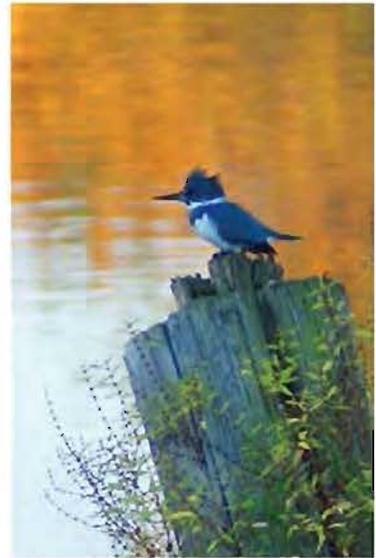


APPENDIX N



Integrated Communications Strategy

DC Power Line Undergrounding Education Plan

June 17, 2014

By participating agencies and utilities:



INTRODUCTION

The Mayor's Power Line Undergrounding Task Force ("Task Force") recommended a unique public-private partnership between Potomac Electric Power Company ("Pepco") and the District that would result in a "game changer" to dramatically improve grid resiliency and reliability in the District of Columbia. As storms have increased in frequency and severity, the importance of placing parts of the electric system underground has grown.

On August 16, 2012, the Mayor of the District of Columbia, Vincent C. Gray, issued Executive Order 2012-130, to establish the Task Force.¹ The purpose of the Task Force was to "advise the Mayor on the general causes of storm-related power outages in the District, actions that may be taken to reduce future storm-related power outages, and the undergrounding of power lines."² The Task Force pooled the collective resources available in the District of Columbia to produce an analysis of the technical feasibility, infrastructure options and reliability implications of placing new or existing overhead distribution facilities underground in the District of Columbia. The 18-member Task Force — co-chaired by City Administrator Allen Y. Lew and Pepco Holdings Inc. Chairman, President and Chief Executive Officer Joseph M. Rigby — included representatives from the Council of the District of Columbia ("DC Council"), the District of Columbia Public Service Commission ("Commission"), the District of Columbia Office of the People's Counsel ("OPC"), city agencies, utilities, community representatives, experts and other parties.³

The Task Force recommended that further placing parts of Pepco's distribution system underground will make important reliability contributions in the system's performance during major storm events with benefits also improving day-to-day service. Specifically, it chose one of five proposed scenarios for the selective undergrounding of power lines in the District.⁴ Following is the scenario it chose:

¹ Executive Order No. 2012-130, D.C. Register Vol. 59 – No. 33 (August 27, 2012).

² Government of the District of Columbia, Executive Office of the Mayor. *Mayor's Power Line Undergrounding Task Force Findings and Recommendations: Final Report*, at 6 (Oct. 2013) ("Final Report").

³ Final Report at 8.

⁴ Final Report at 11.

- A multi-year program focused on up to 60 of the most vulnerable overhead distribution lines at an approximate cost of \$1 billion, with an annual limit on expenditures of approximately \$200 million.⁵

This multi-year initiative for "DC PLUG," which stands for **DC Power Line Undergrounding**, will be undertaken by the District, through the District Department of Transportation ("DDOT"), and Pepco.

The Task Force concluded that for District of Columbia electric system residents, businesses, and other stakeholders a project of this magnitude will improve the infrastructure and limit the impact storms have on the electric system.⁶ The most obvious benefits are the improved reliability and enhanced service for all residents, businesses, and stakeholders.⁷

For all of those reasons, the District and Pepco must educate and communicate early and often with residents, businesses, and other stakeholders so that they understand the details and the benefits of the DC PLUG initiative – both for those impacted directly as well as indirectly. The Task Force recommended the development and rollout of a comprehensive education and outreach program to explain the DC PLUG initiative and its impacts on District of Columbia residents, businesses, and other stakeholders ("Education Plan").

The District and Pepco, including the DDOT, will update residents, businesses, and stakeholders in the affected wards – 3, 4, 5, 7 and 8 – throughout the entirety of the DC PLUG initiative. These updates will touch on all aspects of the work, including the schedule, locations and results.

⁵ Final Report at 11.

⁶ Final Report at 11.

⁷ Final Report at 68.

This document contains:

- 1. Objectives**
- 2. Education Overview**
- 3. Research and Review**
- 4. Education Outreach, Materials and Coordination Process**
 - 4.1 Community Outreach
 - 4.2 Residents, Businesses and Other Stakeholders Communications
 - 4.3 Media Relations
 - 4.4 Digital Communications
 - 4.5 Paid Media
 - 4.6 Customer Service
 - 4.7 Internal Communications
 - 4.8 Thought Leadership
 - 4.9 Project Identity and Logo
 - 4.10 Communications Coordination Process
 - 4.11 Resources
- 5. Messages**
- 6. Timeline**
- 7. Budget**
- 8. Risk Mitigation**
- 9. Conclusion**
- 10. Appendix**



1. Objectives

1. OBJECTIVES

The goal of this Education Plan is to educate and update District of Columbia residential and commercial utility residents, businesses, and other stakeholders of the implementation of the Task Force's DC PLUG initiative. To that end, there are two sets of objectives – first, to educate residents, businesses, and other stakeholders about how the Task Force came to its decision:

- Explain the impact continuing power outages have on residents, businesses, and other stakeholders;
- Explain that inaction to respond to the increasing storm frequency and intensity is not a viable option;
- Explain the analysis the Task Force performed to examine existing conditions, technical solutions and financing options, to develop a common understanding of the costs and benefits; and
- Explain the impact of placing power lines underground, including financial (pocketbook) and physical (lifestyle), on residents, businesses, and other stakeholders.

The second set of objectives is specific to the planning and implementation of the DC PLUG initiative:

- Educate residents, businesses, and other stakeholders about DC PLUG initiative planning, including the construction schedule for each ward and coordination with compatible and/or concurrent initiatives, work-effort progress and performance and infrastructure improvement benefits;
- Develop coherent community outreach and public awareness activities to provide timely notice to residents, businesses, and other stakeholders and to collect their feedback, throughout DC PLUG initiative implementation; and
- Present clear and reliable information (with user-friendly language) on reliability and restoration improvements related to the DC PLUG construction work.

As the DC PLUG initiative progresses, objectives may evolve.



2. Overview

2. OVERVIEW

Education and communication will be critical to the success of the DC PLUG initiative. With the Mayor's announcement of the Task Force recommendations, efforts began to educate residents, businesses, and other stakeholders on the DC PLUG process, costs and achievable benefits. As the initiative moves through regulatory approval and implementation, those communication efforts will ramp up.

The DC PLUG initiative is committed to transparency in project planning and implementation. Effective communication and education for residents, businesses, and other stakeholders are fundamental components of the DC PLUG initiative. DC PLUG communications will help residents, businesses, and other stakeholders understand the scope and expected impact of the DC PLUG's initiative, planned activities for the target areas and the infrastructure improvement process and the multi-year implementation schedule. As with all infrastructure improvements, the impact of construction work on daily activity will be a particularly important communication message for residents, businesses, and other stakeholders.

Development of the Education Plan, outreach and materials will consider resident, business, and other stakeholder needs and issues. The type of information, communication channels, and frequency of outreach, for instance, can be tailored for electric utility residents, businesses and other stakeholders.

Research will help guide all messaging to help ensure it is clear and engaging. In addition, the right messengers must be selected to champion the DC PLUG initiative, develop credibility and meaningfully engage residents, businesses, and other stakeholders. Messengers may include a variety of public faces such as elected officials, Pepco and DDOT representatives, OPC representatives, and Metropolitan Apartment and Office Building Association ("AOBA") representatives. The overall campaign theme and messaging, as well as supporting design and graphics, will be representative of the Task Force's directives while being informed by research, and the DC PLUG initiative will be positioned as a collaborative initiative.



3. Research and Review

3. RESEARCH AND REVIEW

Research and review are critical components of the Education Plan. The Education Plan anticipates existing and additional research will be conducted and used to guide the design, development, and delivery of education and outreach information. Research will help ensure that all messaging is useful and useable, clear and engaging to residents, businesses, and other stakeholders. The research will also help identify messengers that representative consumers determined to be the most credible and effective communicators for the campaign. Periodic review will help guide any changes to or evolution of the Education Plan.

