegetation management program utilizing industry best management practices to provide safe and reliable distribution service. This program is specifically designed for the management of vegetation on Duquesne Light's right-of-way (ROW) for the dependable operation of its distribution (4kV, 23kV, and 23TkV) and transmission (69kV, 138kV, and 345kV) system and includes:

- i. Select tree pruning and removal within the ROW accomplished through ground based as well as aerial means;
- ii. Hazard tree assessment and the removal of defective, dead, or diseased trees within or along the ROW; and
- iii. The selective mechanical and/or chemical control of incompatible tall-growing brush within the ROW.
- iv. Specific methods for line clearance are chosen based on the type of work involved while achieving it in a safe, professional, economical, and environmentally sound manner.

c. Substation Inspections

Duquesne Light inspects each distribution substation twelve times annually. The purpose of the substation inspection is to identify any emerging issues within the substation so that they can be corrected in a timely manner.

d. Aerial Patrols

- i. Comprehensive Visual Inspections (CVIs) are performed annually on specified transmission structures, with the entire transmission system inspected over a six year period. CVI is useful for identifying the following conditions from a helicopter: corroded insulator hardware, broken/damaged insulators, missing cotter pins, damaged crossarms, vegetation creep on tower legs, damaged static wire or conductor, etc.
- ii. These aerial vegetation inspections take place in a helicopter and normally occur at a slightly higher elevation and speed than the comprehensive visual inspections. Annual transmission vegetation patrols focus primarily on vegetation, but additionally report any conditions found on equipment or encroachments. These patrols include personnel from Duquesne Light's Vegetation Management Department in addition to a contracted line observer.

e. Infrared Inspections

Duquesne Light identifies approximately one-fifth of its distribution circuits each year for inspection. A two person crew typically drives each circuit (walking the ROW portions) and records the information generated from an infrared camera. Upon returning to the office, any visual observations, infrared pictures, and digital photos are noted and downloaded. A work order is created in the Company's work management system to track and address any deficiency or repairs needed. Each deficiency is assigned a priority based on the condition and type of equipment identified. A report, including any pictures, a description of each deficiency item, and the work order are then sent to the appropriate field personnel to schedule repairs.

f. UAV (Drone) Use

Duquesne Light has successfully performed a drone inspection pilot program on transmission towers to better understand drone limitations and report accuracy. The Company is evaluating pilot projects for drone inspections of overhead distribution circuits.

g. Any other relevant continual improvement activity

Duquesne Light audits a portion of all inspections to ensure accuracy. The Company is also pursuing digitizing substation inspection forms.

h. New Programs/New Technology Implementation

Duquesne Light's Vegetation Management department deployed a work management solution that supports the business unit on the end to end workflow associated with the annual work plan. The solution has improved efficiencies and allows the business unit to geo-locate planned field work and deploy to vegetation management contractors for full execution in a mobile cloud based real time environment. As field work is executed, DLC Vegetation Management team members are able to audit work tasks to ensure compliance with company vegetation management specifications and the I&M plan.

C. Capacity Planning

The Company annually performs an individual company assessment of the Duquesne Light area bulk electric system for the upcoming summer period. The summer seasonal assessment of local facilities ensures that the system can supply projected customer demands and projected Firm Transmission Services in accordance with Duquesne Light's local reliability standards. The complete analysis addresses Duquesne Light's transmission performance for the 2021 summer forecasted peak load of 2,768 MW. Included in this assessment are firm transmission upgrades.

Duquesne Light also participates in the PJM Interconnection, LLC (PJM) Operations Assessment Task Force (OATF) summer study and the ReliabilityFirst Corporation (RF) summer seasonal assessment. The OATF and RF studies have been completed and Duquesne Light's internal analysis is conducted annually. Based on the OATF and RF assessments, as well as the preliminary results of the Company's assessment of system conditions modeled for the 2021 summer period, the Duquesne Light bulk electric system is expected to sufficiently support the projected peak load under normal operating conditions.

