

# Agenda

## PJM General Session – Resilience

Gaylord National Resort & Convention Center, National Harbor, MD

May 15, 2018

8:15 a.m. **Welcome**

**Mike Borgatti**, Chair, Members Committee

**Andy Ott**, President and CEO, PJM Interconnection

8:30 a.m. **Framing the Resilience Landscape**

Introductions by **Denise Foster**, VP, State & Member Services

**Rob Glenn**, Director – Private Sector Integration, Federal Emergency Management Agency

**Pat Hoffman**, Principal Deputy Assistant Secretary for the Office of Electricity Delivery and Energy Reliability, US Department of Energy

9:30 a.m. **Break**

9:45 a.m. **Lessons Learned From Recent Events and Infrastructure Interdependencies**

Moderated by **Tom O'Brien**, Sr. VP, Chief Information Officer

**Scott Aaronson**, Vice President, Security and Preparedness, Edison Electric Institute

**Michael Hyland**, Sr. Vice President, Engineering Services, American Public Power Association

**Don Daigler**, Director, Business Resilience, Southern California Edison

**Saul Rojas**, Vice President, Technical Compliance, New York Power Authority

**Caitlin Durkovich**, Toffler Associates, former Assistant Secretary of Infrastructure Protection, US Department of Homeland Security

11:25 a.m. **Closing Remarks**

**Howard Schneider**, Chair, PJM Board of Managers



Robert C. Glenn  
Director, Private Sector Division, Director, National Business Emergency Operations  
Center, Federal Emergency Management Agency

Rob coordinates across agency programs nationally to improve information sharing and connections between the private sector and FEMA to enhance national resilience to all hazards. He directs the National Business Emergency Operations Center that serves as a central information sharing hub for national level companies and associations during crisis, emergencies, and disasters.

As Ohio Governor John Kasich's Homeland Security Advisor and Executive Director of Ohio Homeland Security, he developed the state's first Cyber Security strategy and action plan; conducted a collaborative review of homeland security progress since 9/11; and focused priorities to mitigate future threats. He coordinated Ohio's counter-terrorism, prevention, and infrastructure protection programs and improved statewide information-sharing through the three fusion centers in the state.

In key emergency management roles, Rob led Ohio's public affairs response to eight federally declared disasters including the 2003 blackout and integrated utilities operating in the state into the State EOC. He also developed the state's first common operating picture and private sector coordination program in the State EOC, paving the way for Ohio's successful public private partnership program.

Formerly a preparedness and emergency management subject-matter expert at Booz Allen Hamilton, Rob advised clients in the Department of Defense, the Department of Homeland Security, and Federal Emergency Management Agency. Prior to that, he developed and led a plan that enabled uninterrupted contract support to operations in Afghanistan while at a top 50 defense firm.



Patricia Hoffman  
Principal Deputy Assistant Secretary, Office of Electricity Delivery and Energy Reliability  
U.S. Department of Energy

Serving as the Principal Deputy Assistant Secretary for the Office of Electricity Delivery and Energy Reliability (OE) at the U.S. Department of Energy (DOE), Ms. Patricia A. Hoffman also served as Acting Under Secretary for Science and Energy from January 2017 until November 2017 when the U.S. Senate confirmed Mark Menezes as Under Secretary of Energy. Ms. Hoffman served as Acting Assistant Secretary for OE from January 2017 until October 2017 when the OE Assistant Secretary was confirmed by the U.S. Senate.

Ms. Hoffman was named Assistant Secretary for OE from June 2010 to January 2017, after serving as Principal Deputy Assistant Secretary since November 2007. The focus of her responsibility was to provide leadership on a national level to modernize the electric grid, enhance the security and reliability of the energy infrastructure and facilitate recovery from disruptions to the energy supply both domestically and internationally.

Ms. Hoffman holds a Bachelor of Science and a Master of Science in Ceramic Science and Engineering from Pennsylvania State University.



**Scott Aaronson**  
Vice President, Security and Preparedness, Edison Electric Institute (EEI)

Scott has been with EEI since 2009 when he joined the government relations department focusing on security and several emerging technology issues, including electric grid modernization, cybersecurity policy, and telecommunications priorities. He now leads EEI's security and preparedness team where he focuses on industry security and resilience initiatives, establishing collaborative partnerships between government and electric companies—and across critical infrastructure sectors—that enhance security for the energy sector.

In addition to his role at EEI, Scott also serves as the Secretary for the Electricity Subsector Coordinating Council (ESCC). The ESCC is the primary liaison between senior government officials and industry leaders representing all segments of the sector. This partnership is held up as a model for how critical infrastructure operators can work with government, yielding dramatic improvements in security and preparedness for the electric power sector and the nation.

In these roles, Scott has provided testimony before several state legislative and regulatory bodies, both houses of the U.S. Congress, and to the United Nations Security Council. He speaks frequently with national media, is a board member of The George Washington University's Center for Cyber and Homeland Security, and has been a trusted source for policymakers on issues of critical infrastructure security, including both the Pentagon's Defense Science Board and the President's National Infrastructure Advisory Council.

Prior to joining EEI, Scott was a senior adviser to Members of Congress serving the 12th Congressional District of California, including former House Foreign Affairs Committee Chairman Tom Lantos. From 2001 to 2007, he served as an economic policy adviser to U.S. Senator Bill Nelson.