3.1 Campaign Research and Review

3.1a Existing research: Any proprietary research the District may have, as well as Pepco's customer satisfaction and other research, will be helpful to inform the Education Plan and messaging framework. This research will also be used to review the effectiveness of the messaging used in this Education Plan.

3.1b Customer panel: PHI convenes a panel as a standard business practice. It can also be leveraged to periodically check the effectiveness of DC PLUG materials and messaging.



4. Education Outreach, Materials and Coordination Process

4.1 Community Outreach

4.2 Residents, Businesses, and Other Stakeholders Communications

4.3 Media Relations

4.4 Digital Communications

4.5 Paid Media

4.6 Customer Service

4.7 Internal Communications

4.8 Thought Leadership

4.9 Project Identity and Logo

4.10 Communications Coordination Process

4.11 Resources

4. COMMUNITY OUTREACH AND EDUCATION MATERIALS

The development of the community outreach and education materials outlined below is primarily focused on mechanisms and approaches that will educate electric residents, businesses, and other stakeholders about the DC PLUG initiative. While information designed to present background, common questions and answers, and processes, progress, and next steps in each phase of project implementation are customary strategies, success stories derived from actual work and improvements will also be used to educate residents, businesses, and other stakeholders. The Education Plan is intended to accommodate and integrate the planning, development and execution of DDOT outreach and education materials to avoid unnecessary redundancy and to leverage resources.

The DC PLUG initiative will benefit from the resources that Pepco will make available through its Corporate Communications team and DDOT's relationships. This full-service unit will bring proven experience in executing successful communication strategies for electric service programs. These resources will help ensure complete alignment of all messaging, quick development of outreach and materials, and coordination with DDOT and other counterparts. In addition, by utilizing existing channels and Pepco in-house resources for photography and other materials, cost efficiencies will be realized. Pepco has engaged a District of Columbia-based, woman-owned agency to manage all education, paid media and media planning contained in this plan.

4.1 Community Outreach

A variety of community outreach and education materials will be imperative in the DC PLUG education initiative. These activities and materials focus both generally on the overall initiative and its District of Columbia-wide impacts and benefits and directly on the affected wards and the diverse resident segments within them. Some materials may also contain information regarding job inquires. The execution of outreach will be a collaborative effort between the Mayor's Office of Neighborhood Engagement, DDOT, Pepco, the Commission and OPC's consumer education and outreach divisions. The collaboration allows for synergies and benefits derived from input and participation of these entities and their ability to leverage their respective relationships. DDOT has experience conducting person-to-person community outreach, such as engaging customers, business, and stakeholders at community events and meeting, and will be supported by Pepco's proven model for direct community outreach.

The outreach and materials discussed here represent mechanisms and strategies that will enable the DC PLUG initiative to build communication for specific audiences and information exchange objectives. The intent is to use the best mechanism and strategy to achieve information distribution and education objectives throughout project development and implementation to all residents, businesses, and other stakeholders.

4.1a Community meetings: Throughout project development and implementation, Pepco and DDOT will proactively participate in public assemblies to discuss the DC PLUG initiative, expected reliability improvements, and incremental updates. The two entities will identify planned meetings and coordinate presentation slots to discuss the various projects and get resident, business, and other stakeholder feedback. As necessary, Pepco and DDOT will also convene and host meetings to achieve widespread outreach. Meeting venues will encompass the five target wards, specific feeder improvement neighborhoods, as well as the broader District of Columbia community. Public awareness and education is for direct and indirect residents, businesses, and other stakeholders of the DC PLUG initiative.

4.1b Community Advisory Group: This group is an important part of helping to ensure consistent community engagement and participation throughout the DC PLUG initiative. The Community Advisory Group will be a broad-based group of representatives from the wards in which the DC PLUG initiative will be implemented and will be selected by DC Council members who represent those wards.

4.1c Advisory Neighborhood Commission (“ANC”), community and civic association engagement: Meetings, presentations, briefing letters and information kits will be used to directly educate the impacted Advisory Neighborhood Commissions and community and civic associations. The District and Pepco will partner with these organizations to organize educational events.

4.1d Community-based organizations and special population advocacy group coordination: The District and Pepco will partner with community-based organizations and associations, including social services agencies, senior citizen support, special interest groups, faith-based organizations and non-English speaking advocacy groups to explain the DC PLUG initiative and leverage these organizations' outreach channels. District of Columbia agencies, OPC and the PSC's Office of Customer Services will also be critical resources for accessing special populations. Outreach will include forums that reach low-income recipients of “Residential Aid Discounts” to inform these customers that they will

be exempt from the Underground Project Charge and the DDOT Underground Electric Company Infrastructure Improvement Charge. Additionally, business customers will be reached through membership associations such as AOBA.

4.1e Community outreach coordination: Local community representatives with experience and credibility will coordinate and conduct meetings in areas affected by the initiative. They will use materials created specifically for DC PLUG outreach.

4.1f Community outreach centers: Project information centers for the DC PLUG initiative will be open each week during targeted periods when residents, businesses, and other stakeholders would likely visit the centers in order to give communities a walk-in facility to retrieve current updates on DC PLUG activities. Staff will be appropriately trained to respond to stakeholder inquiries. The objective is to give residents convenient access to the Pepco and DDOT team. Residents, businesses, and other stakeholders can speak with representatives and receive educational materials about the DC PLUG projects for the targeted neighborhoods.

4.1g Special events: Making information available and being present where residents, businesses, and other stakeholders gather will help achieve far-reaching public awareness. In addition to the District of Columbia's array of neighborhood festivals throughout the summer, events hosted by community libraries and local schools and universities can be prime forums to extend outreach. DC PLUG will consider strategies such as staffing a booth to promote the program, distribute information and answer questions.

4.1h Office of Neighborhood Engagement: Representatives of the Office of Neighborhood Engagement will be educated on the DC PLUG projects within their various wards and will use community outreach vehicles to educate impacted residents, businesses, and other stakeholders.

4.1i Government official and regulator meetings and conference calls: This outreach will begin before construction commences and will continue consistently throughout the program. This outreach will include quarterly conference calls with government officials and agency staff.

4.2 Customer Communications

A variety of residents, businesses, and other stakeholder communications materials will be used to reach direct and indirect beneficiaries of the DC PLUG initiative. Outreach and materials will be targeted to the information needs of residents, businesses, and other stakeholders. Research will help determine which channels will achieve effective outreach and are the most engaging to the various stakeholders.

4.2a Information kit: The DC PLUG initiative will maintain publicly accessible information on the latest and most current project planning and implementation activities. Fact sheets, frequently asked questions and answers, press releases and other materials identified as communication tools will be organized into information kits that can be distributed to residents, businesses, and other stakeholders during community outreach events, posted to websites for easy access, and converted, as necessary, for media briefings.

4.2b Fact sheets: The DC PLUG initiative will use succinct fact sheets to describe the “what” and “why” (DC PLUG initiative scope and rationale); “how” (Pepco/DDOT roles and responsibilities); “when” (schedule for the multi-year program); and “where” (target wards) information for residents, businesses, and other stakeholders. In addition to explaining the initiative, fact sheets can also highlight project work and results (impact for direct and indirect beneficiaries). Fact sheets will be translated into Spanish and, based on demand, can be replicated for other languages through District translation resources.

4.2c Door hangers: Generally, residents immediately notice door hangers and recognize that the conveyed information requires special attention. While door hangers can be used to notify residents, businesses, and other stakeholders about work being done in the area, door hangers are particularly effective in announcing schedules, changes, and key events.

4.2d Meeting posters and fliers: DC PLUG project work will be featured as posters and fliers at community meetings to educate residents, businesses, and other stakeholders.

4.2e Talking points: To achieve information consistency and reliability, talking points will be developed to guide customer service representatives, Speakers' Bureau presenters, District and Pepco spokespersons, and field crews. The preparedness of these “ambassadors” is essential to give stakeholders confidence in DC PLUG information. Throughout project planning and

implementation talking points will be revised to remain current and relevant to residents, businesses, and other stakeholders.

4.2f Pepco bill inserts and customer newsletter: Features in the Pepco customer newsletter LINES and, if feasible, bill inserts in affected areas each month will provide regular updates on the DC PLUG project efforts and results. If bill inserts are provided, those customers who participate in eBill will receive electronic bill inserts.