Individual circuit load forecasting, along with bulk substation forecasting and contingency analysis are performed by the Distribution Planning Group on an annual basis. These planning tools are used by Distribution Planning to review loadings of distribution circuits and stations. Any capacity issues discovered during this process are addressed through engineering scopes of work along with any necessary business case documents in an effort to allocate funding and resources to address capacity issues.

D. 2020/2021 Storm Update and Lessons Learned

As in past years, Duquesne Light continues to hold internal storm review meetings following all major outage events. Over the past six months Duquesne Light established a Storm Improvement Team. The team focused on a holistic approach to improvement that included people, process, and technology.

DLC's Storm Improvement team focused on a holistic approach to improvement:

- People
 - Reviewing Current Storm Team structure and operation.
 - Expanding the pool of trained individuals to increase the ability to respond to storms.

- Process
 - Further aligning the Storm Plan to the internal Incident Command Structure ("ICS")

- Technology
 - Implemented integrations between existing technology systems.
 - Creating a storm dashboard for sharing of information during a storm event.

E. 2021 Summer Readiness

a. Capacity Additions

Duquesne Light's capacity additions within the past year on the Distribution/Subtransmission System are as follows:

- i. Portions of circuits that had previously been served by 4 kV step-down transformers off of 23 kV circuits were converted to eliminate the step-down transformers and serve the load from a 23 kV source. These circuits include portions of the following circuits:
 1. Wildwood 23869: approximately 170 kVA of connected load converted from 2.4/4.16 kV to 13.2/23 kV;
 2. Pine Creek 23711: approximately 225 kVA of connected load converted from 2.4/4.16 kV to 13.2/23 kV;
 3. Valley-Morado #3 D22807: approximately 3,100 kVA of connected load converted from 2.4/4.16 kV to 13.2/23 kV and transferred to new Valley D circuit.
 4. Valley-Morado #2 D22860: approximately 4,700 kVA of connected load converted from 2.4/4.16 kV to 13.2/23 kV and transferred to new Valley D circuit.

- ii. The Riazzi Substation was energized and distribution circuits will be added incrementally to provide increased capacity in the Oakland area.
- iii. The following circuits were upgraded from 4 kV to 23 kV either wholly or partially:
 - 1. 410 kVA of 48th Street 4187 was converted to 23 kV and transferred to Arsenal D23841.
 - 2. Valley 4824 was fully converted to 13.2/23 kV and transferred to Valley D23785.
 - 3. Rochester 4800 was fully converted to 13.2/23 kV and transferred to Valley D23785.
 - 4. Rochester 4801 was fully converted to 13.2/23 kV and transferred to Valley D23785.
 - 5. Rochester 4802 was fully converted to 13.2/23 kV and transferred to Valley D23785.
 - 6. Darlington 4876 was fully converted to 13.2/23 kV and transferred to Valley D23784.
- iv. The following are new 13.2/23 kV distribution circuits:
 - 1. Highland D23825
 - 2. Dravosburg D23754
 - 3. Clinton D23602
- v. The following are new 23 kV subtransmission circuits:
 - 1. Clinton-McMichael T22904

The Company's Transmission Planning group, along with PJM, continues to evaluate Duquesne Light's transmission system to identify system enhancement projects. Capacity improvements that were made to the transmission system over the past year are listed below:

- i. Potter-NOVA Chemical, transmission circuit Z-180 was added to the system to provide a second source to the NOVA Chemical transmission customer.

b. Transmission Preparedness

Annually Duquesne Light participates in PJM's Summer Emergency Procedures Drill which is conducted to assess the readiness of system operations personnel during emergency conditions. The objectives of the drill are to ensure that the following occurs:

- i. PJM personnel and member companies understand emergency procedures;

- ii. Communication facilities are adequate between PJM and member companies;
- iii. PJM and member company personnel demonstrate effectiveness of corporate/governmental affairs communications; and
- iv. PJM, as a Regional Transmission Operator (RTO), as well as Local Control Centers (LCCs), and Marketing Operations Centers (MOCs) provide adequate information to governmental agencies.

c. Event Preparedness

Duquesne Light utilizes a comprehensive written Emergency Operations Storm Plan (Storm Plan), which is updated at least annually and is currently under review. The purpose of the Storm Plan is to provide guidelines and procedures for managing the Company's response to service interruption events that result from any cause. Typically, Storm Plan use is required when weather events escalate the Service Interruption Classification to Yellow or Red as defined in the Storm Plan. However, the Storm Plan is also used to address Service Interruption Events caused by events other than weather.

