



**“Coalition of the Willing”
Leading Changes:
Discipline, Perseverance,
and Determination in
Serving Puerto Rico’s
Electric Customers**

Emergency Response to Hurricane Fiona

LUMA's response and restoration efforts following Hurricane Fiona represented a historic undertaking with significant work performed to restore power to the company's 1.5 million customers.

RESTORATION EFFORTS

DAMAGE ASSESSMENTS

PUBLIC INFORMATION



OVER 90%
Customers restored in 12 days



2,500+
Utility workers deployed



2,500+
Vehicles deployed



239
Total flight hours,
12,000+ miles flown



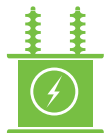
\$4+ Billion
in damages sustained



54%
of Distribution feeders
damaged



30%
of Transmission line damaged



7
Substations submerged



435
Updates provided



1,759
Radio announcements



1,135
Social media updates



34
Videos posted



What is the key issue regarding this topic?

Since June 1, 2021, the 3,000 men and women of LUMA have been hard at work as the Puerto Rico electric grid's System Operator. We have been working alongside the Puerto Rico Electric Power Authority (PREPA), who previously served as the operator and continues to provide generation. Come May 2023, GeneraPR will be taking over operation and management of legacy generation assets.

Operation and maintenance of both the electric grid and generation assets transitioning from one singular government entity to multiple private entities requires formalizing partnerships between key public and private stakeholders:

MORE THAN A “COALITION OF THE WILLING”



FEMA



LUMA



GeneraPR

DEPARTMENT OF
ECONOMIC DEVELOPMENT
AND COMMERCE
DED C



What are the key obstacles to overcome in addressing this issue in the next 12 months?

- ✓ **Understanding organizational cultures:** Different government and private entities have varying beliefs, values, and norms that influence how employees behave and share information outside the organizations.¹
- ✓ **Understanding contractual obligations vis-a-vis de facto government practices:** Contracts have specific requirements that are not necessarily aligned with other government agencies' expectations.



Apollo 13, Square Peg in a Round Hole Scene.²

¹Newstrom, J.W. (2015). *Organizational Behavior: Human Behavior at Work* (14th ed.). New York, NY: McGraw-Hill.

²Grazer, B. (Producer) & Howard, R. (Director). (1995). *Apollo 13*. USA: Universal City Studios.

What are the benefits / consequences of addressing or not addressing this obstacle?

✓ Benefits:

- ✓ Better service and transparency for our 1.5 million customers
- ✓ Clear expectations for all (government and private) agencies
- ✓ Recognition and understanding of contractual obligations that are integrated to the government framework
- ✓ Seamless transition from Blue Sky conditions to Emergency Management scenarios with established roles and responsibilities and informed, well-rehearsed players.

▶ Consequences:

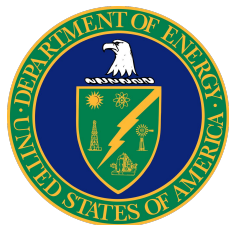
- ▶ Continuation of the status quo

To achieve Puerto Rico's energy security goals, it is critical to recognize the transition of the ESF-12 membership from a purely government structure to a dynamic public-private partnership dictating changes on how the partnership shares information and make decisions that benefit customers of the Puerto Rico electric grid.

MORE THAN A “COALITION OF THE WILLING”



FEMA



LUMA



DEPARTMENT OF
ECONOMIC DEVELOPMENT
AND COMMERCE
DEDC