4.2g District Agency and DC Council newsletters – The DC PLUG initiative will leverage organization newsletters and DC Council members’ constituent newsletters to help provide updates and information regarding the projects within their communities.

4.2h Worksite signs: “DC PLUG Work in Progress” signs will quickly identify project worksites for pedestrians and drivers. These signs will not only demarcate the current work areas but also convey the need for extra safety when approaching worksites.

4.3 Media Relations

As the DC PLUG initiative evolves, this Education Plan will evolve to include new ideas around media relations and thought leadership.

4.3a News release program: A joint District-Pepco news release will announce the DC PLUG initiative kickoff followed by frequent updates on ongoing projects, project activities and results. In addition to frequently scheduled releases, on an ongoing basis, releases will highlight specific projects, results and dedicated crew members to ensure information continually stays in front of target audiences.

4.3b News conferences: For major announcements (program kickoff, completion of a significant project or outstanding results, for example), the communications teams will coordinate joint press conferences to highlight key areas of progress.

4.3c Media kits: District and Pepco communications teams will develop printed and electronic media kits that include fact sheets that feature information on progress to date and project-specific data, bios on key leaders and photos of projects for ease of use by the media.

4.3d Media interviews: Prepare District and Pepco leadership and potentially crew members to effectively answer questions from media and coordinate interviews with print and broadcast reporters.

4.3e Reporter ride-alongs: When appropriate, plan for local reporters to ride along with field crews doing DC PLUG project work so they can report firsthand on the complexity of the work and the dedication of the crews.

4.3f Editorial board meetings and desk-side briefings: Coordinate and prepare leadership for editorial and briefing meetings with editorial staff of key large and neighborhood print outlets. These meetings give leaders the opportunity to explain in detail the DC PLUG initiative, specific projects and results, as well as set the expectation for the work to come and the expected timeline.

4.4 Digital Communications

The District's and Pepco's websites and social media channels will be leveraged to spread the word to residents, businesses, and other stakeholders about the initiative and allow them to engage in active communication about it.

4.4a Social media: Regularly post updates on Twitter and Facebook about the DC PLUG project work and initiative benefits and results. Custom Facebook tabs may be created for residents, businesses and other stakeholders to receive updates on project work and to view a schedule of upcoming specific project work. Pepco and DDOT will also develop a photo gallery and regularly post photos and, perhaps, videos of work being done. In addition, Pepco and DDOT will engage residents, businesses, and other stakeholders in ongoing conversations about the work and answer any questions they might have.

4.4b Microsite: A branded microsite can be developed that would provide residents, business and other stakeholders information at their fingertips about the DC PLUG initiative. It would seamlessly link to the District and Pepco websites, helping to increase education.

4.4c Website: A DC PLUG web section will be created as part of Pepco's website to highlight project work and phases of the initiative, its benefits and its results. Many communications outreach and materials listed in this Education Plan will be posted here. This also can be accessed via links on the District, DDOT, OPC and Commission websites. Illustrations could be developed to enhance resident, business, and other stakeholder understanding of the DC PLUG initiative.

4.4d Photography: Capture images which will be used to enhance outreach and materials. Photography will help put the project into perspective for residents, businesses, and other stakeholders, and help educate them through imagery.

4.4e Videos: Create quarterly videos for use on Channel 16, websites and social media capturing project activities, community meetings and special events. DDOT will leverage resources, including the Office of Cable Television (“OTC”) and Channel 16.

4.4f Project listserv: The District will set up a listserv specifically for the DC PLUG initiative.

4.4g DC Council Websites: DC Council members’ constituent newsletters and websites can be used as a means to house information and provide updates concerning projects within their respective communities. Those sites also can link to the DC PLUG microsite.

4.5 Paid media

Paid media may be used to help educate residents, businesses, and other stakeholders based on available budget. All paid media would reflect the collaborative nature of the DC PLUG initiative, the work being done for the community and the direct and indirect benefits of the initiative for all residents, businesses, and other stakeholders. Paid media would be tested to help ensure stakeholder education. The same District of Columbia-based, woman-owned agency managing communications outreach and materials will manage paid media.

Outreach and materials include:

4.5a Transit: DC PLUG project work to be featured as dioramas in Metro rail stations and Metro bus shelters showing the work being done and the benefits (direct and indirect) residents, businesses, and other stakeholders can expect.

4.5b Newspaper inserts: Free-standing inserts in *The Washington Post’s* TMC program which appears in all District of Columbia newspapers and mailed to homes, the *Washington Informer* and *Washington Afro American* in English and a Spanish version in *El Pregundo*, *El Tiempo Latino* and *Washington Hispanic*.

4.5c Strategic media planning: A strategic media planner will purchase paid media to ensure it reaches key audiences and that the most cost-effective rates are negotiated. Pepco has engaged with a District of Columbia-based, woman-owned agency to manage all media planning and buying. A contingency media budget has been included in the event that one is needed for issues that develop throughout the year.

4.6 Pepco Customer Service

In addition to all of the community outreach around the program, Pepco will leverage customer service outreach and materials to help ensure residents and businesses reaching out to Pepco will receive helpful, accurate and timely information.

4.6a Dedicated DC PLUG phone number: In addition to customer care centers for general inquiries, a phone number and voice messaging system will be created to provide residents, businesses, and other stakeholders with the opportunity to have their detailed and specific questions, which may require additional research, addressed by the DC PLUG initiative team. The voice messaging system will be checked daily, and all calls will be returned by Pepco representatives within 48 hours.

4.6b Dedicated DC PLUG email address: An email address will be created to provide residents, businesses, and other stakeholders with the opportunity to email their questions to DC PLUG representatives. All emails will be checked daily, and all responses will be provided by Pepco representatives within 48 hours.

4.6c Customer service training: District call center (311) as well as OPC, Pepco and Commission's customer service representatives will be trained to help ensure they are able to effectively address customer inquiries about the DC PLUG initiative. In addition, representatives will receive relevant talking points as highlighted in the communications section of this document.

4.7 Internal Communications

Some of the greatest champions for the DC PLUG will be those who are closest to it – District and Pepco employees. Materials will be developed to educate employees so they understand and can effectively communicate about the benefits of the DC PLUG initiative.

4.7a Regular updates: Post regular updates in internal publications and intranet resources for the District and at Pepco as well as about the DC PLUG efforts and results.

4.7b Educational materials: Continue to develop and distribute educational materials on DC PLUG work to employees such as internal briefing sheets.

4.7c Face-to-face communications: Engage in face-to-face communications with employees, leveraging executives, subject matter experts, managers, supervisors, communications staff and other resources such as change networks.

4.8 Thought Leadership

As Pepco and the District look to position themselves as vanguards for their unique public-private partnership and for the success stories expected to come out of it, they will seek opportunities to tell the many facets of their story, including:

4.8a Strategic partnerships: Pepco and DDOT will look into partnerships with organizations that will help advance the DC PLUG initiative.

4.8b Speaking opportunities: Pepco and DDOT will place District officials and members of the Pepco leadership team as speakers at events or developing events of their own.

4.9 Project Identity and Logo

The District expressed an interest early in the process for the project to have its own identity. That identity would help residents, businesses, and stakeholders make the important connection between the different components of and entities involved in the DC PLUG initiative.

4.9a Project identity: The objective was to develop a simple identity and tagline that residents, businesses, and other stakeholders can remember that also clearly identifies what the initiative is designed to deliver. The proposed identity—"DC PLUG"—is clean and clear, and meets these objectives. The tagline will enhance stakeholders' understanding of the identity. This item is included in Appendix 10.10 to the Education Plan.

4.9b Logo: A simple logo and tagline have been developed for the “DC PLUG” identity as part of the creative development of the education outreach and materials. This item is included in Appendix 10.10 to the Education Plan.

A trademark search has been conducted to ensure the identity is not being used by another party, and the name has been secured.

4.10 Communications Coordination Process

A clear process for high-level coordination of messaging and materials is imperative to keep the flow and rhythm of production on pace with the initiative and aligned with the communication needs of residents, businesses, and stakeholders. The process will also ensure communications outreach and materials are clear and consistent, helping to eliminate confusion about the DC PLUG initiative. Once parties have offered feedback and the messaging approaches in this Education Plan are final, the following process will be implemented to ensure a coordinated approach to all engagement outreach and materials.