The Storm Plan is designed to provide immediate response and subsequent recovery from any disaster.

The Storm Plan has been developed to:

- Provide an organized and consolidated approach to managing response and recovery activities following an unplanned incident or event; and
- Ensure communications with employees, customers, media, regulatory agencies, as well as federal, state and local governments to operate effectively and exchange accurate and timely information.

Duquesne Light also maintains a subscription to StormGeo, a premier weather forecasting service that provides customized forecasts once daily, severe weather alerts, and 24/7 availability to a StormGeo forecaster.

d. Training

Duquesne Light conducts Storm Preparedness Training each year for employees serving roles on the Storm Restoration Team. Duquesne Light conducted the Storm Drill, both virtually and in-person, on April 15th 2021. During this exercise, a mock summer storm causing damage to our system was simulated. The Storm Restoration Team was activated and members practiced their roles, working together to safely lead a successful restoration effort. Due to the pandemic, we were unable to have any external agencies attend the drill as observers, but did work with the Public Utility Commission and Peoples Gas to work through

procedures and reporting cadences. The next scheduled in-person training will be conducted in the spring of 2022.

e. Personnel Sufficient

As of May 20, 2021, Duquesne Light is recruiting internal and external candidates to fill open, essential positions, which does not include 25 Apprentice Lineworker positions that could be filled in September by students who are currently in our Electrical Distribution Technology program. Current openings can be viewed at this link: [Duquesne Light Career Opportunities](#)

The DLC Talent Acquisition strategy is focused on providing hiring managers with a pool of highly-qualified candidates to consider when filling vacancies. In addition to recruiting experienced candidates, DLC continues to host a formal Summer Internship program targeting rising juniors and seniors. The internship program provides the interns with professional work experience and an understanding of the company culture while enabling DLC to gauge the student's aptitude and growth potential as future employees. Between 2015 and 2021, DLC has extended 49 full-time job offers and hired 42 former interns into full-time roles.

EDT Program Description: The Electrical Distribution Technology (EDT) program is a joint partnership between Community College of Allegheny County (CCAC) and Duquesne Light to provide training in the basic skills, knowledge, and abilities applicants would need to apply for skilled craft positions in the electric utility industry. The program design, including pre-qualification testing and course content, is intended to not only produce candidates who possess the skills to safely and confidently perform the manual tasks associated with electrical utility work, but also build the foundational skills that will allow them to advance further in their careers.

The EDT program consists of a fast-paced and challenging curriculum that incorporates practical application of safety concepts and established work practices in the Overhead, Underground, and Substation Maintenance crafts with college level academic courses in computers, math, and electrical theory. Students attend classes Monday through Friday, both day and evening, to complete the one-year 44 credit course; receiving a Certificate in Electrical Distribution Technology. Students are responsible for paying their own tuition for the classes at CCAC. There are two paid internships at the end of each semester as part of the program. Upon graduation, students who excelled during the program and demonstrated the right skills and attitudes are considered for employment with Duquesne Light through its standard hiring practices.

In spite of COVID-19, there has been minimal impact to this program and students will graduate on schedule.

f. Continuous Improvement

Duquesne Light is a participant in the Spare Transformer Equipment Program (STEP) program managed by Edison Electric Institute (EEI). The program is a binding obligation to share transformers in the event of a triggered event as defined by Homeland Security. The binding obligation is an agreement to sell an obligated number of Duquesne Light's spare transformers to a company in need once a triggering event occurs. The program shares the burden of maintaining spare transformers proportionally across all participants.