Scott received a Bachelor's Degree in journalism from the University of Colorado at Boulder for his undergraduate studies, and a Master's Degree from The George Washington University Graduate School of Political Management. He also has received continuing education in executive leadership from the University of Pennsylvania's Wharton School of Business. He lives on Capitol Hill in Washington, DC with his wife, two daughters, a mutt, and a not-so-Great Dane.



**Don Daigler**  
Director of Business Resiliency, Southern California Edison

Don Daigler is currently the Director of Business Resiliency and Corporate Real Estate for Southern California Edison (SCE) one of the nation's largest utilities. In this role he leads the company's emergency management, business continuity, hazard assessment and mitigation, meteorology and other corporate resiliency initiatives.

Prior to joining SCE Mr. Daigler was the Director of Response Planning for the Federal Emergency Management Agency (FEMA) in Washington, DC where he directed all of the agency's emergency response planning efforts. He was also responsible for leading the agency's chemical, biological, radiological, nuclear and explosives programs along with the National Hurricane Program and Remote Sensing Program.

Mr. Daigler has more than 35 years of experience in program/project management, national security and emergency management and has filled various leadership roles for the Department of Energy's, National Nuclear Security Administration, the Department of Homeland Security, and the Environmental Protection Agency in the areas of nuclear counterterrorism, research and development, health physics, and nuclear weapons testing. He also served in the United States Air Force and has a Bachelor of Science degree from Regents College in Albany, NY.



Caitlin Durkovich  
Director, Toffler Associates

Caitlin Durkovich is a Director at Toffler Associates, a strategic consulting and advisory firm that architects better futures for public and private sector clients around the globe with an unwavering commitment to be the catalyst for change. A recognized expert in critical infrastructure security and resilience, including cybersecurity, Caitlin helps public and private sector clients navigate the complex operational challenges posed by an increasingly interconnected and interdependent global economy. Over the course of nearly two decades of developing physical and cyber risk management approaches, Caitlin has successfully advanced public-private partnerships that drive thought leadership, influence policy, and evolve industry practices to manage security and operational risks.

Caitlin served nearly eight years in the Obama Administration, including four years as Assistant Secretary for Infrastructure Protection with the Department of Homeland Security. She led the mission to protect critical infrastructure and redefined public-private risk management for emerging issues like complex mass attacks, electric grid security, cybersecurity, GPS resilience, and climate adaptation planning. Her experience also includes leading homeland security projects with several government agencies while at Booz Allen Hamilton and pioneering early warning cyber intelligence at iDefense (acquired by Verisign).

Caitlin earned a B.A. in public policy studies from the Terry Sanford Institute of Public Policy at Duke University and a certificate in business strategy from The Aspen Institute.



Michael J. Hyland  
Senior Vice President of Engineering Services, American Public Power Association

Michael J. Hyland is currently the Senior Vice President of Engineering Services for the American Public Power Association in Washington, DC. His department covers the majority of engineering issues faced by public power, including Research & Development; Engineering and Operations; Distributed Resources; Safety; Smart Grid; Cyber and Physical Security and all other items that tend to be listed under 'Operations' of an electric utility.

Prior to coming to APPA in 1996, he worked in various engineering positions with Public Service Company of New Hampshire and Philadelphia Electric Company. Mike's background includes a BSEE from Drexel University, and he's a registered Professional Engineer. Mike is the former Chair of the IEEE National Electric Safety Code for the 2012 and 2017 editions, and has served on a variety of committees ranging from NERC's Planning/Engineering Committee to Task Forces at DOE, DHS, OSHA, etc.



**Saul Rojas**  
Vice President of Technical Compliance, New York Power Authority

Saul Rojas is the Vice President of Technical Compliance at the New York Power Authority. He is responsible for providing executive leadership and oversight for the New York Power Authority's NERC Compliance, Emergency Management, Physical Infrastructure Security, Quality Assurance, Code Compliance and EH&S Compliance Programs.

He has degrees in mathematics and electrical engineering, from New York University and the Stevens Institute of Technology, respectively, as well as an MBA from the Pace University Lubin School of Business.

Saul resides in the New York City area with his wife and three children.

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**Anti-trust:**

You may not discuss any topics that violate, or that might appear to violate, the antitrust laws including but not limited to agreements between or among competitors regarding prices, bid and offer practices, availability of service, product design, terms of sale, division of markets, allocation of customers or any other activity that might unreasonably restrain competition. If any of these items are discussed the chair will re-direct the conversation. If the conversation still persists, parties will be asked to leave the meeting or the meeting will be adjourned.

**Code of Conduct:**

As a mandatory condition of attendance at today's meeting, attendees agree to adhere to the PJM Code of Conduct as detailed in PJM Manual M-34 section 4.5, including, but not limited to, participants' responsibilities and rules regarding the dissemination of meeting discussion and materials.

**Public Meetings/Media Participation:**

Unless otherwise noted, PJM stakeholder meetings are open to the public and to members of the media. Members of the media are asked to announce their attendance at all PJM stakeholder meetings at the beginning of the meeting or at the point they join a meeting already in progress. Members of the Media are reminded that speakers at PJM meetings cannot be quoted without explicit permission from the speaker. PJM Members are reminded that "detailed transcriptional meeting notes" and white board notes from "brainstorming sessions" shall not be disseminated. Stakeholders are also not allowed to create audio, video or online recordings of PJM meetings. PJM may create audio, video or online recordings of stakeholder meetings for internal and training purposes, and your participation at such meetings indicates your consent to the same.