4.10a Communications Coordination Committee: Representatives from the District, Commission, OPC and Pepco, and a community member from the Task Force will be organized into a Communications Coordination Committee (“Coordination Committee”) to share messages and materials from their various organizations. While each of the various parties will develop individual communications, it is important that this high-level coordination take place to ensure clarity and consistency of the information being delivered. The Coordination Committee will contain no more than six members to ensure the timely review that is essential for the pace of the initiative. A small committee will also have the flexibility needed to meet regularly. Coordination Committee members may obtain feedback from those outside the committee (see process section below) but will act as the point of contact for the Coordination Committee. The Coordination Committee will meet either in person or via conference call once every other week during the early stages of the DC PLUG initiative while the bulk of education outreach and materials are being developed and once per quarter following the initiative launch. The proposed members of the Coordination Committee are representatives from:

1. The District
2. DDOT
3. PSC

4. OPC
5. PHI, customer communications and media relations
6. The Task Force, community representative

4.10b Communications coordination process: Once the Education Plan has been developed and is considered final, development of outreach and materials will begin in order to remain on track for early outreach to stakeholders. As mentioned above, a focused yet swift, high-level coordination of communications is critical to remaining on schedule. The proposed coordination process is as follows:

1. Messaging and materials are developed for the weeks ahead based on the approved Education Plan.
2. All members of the Coordination Committee gather to share messaging and materials.
3. Alignment of messaging and materials is coordinated through the Coordination Committee members for final material development.

4.11 Resources

Because this Education Plan will be a focused effort to engage and educate residents, businesses, and stakeholders, it will require dedicated resources who are able to focus on the Education Plan and its components.

4.11a Creative and media buying agency resources: As previously discussed, Pepco has engaged with a District of Columbia-based, woman-owned creative agency to manage all creative strategy and execution as well as all strategic media planning and buying.

4.11b Community relations coordinator: A full-time, contract resource to manage all of the community communications, outreach, and materials listed in this Education Plan. This resource will be responsible for attending community meetings in support of DDOT's and Pepco's community outreach activities, coordinating outreach activities and materials and managing overall communications with residents, businesses, and stakeholders throughout the life of the DC PLUG initiative to ensure consistency. The community relations coordinator will be a resident of the District of Columbia.



5. Messages

5. MESSAGES

Specific messages will be used for outreach and materials listed in the section above and will be framed in such a way as to be agreeable to residents, businesses, and stakeholders based on research. This section of the document will be updated regularly as messages or resident, business, and stakeholder needs change.

The Task Force developed both first-level and second-level draft message themes that can be used as a foundation for other messaging and will be tested along with other messages to determine effectiveness.

First-level message theme:

The District of Columbia government, through the work of Mayor Vincent C. Gray's Power Line Undergrounding Task Force, has determined that significant improvements to the District's aging electric delivery system to reduce extended power outages caused primarily by storms, require significant new investment. Officials have determined that Pepco, working alone to fund this project, greatly increases the cost to consumers. District officials have identified a funding process that allows the city government to use its authority to significantly lower the cost of borrowing and to work in conjunction with Pepco's traditional funding and rate recovery mechanism to have less impact on District utility customers.

It will not negatively impact the District's budget or debt ceiling as it will be a direct recovery from DC ratepayers.⁸

Second-level message themes:

- Benefits include, but are not limited to: improved reliability, reduced outages and faster restoration;
- Information on the process as it relates to residential and commercial interests such as small businesses, hospitals and universities, shopping corridors, disruption of transportation in communities, roadway construction, streetscape coordination, etc.;
- Pepco will coordinate its work, where possible, with other construction projects in the District to reduce costs, minimize inconvenience and realize synergies;
- Positive economic impacts such as job creation;
- Undergrounding, coupled with Pepco's other infrastructure improvements, will provide better reliability day to day and during storms; and

⁸ Final Report at 73.

- Undergrounding only primaries is the preferred scenario because it has the best balance between cost and reliability improvement.⁹

In addition to those themes identified by the Task Force, additional specific messaging will be developed to serve as a basis for testing. That message development will be a collaborative effort between the District and Pepco and will focus on the following areas:

- General information such as the costs to consumers and how this will appear on their bill, and basic terminology (*i.e.*, feeders)
- Project benefits including improved reliability both for after storms and day-to-day
- Community benefits such as the economic benefits of quicker storm restoration and new jobs
- Reduced restoration times will bring substantial health, safety and welfare component benefits
- Inconveniences will be temporary, but the benefits will be long-lasting
- Primary selection criteria will develop a ranking of all feeders so that the feeders with the greatest overall benefits are undergrounded first
- A secondary evaluation is used to determine the sequence of undergrounding the feeders selected by the primary selection process

As the DC PLUG initiative progresses, messages will evolve.

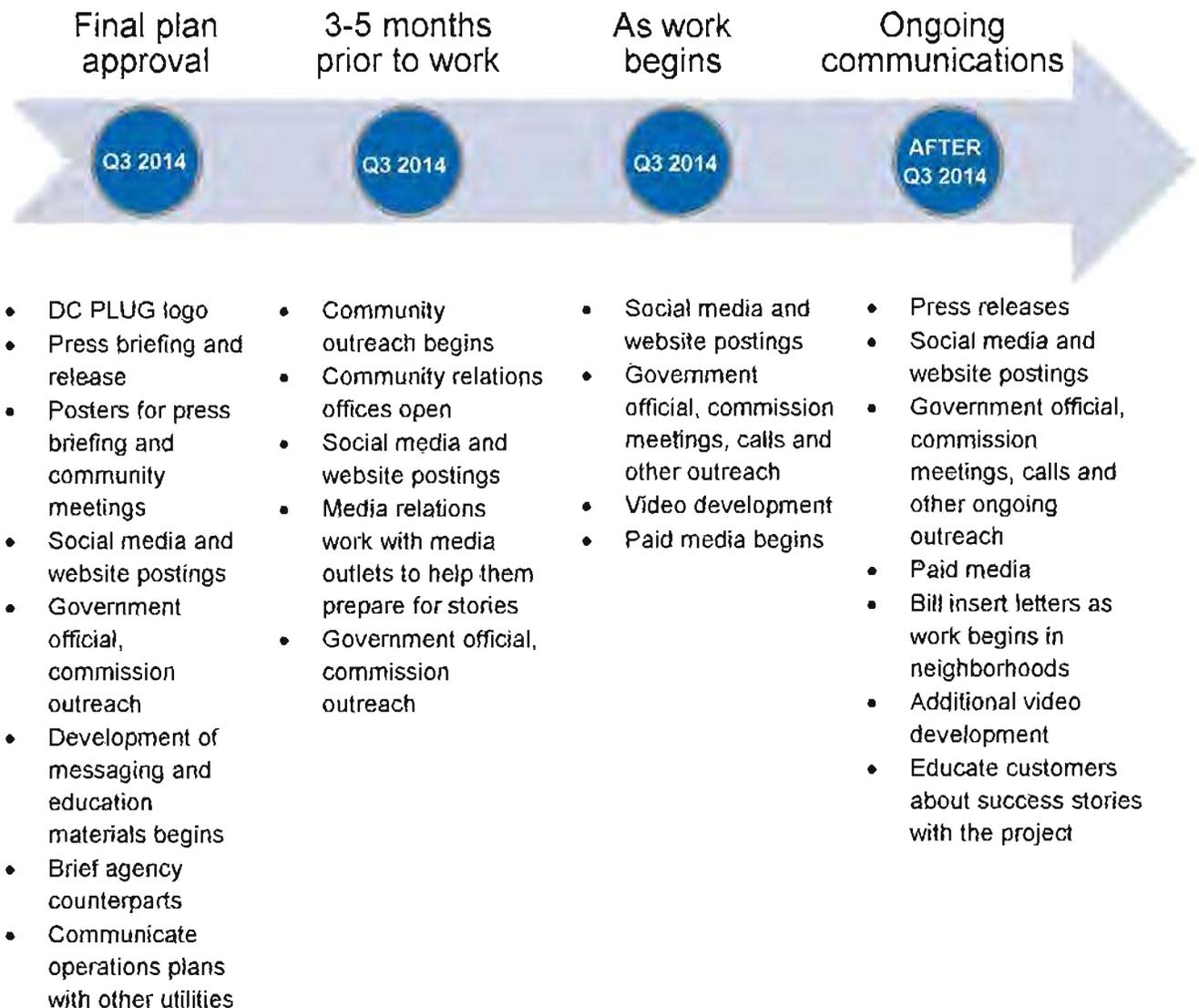
⁹ Final Report at 73.