To help restore electric service to communities after catastrophic emergencies or significant natural events, 18 utilities – including Duquesne Light Company – have now committed to participate in the Regional Equipment Sharing for Transmission Outage Restoration or RESTORE program, which establishes a proactive approach to providing critical equipment for utilities that need additional resources during disaster recovery. Formed in 2017, RESTORE is designed to enhance the resilience and reliability of the power grid and provide additional sources for utilities seeking critical equipment during disaster recovery and does not replace existing programs or agreements already in place. Duquesne Light Company's participation in the RESTORE program was approved by the Commission on March 15, 2018.

g. New Programs/New Technology Implementation

The Operations Center deployed a new Open Systems International (OSI) EMS SCADA system on 4/28/2020. This new system allows the company improved visibility into its operating system to more quickly identify and address issues as they arise.

F. Storm Response

a. Outage Restoration Strategy

When the extent of storm damage to the electrical system is severe and widespread throughout the Duquesne Light service area, restoration activities must be prioritized. In all situations, the safety of the public, as well as those working to restore service, is always the overriding and highest priority. Duquesne Light follows these restoration priorities, which are generally universal throughout the electrical utility industry.

i. **Public Safety Hazards:**

The Company's first priority is to quickly address public safety hazards, such as wires that are down across major highways, burning wires, or equipment or building fires. While downed power lines are being

addressed, company personnel continue to assess the total damage to the electrical system's infrastructure and begin restoring service.

ii. **Public Health and Safety Facilities (Critical Customers):**

Repair work that restores power to essential facilities that provide critical services is a high priority. This includes hospitals, police, fire and emergency facilities, water and sanitary authorities, nursing homes and assisted living facilities, etc.

iii. **Major Circuits:**

Duquesne Light continues rebuilding its system by next focusing on major circuits as it strives to restore power to the greatest number of customers as quickly as possible.

iv. **Small Neighborhoods/Individual Homes:**

Once major circuits have been repaired, restoration efforts focus on smaller neighborhoods and groups of customers served by a single transformer. Finally, service to individual homes and businesses are restored as crews repair "service drops," which are the wires that bring electricity from the nearest pole to an individual building.

b. Communication and Outreach

During major outages and severe weather events, Duquesne Light uses various methods to keep customers informed. These include updates to local media outlets when appropriate; postings on the company's social media channels, including Twitter, Facebook, and Nextdoor; updates on the corporate website; email messages to customers; and updates to local emergency management agencies. The company is also in the process of implementing a new messaging platform that will enable targeted emails and text messages to be sent to a custom list. This process will be particularly helpful during storms and other major outage situations when Duquesne Light can isolate specific geographic areas that are impacted.

In addition to providing outage and restoration updates, Duquesne Light uses social media and email to share important content with customers before potential severe weather, including safety tips, how to report an outage and ways to prepare for possible power loss.

Duquesne Light also has a process for communicating storm damage and restoration information to elected officials. In advance of storm season, Government Affairs sends an email to elected officials and regulators throughout the service territory advising them of certain storm protocols and outage

information. During severe weather events, elected officials and regulators are given outage and restoration updates when necessary.

Furthermore, Duquesne Light provides a public outage map that is used as part of the company's Power Restoration Update Center (PRUC) website. The PRUC is activated when the company experiences a severe weather event.