6. Timeline

6. TIMELINE

Below is a high-level timeline for the Education Plan to ensure the project stays on track. This will be adjusted as needed as the DC PLUG initiative matures.





7. Budget

7. BUDGET

This Education Plan includes a detailed annual budget for the outreach and materials listed in the preceding pages. Materials such as worksite signs may not have to be reprinted each year.

Note that in addition to the outreach and materials, the budget includes a dedicated Pepco community relations coordinator, as discussed in the Resources section (4.11) of this Education Plan.

The budget combines Pepco and DDOT outreach and materials, and if OPC or other agencies agree that it is beneficial to coordinate all outreach and education materials for the DC PLUG initiative through one entity, the budget will be updated to include their outreach and materials as well.

The budget can also be updated as stakeholder needs change.



8. Risk Mitigation

8. RISK MITIGATION

In a project of this magnitude, it is important to anticipate and prepare for any risks associated with the initiative.

This section may be updated over time as risks are identified or effectively mitigated.

POTENTIAL RISK	RISK MITIGATION
Residents, businesses, and stakeholders are outraged by prolonged traffic and parking disruption (permits that restrict parking excessively)	Explain at outset what can be expected and measures to mitigate the impact (such as doing work on only one feeder in an area at a time; work is coordinated with DDOT to avoid repeated disruptions)
Residents, businesses, and stakeholders don't understand why poles and wires are left	Explain at outset that only primary lines will be undergrounded; secondary and service lines as well as communications lines will remain overhead
Microsite is inoperable or inaccurate	Ensure microsite is appropriately tested prior to launch and that all content is reviewed through the Coordination Committee
Public outcry in areas in the District of Columbia that are not part of the DC PLUG initiative	Community outreach to and prepared information for areas not included in the DC PLUG initiative regarding the benefits of the initiative to those residents, businesses and other stakeholders as well
DC PLUG initiative comes in over budget	Regular updates on targets
DC PLUG initiative schedule slips	Regular updates on targets

Residents, businesses, and stakeholders don't think they are seeing the benefits they were promised	Explain how reliability statistics work and that although this will improve day-to-day, critical benefits will be experienced during and after severe storms
Messaging between different entities is inconsistent	Coordination Committee reviews all messaging to ensure consistency
Residents, businesses, and stakeholders are outraged about impact to public parking space between the curb and their front door	Explain at outset what can be expected and measures to mitigate the impact
Vegetation impact	Explain at outset what can be expected and measures to be taken to mitigate the impact (e.g., arborists will be used to help ensure proper vegetation management)
Business owner litigation for loss of revenue or preventing access.	Work closely with potentially impacted businesses and communicate initiative activities to ensure minimal business impacts



9. Conclusion

9. CONCLUSION

The components of this Education Plan are critical to the education described in the Mayor's Task Force Final Report.

The collaborative DC PLUG initiative spearheaded by District of Columbia Mayor, Vincent Gray, is truly a "game changer" that will add grid resiliency to the District of Columbia's electricity infrastructure against the frequent and severe storms of the recent past.

Pepco's and the District's collective goal is to communicate to all residents, businesses, and stakeholders that the DC PLUG initiative will improve the infrastructure, limit the impact storms have on the electric system and stimulate economic growth through job creation.

Pepco and the District will communicate early and often with residents, businesses, and stakeholders about all aspects of the work, including the schedule, locations and results so they understand the details and the benefits of this Education Plan and – equally as important to the plan's success – support it.



10. Appendix

10. APPENDIX

Included in the appendix are several files relevant to the development of materials for this Education Plan. Items include a briefing sheet created for Pepco's internal communications around the DC PLUG initiative and samples of materials from the PHI Reliability Enhancement Plan ("REP") Communications Strategy as similar items will be considered for the Education Plan. In addition, this section includes excerpts from the Task Force Final Report, and details regarding affected wards, ANCs and other civic organizations.

- 10.1** Fact Sheet Sample
- 10.2** Website Section Sample
- 10.3** Social Media Sample
- 10.4** Transit Paid Media Sample
- 10.5** Internal Briefing Sheet
- 10.6** Media Release Sample
- 10.7** Filing Excerpts
- 10.8** ANCs and Civic Associations Affected
- 10.9** Budget
- 10.10** Logo and Tagline

10.1 FACT SHEET SAMPLE: RELIABILITY ENHANCEMENT PLAN



DISTRICT OF COLUMBIA

DELIVERING PERFORMANCE IN A CHALLENGING WORLD

We are upgrading our electric system to make it more reliable for our customers. Since September 2010, we've trimmed thousands of miles of trees, replaced or refurbished hundreds of miles of cable, upgraded equipment and installed advanced technology – all to improve the reliability of our service as storms become more frequent and severe.

The information included here represents performance improvements specific to the feeders on which we have completed reliability work. Our work has significantly reduced both the frequency and duration of power outages, and we continue to make progress. We are committed to this initiative – the biggest reliability effort in our 117-year history.



Reliability Change
For a changing Pepco.

8% decrease in the duration of outages

16% decrease in the frequency of outages

Statistics are for average performance of feeders with reliability improvements completed between 12/2011 and 12/2012 (excluding major storm events such as hurricanes).

pepco.com

10.2 WEBSITE SECTION SAMPLE: RELIABILITY ENHANCEMENT PLAN

Zip Code: 20004 

 Outage Center |  About Us |  Newsroom |  Contact

Search our site [GO](#)


 MY HOME  MY BUSINESS  COMMUNITY COMMITMENT

COMMUNITY COMMITMENT

- ▼ **IMPROVE RELIABILITY**
- ▶ Reliability Progress
- ▶ PROTECT THE ENVIRONMENT
- ▶ USE ADVANCED TECHNOLOGIES
- ▶ RENEWABLE ENERGY
- ▶ BE A GOOD COMMUNITY PARTNER

WATERSHED SUSTAINABILITY CENTER

SAFETY COMMITMENT

BENNING SERVICE CENTER

 EDUCATION AND SAFETY  CONNECT WITH US  MANAGE MY ACCOUNT



IMPROVE RELIABILITY

DELIVERING PERFORMANCE IN A CHALLENGING WORLD

We are upgrading our electric system to make it more reliable, and we're excited to have our customers start to see the benefits of our work. Our work and commitment has significantly reduced both the frequency and duration of power outages. From 2011 to 2012, outages on feeders that we worked on as part of our Reliability Enhancement Plan decreased by 35% and the outages that did occur were 42% shorter.

Implementing Our Plan

To improve service, we've implemented changes across our entire system. These are our main areas of focus:

- ▶ **Trimming Trees:** Trees and limbs that fall on power lines are a direct cause of power outages. In fact, most outages during inclement weather are caused by trees. As part of our accelerated tree-trimming program, we've more than doubled the number of experienced tree trimmers working in the field.
- ▶ **Upgrading Priority Feeders:** Feeders are power lines that provide service to about 1,100 people within a neighborhood. We are proactively identifying and replacing portions of feeders that no longer perform reliably.
- ▶ **Replacing Aging Infrastructure:** We continue to replace underground cable in residential developments that for the most part was installed during the 1970s.

10.3 SOCIAL MEDIA SAMPLES: RELIABILITY ENHANCEMENT PLAN

 **Pepco** @PepcoConnect 22 Oct 2013
We've upgraded 207 overhead power lines to improve reliability. Learn more about the changing Pepco at www.pepco.com/deliveringchan...

 **Pepco** @PepcoConnect 22 Oct 2013
We've upgraded 915 miles of underground lines to improve reliability. Learn more about the changing Pepco at www.pepco.com/deliveringchan...

 **Pepco** @PepcoConnect 22 Oct 2013
Our reliability improvement work has reduced the number of power outages by 26 percent. Learn more at www.pepco.com/deliveringchan...

 **PepcoConnect** shared a link. March 11, 2013

We continue to improve reliability for our customers. Learn more about our recent efforts in our blog.



Continuing to Improve Reliability
pepcoconnect.wordpress.com

Our customers are continuing to see fewer and shorter outages, thanks to the reliability work we're doing. From 2011 to 2012, outages on feeders that Pepco worked on as part of our Reliability Enha...

Like · Comment · Share

247 people saw this post Boost Post

10.4 TRANSIT PAID MEDIA SAMPLES: RELIABILITY ENHANCEMENT PLAN

Technology Change
And Pepco is changing with it.

Download Pepco's mobile app to:
Report *outages*
Use interactive *outage maps*
Get *estimated restoration times*

Brett Holland
Interactive Communications Manager

pepco Energy for a changing world. [/PepcoConnect](#) [@PepcoConnect](#)

Reliability Change
For a changing Pepco.

- 184** overhead power lines upgraded
- 731** miles of underground lines upgraded
- 5,738** miles of trees trimmed

As of 2/26/13

Eric Esteves
Lineman

pepco Energy for a changing world. [/PepcoConnect](#) [@PepcoConnect](#)

10.5 INTERNAL BRIEFING SHEET: DC UNDERGROUNDING PLAN



INTERNAL Briefing Sheet



Pepco Seeking to Underground Major Power Lines

Key Points:

- In August 2012, the District of Columbia mayor established a collaborative task force co-chaired by PHI CEO Joe Rigby to make recommendations on how to improve power reliability during major storms.
- In May 2013, the mayor announced the task force recommendation to underground about 30% of Pepco's major power lines in the District.
- Final approval of the plan is needed by the Council of the District of Columbia and Public Service Commission.
- Council approvals are expected by the end of 2013.

Through a joint effort with the District of Columbia government, Pepco is planning to underground approximately 60 overhead feeders during the next seven years in portions of the District of Columbia. The selection of feeders is based on past reliability performance including outages associated with major storms.

Pepco has invested significantly in electric system improvements over the past few years and the investments have paid off. Since Pepco's formal reliability program began in 2010, through 2012 customers in the District experienced, on average, a 17 percent reduction in the number of outages and, on average, a 21 percent reduction in the duration of those outages for day-to-day service.

These reliability improvements were not designed, however, to withstand the devastating impacts of severe weather events. After the derecho in June 2012, the mayor of the District began working with Pepco and other parties to find a "game changer" to strengthen the grid and prevent significant damage to the

electric power system during major storms. A lot of progress has been made.

District of Columbia Plan

In August 2012, Mayor Vincent Gray established a "Power Line Undergrounding Task Force," co-chaired by PHI CEO Joe Rigby and City Administrator Allen Lew, with broad participation including

- The Public Service Commission of the District of Columbia,
- The Office of the People's Counsel,
- The Council of the District of Columbia,
- Other utilities,
- Key executive departments, and
- Community representatives.

Nine months later, Mayor Gray announced the task force's key recommendation: to undertake a multi-year program in the District focused on undergrounding 60 overhead feeders

10.6 MEDIA RELEASE SAMPLE: UNDERGROUNDING PLAN

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Executive Office of the Mayor

Office of Communications



PRESS RELEASE

FOR IMMEDIATE RELEASE: Wednesday, May 15, 2013

CONTACT: Doxie McCoy (EOM) 202.727.9691; doxie.mccoy@dc.gov
Tony Robinson (OCA) 202.724.5541; Tony.Robinson@dc.gov
Myra Oppel (PEPCO) 202.872.2657; myra.oppel@pepcoholdings.com

Mayor Gray Accepts Interim Report & Recommendations from Power Line Undergrounding Task Force

*Innovative Plan, Historic Financing Expected to Boost Electric Feeder
Reliability by 95 Percent*

(WASHINGTON, D.C.) – Today, Mayor Vincent C. Gray accepted the recommendations of his Power Line Undergrounding Task Force, which he established in August 2012 to address the significant power outages that District residents and businesses suffered as a result of the severe *derecho* thunderstorm system that left extensive wind damage across the region in June.

The co-chairs of the 15-member task force — City Administrator Allen Y. Lew and Joseph M. Rigby, chairman, president and CEO of Pepco Holdings, Inc. — presented an interim report to Mayor Gray that calls for a multi-year program estimated at \$1 billion to selectively underground up to 60 high-voltage lines that are most affected by storms and overhead-related outages; the move is expected to improve service for Pepco residents, businesses and other stakeholders on those feeders by 95 percent.

The task force includes government officials, regulators, local utility-industry executives, public advocates, and residents of neighborhoods most frequently affected by power outages.

“This proposal is a win for the District. I asked these task force members to find a solution to this problem worthy of the nation’s capital, and it appears they have been successful at that,” Mayor Gray said. ***“I thank them for their months of work and dedication to finding a way to deal with the devastation caused by severe storms.”***

The task force is recommending a unique financing arrangement through a combination of about 50-50 of District and Pepco financing. The funds will be obtained through a combination of traditional Pepco funding of debt and equity for \$500 million, \$375 million in District-securitized bonds, and \$62 million in currently available District Department of Transportation (DDOT) improvement funds. Additional funding up to a total of \$125 million may be requested in the future if appropriate to complete selected work.

“This financing arrangement is the first of its kind,” Lew said. “It speaks to the partnership between the District and Pepco to improve the quality of service for District residents and businesses.”

“We are meeting and even exceeding service reliability standards in the District, but this work will help our system better withstand severe weather events,” Pepco CEO Rigby said.

For residential customers, the rate impact will start at about \$1.50 per month and will increase to a maximum of \$3.25 after seven years, or about a 3.23 percent increase in rates. Low-income customers will be exempt from the rate impact. For commercial customers, the rate impact will vary by the class of service and will generally average between 5 and 9.25 percent.

In its role on the task force, Pepco has developed a detailed model that will evaluate the cost and benefits from undergrounding each overhead line in the District. Pepco will develop a plan and submit it to the Public Service Commission (PSC) for review and approval. No work will be performed until the PSC has the opportunity to review the selection criteria and receive public comments on the plan.

The areas identified will include the high-voltage feeders most affected by overhead-related outages in Wards 3, 4, 5, 7 and 8, where overhead distribution lines currently exist. About half of the District is already served by underground lines. There will still be secondary and service lines running overhead on the existing poles. Typically, these facilities are a small factor in outage events. Historically, outages on these circuits are not prolonged. Restoration time for these low-voltage lines normally is much shorter than restoring the high-voltage primary lines, which can require several hours for repair.

The proposal will require legislation to approve the undergrounding plan and authorize the PSC to approve a financing order for recovery of the costs associated with the District-issued bonds and for Pepco's costs.

In order to implement the recommendations, the PSC will need to issue a financing order that authorizes the establishment of a surcharge for the recovery of the cost of bond repayment and of Pepco's capital costs and expenses associated with the undergrounding effort. The PSC also will then approve the selection of the overhead lines to be undergrounded based on the selection process recommended by the task force.

"I want to thank Mayor Gray for creating the task force on power-line undergrounding and for bringing together the key players who can address this important issue," said PSC Chairman Betty Ann Kane. "The task force report builds on the findings of a Public Service Commission study that strategic undergrounding can make a significant difference in electricity reliability. The recommendations also provide for accountability and transparency, both of which are important goals for the Public Service Commission."

The construction work also will bring other benefits, including an estimate of about 950 new jobs each year of the project.

"This is the 'game change' that will finally allow District electricity consumers to come out of the dark and get the reliable service they deserve at an affordable rate," said D.C. People's Counsel Sandra Mattavous-Frye. "As People's Counsel, I was committed to finding a solution to a seemingly insoluble problem of power outages that has plagued our city for over a decade. The Task Force plan is responsive to our citizens' calls for action and goes a long way toward achieving our reliability goals."

###

Follow Mayor Gray on Facebook and Twitter!