With the recent launch of Duquesne Light's new comprehensive storm plan and team, storm-related communications have become more synchronized and strategic across various groups, including Corporate Communications, Customer Experience, Government Affairs, and Major Accounts. This coordinated process has greatly improved how the company communicates to customers, employees, the media, and elected officials during critical outage events.

c. Outage Restoration and Storm Response Best Practices Implemented and/or Identified for Future Implementation

Duquesne Light's Best Practices Implemented:

- i. The Company has designed its 23kV radial distribution system with normally open tie points to other circuits allowing for switching to restore customers faster during a storm;
- ii. Installation of the Intelliruptor which provides pulse reclosing and limits the amount of customers experiencing an interruption as the circuit attempts to isolate a fault condition;
- iii. The transmission and distribution systems are also continually monitored to identify poor performing circuits. After a circuit has been identified, a maintenance plan is put in place to increase the circuit's reliability;
- iv. A Vegetation Management Plan is in effect to reduce the outages caused by trees during a reasonably expected storm event;
- v. The Company has a Storm Plan in place that defines restoration sequences and priorities. The Company also conducts training on its Storm Plan annually.
 - Duquesne Light adopted the principles of the National Incident Management System (NIMS) and its Incident Command System when managing widespread service outages.
 - The Company also increased its pool and use of supplemental trouble investigators and public protectors fostering an acceleration in identifying and protecting downed wires during a storm.

The Company belongs to two regional mutual assistance groups that are committed to providing restoration resources after a storm at no profit.

Duquesne Light's Best Practices Identified for Future Implementation:

- The Company is committed to the installation of an Outage Management System (OMS), which will provide customers with more accurate restoration information and give the Company the ability to more efficiently restore power during storm events. This OMS is targeted to go live near the end of 2022.

d. Any Other Relevant Continual Improvement Activity

Duquesne Light continues to provide Company representative staffing at the Allegheny and Beaver County EMS 911 Center, when requested, for utility representation during major events.

The Company is an active member in the CIIWG (Critical Infrastructure Interdependency Working Group) whose mission is to improve lines of communication between critical infrastructure partners and to encourage cooperation amongst members in order to better prepare for, and respond to, issues involving lifeline functions that support critical infrastructure sectors, and for the gathering of data, best practices and other information in order to produce deliverables that achieve improved communication and cooperation and increase resiliency.

e. New Programs/New Technology Implementation

Duquesne Light did not implement any new technology or programs for storm response during the current reporting period.

G. COVID-19

a. Impact on operations/capital projects in 2020

Duquesne Light and its contractors enacted protocols to protect the workforce in response to the COVID-19 pandemic. As a result of these protocols, Duquesne Light experienced little impact to its ability to execute capital projects in 2020 despite the challenges presented by COVID-19. Some work in the City of Pittsburgh was delayed due to work restrictions in the City during the first several months of the pandemic, but the work was completed in 2020 as planned. Duquesne Light delayed starting URD rehabilitation projects, which require customer outages, from early April 2020 to early July 2020 to allow customers time to adjust to the pandemic challenges that hit the public in March, and completed all 2020 planned work on these projects. Additionally, some portions of projects that required outages to hospitals were delayed, but still completed in 2020.

b. Overview of 2021 operations and capital projects and COVID-19 protocols

Duquesne Light does not anticipate any significant impact to its 2021 capital plan due to the COVID-19 pandemic. Duquesne Light continues to follow both CDC and Pennsylvania guidance related to COVID mitigations. Examples of policies and mitigation practices that are currently in place include the following:

- The use of face masks and social distancing is required;
- There is a limitation to only one employee per vehicle;
- The majority of the office workers continue to work remotely;
- Field crews work in “pods” to limit exposure between work groups;
- Access to critical areas is limited;
- Contact tracing and quarantine best practices continue to be followed.

Note that some of these practices may be lifted in the near future, as the guidance from the CDC and Pennsylvania Department of Health continues to evolve.

Duquesne Light has also encouraged employees to get vaccinated. This includes allowing employees to use paid time for vaccination appointments, making vaccination an optional activity to qualify for the wellness incentive, providing regular communications and informational sessions, and partnering with a vaccine provider to offer a vaccination clinic at a DLC facility.

c. Lessons learned and best practices captured for future operations

Key lessons learned from Duquesne Light’s response to the COVID-19 pandemic include the critical role of communications and organizational agility. Keeping employees informed and updated was essential, especially in the first several weeks. Additionally, Duquesne Light was able to quickly pivot to remote work for its office-based employees and move field crews into “pods.”