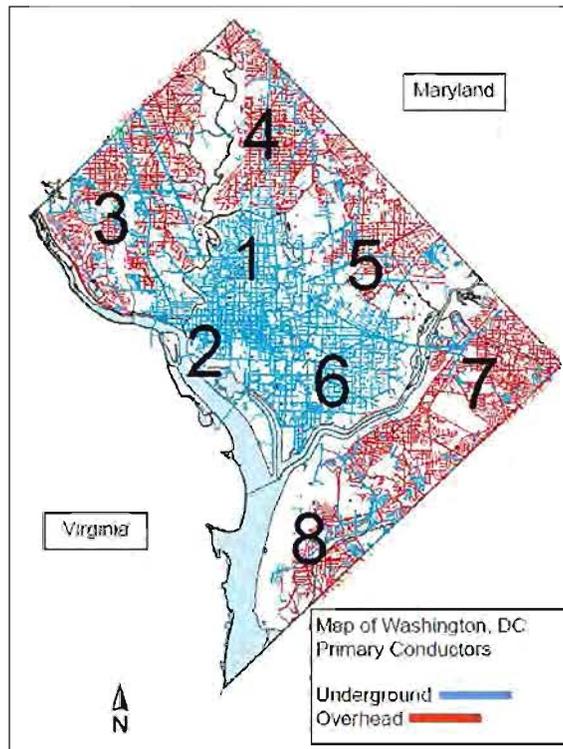
Follow Mayor Gray on Twitter at <http://www.twitter.com/MayorVinceGray> and on Facebook at <http://www.facebook.com/MayorGray>

10.7 EXCERPTS: MAYOR'S POWER LINE UNDERGROUND TASK FORCE FINDINGS AND RECOMMENDATIONS REPORT

Description of Existing Facilities

The existing electric distribution system within the District of Columbia contains a mix of overhead and underground facilities. The red portions found in the map below represent the overhead power lines whereas the blue portions represent the underground power lines. It is also important to note that a significant portion of the electric grid is already constructed underground. For example some key facts are as follow:

- 4,070 miles of distribution lines
 - 1,430 miles of overhead lines
 - 2,640 miles of underground lines
- 102,000 citizens connected to overhead lines
- 155,000 citizens connected to underground lines
- 40,000 citizens supplied by underground lines are attached to lines that also contain some portion of overhead lines
- Majority of high voltage lines that supply the substations are already constructed underground

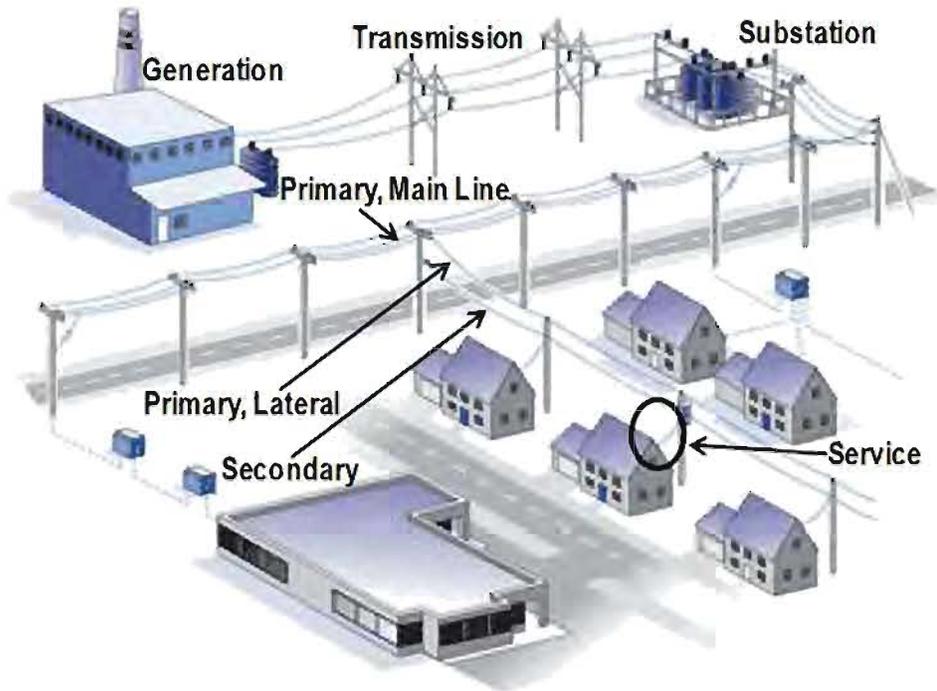


System Configuration

System design typically consists of distribution circuits having multiple interconnections with other circuits through the use of switches or other automated devices, which can be remotely controlled. This design provides the ability to transfer or move customers from one circuit to another without interruption of service to the customers to allow work to be performed on lines. In addition this design also helps assure that fewer customers on the system will experience a sustained service interruption in the case of a problem on the system and faster restoration when an outage does occur, thus, increasing overall system reliability.

The typical electric system consists of several sections that are used to deliver various levels of electric power to different portions of the system. Each section is designed to operate at a voltage level required to provide safe and efficient operation of the electric system. The figure below provides an overview of the portions of the electric system. The areas of the electric system that the Task Force is focused on are the distribution lines that originate at the substations across the District. These lines consist of the main line which extends from the substation to the residential or commercial communities. From the main line are lateral connections that are extended off of the main line and provide power to

the local transformers that provide service to the customers. The transformers reduce the level of voltage to the lower voltage services that are connected directly to each customer. These connections are made by extending secondary cables from the transformer to the individual service cables that are connected to each customer's internal electric service equipment.



Overview of Portions of Electric System

UNDERGROUNDING OPTIONS

For the District of Columbia, there are fundamentally five different options for undertaking the process of undergrounding power lines. These five options are presented below:

- Scenario 1: Underground the overhead three phase primary mainlines retaining existing overhead transformers, secondary and service poles and overhead laterals.
- Scenario 2: Underground the primary laterals including secondary and services. Replace overhead pole mounted transformers with padmount transformers.

- Scenario 3: Underground primary mainline and laterals. Replace overhead pole mounted transformers with padmount transformers. Leave existing overhead secondary and services.
- Scenario 4: Underground all primary mainline and laterals, transformers, secondary, and services up to the service delivery point.
- Scenario 5: Underground the primary laterals, retaining existing overhead secondary and services. Replace overhead pole mounted transformers with padmount transformers.

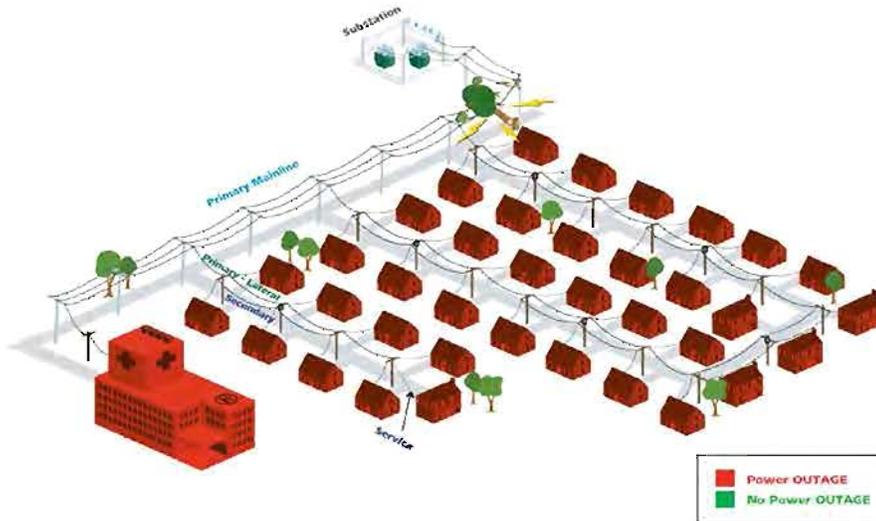
The Task Force recommends proceeding with Scenario 3. In this scenario, the primary mainline and laterals will be undergrounded. In addition, the overhead primary wire and equipment as well as the pole mounted transformers will be removed from the poles. New transformers will be placed on the ground and will be supplied from the underground lines. The existing overhead secondary and service lines will be left in place. This will be the general design to be applied to the vast majority of feeders. In isolated cases, the exact design may vary somewhat depending on conditions on the ground, coordination with other utility or road projects and economic development activities. In these instances, the precise design would be determined on a case-by-case basis.

Scenario 3 is recommended because it will result in the greatest benefits to costs compared with the other four options. The cost for Scenario 3 would be \$3.0 billion to underground all primary lines and transformers in the District that are not already underground. The benefits would be very significant. Of the outages found on overhead power lines, the Scenario 3 option is anticipated to result in a 97% reduction in customer frequency of outages for those customers supplied by the overhead lines. Of the outages found throughout the system, Scenario 3 is anticipated to result in a 56% reduction in the total number of customer frequency of outages for all customers across the entire City including both the overhead and underground supplied customers.

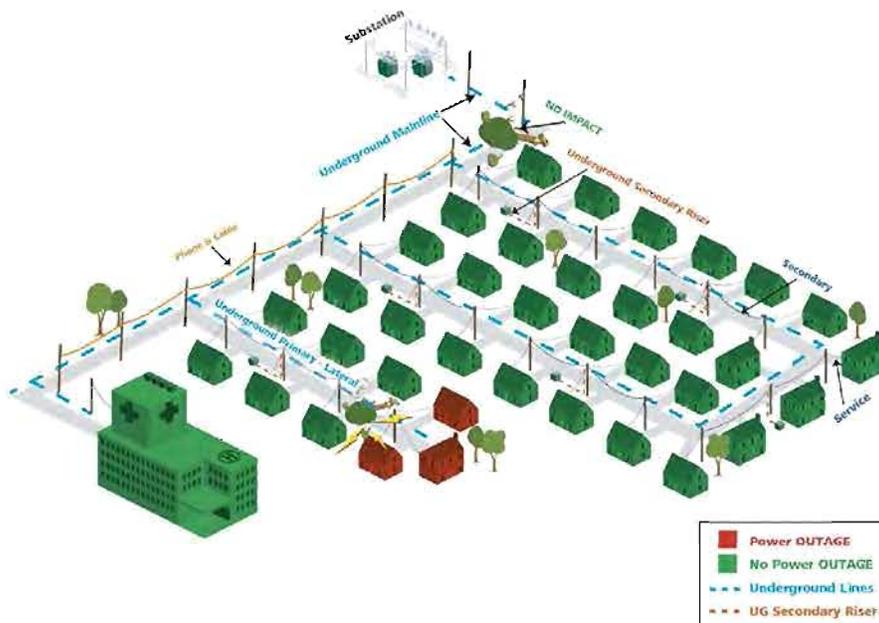
The benefits expected to be obtained with this method of undergrounding are depicted in the following renderings of the number of customers that would be impacted when an outage occurs. In the current situation when an outage does occur then all customers on the line will lose power and must wait until repairs can be made. Once the lines are placed underground only the few customers connected to the secondary lines, where the damage occurs, are out of power. This is a significant reduction in the total number of customers out of service and allows Pepco to respond faster to make repairs to the individual customers. In addition to the improved reliability there will be fewer lines and equipment

remaining on the poles and thereby reducing the visual impact from the overhead lines.

EXISTING OVERHEAD SYSTEM



PROPOSED UNDERGROUND PLAN



10.8 ANCs AND CIVIC ASSOCIATIONS AFFECTED

The following ANCs will be impacted by the undergrounding project by construction anticipated to take place in their wards:

Ward 3

ANC 3B, ANC 3C, ANC 3D, ANC 3E, ANC 3F, ANC 3G

Ward 4

ANC 4A, ANC 4B, ANC 4C, ANC 4D

Ward 5

ANC 5A, ANC 5B, ANC 5C, ANC 5D, ANC 5E

Ward 7

ANC 7B, ANC 7C, ANC 7D, ANC 7E, ANC 7F

Ward 8

ANC 8A, ANC 8B, ANC 8C, ANC 8D, ANC 8E

Associations within the Federation of Civic Associations that will be affected by the undergrounding project include:

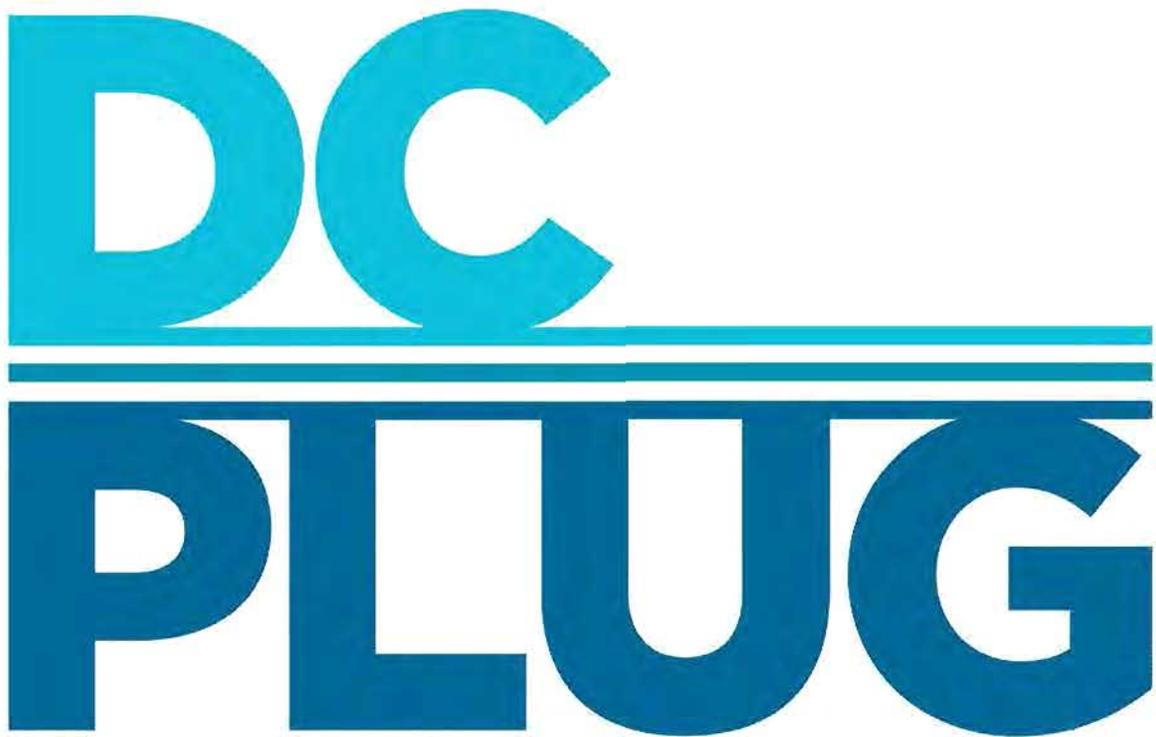
16th Street Neighborhood Association
American University Park Citizens Association
Association of Oldest Inhabitants
Bates Street Civic Association
Benning Ridge Civic Association
Bloomingdale Civic Association
Brentwood Community Civic Association
Brightwood Community Civic Association
Brookland Neighborhood Civic Association
Burleith Citizens Association
Burville Civic Association
Cardozo-Shaw Neighborhood Association
Central Northeast Civic Association
Chevy Chase Citizens Association
Cleveland Park Citizens Association
Cloisters Homeowners Association
Concerned Neighbors Coalition
Congress Heights Community Association
Crestwood Neighborhood League
Deanwood Citizens Association

Eastland Gardens Civic Association
Edgewood Civic Association
Fairlawn Citizens Association
Forest Hills Citizens Association
Forest Hills Citizens Association
Fort Lincoln Civic Association
Fort Stanton Civic Association
Foxhall Community Citizens Association
Friends of Kingman Park
Friendship-Tenleytown Citizens Association
Georgetown Residents Alliance
Glover Park Citizens Association
Hillandale Homeowners Association
Hillcrest Community Civic Association
Lamond-Riggs Citizens Association
Marshall Heights Civic Association
Michigan Park Citizens Association
Mount Olivet Heights Citizens Association
North Michigan Park Civic Association
North Portal Estates Civic League
Northeast Boundary Civic Association
Palisades Citizens Association
Penn-Branch Citizen/Civic Association
Pleasant Hills Community & Civic Association
Public Interest Civic Association
Queens Chapel Civic Association
Rock Creek East/Takoma Civic Association
Shepherd Park Citizens Association
Sixteenth Street Heights Citizens Association
South Manor Neighborhood Association
Spring Valley Court Citizens Association
Spring Valley-Wesley Heights Citizens Association
Takoma Park Citizens Association
Woodley Park Community Association
Woodridge Civic Association

10.9 DETAILED PROPOSED BUDGET

(See attached)

10.10 DC PLUG LOGO AND TAGLINE

The logo consists of the letters "DC" in a light blue, rounded sans-serif font. Below "DC" is a thick horizontal line. Underneath this line is the word "PLUG" in a dark blue, bold, rounded sans-serif font. The "PLUG" text is positioned such that the top of the letters sits on the thick line above it.

DC
PLUG

Making your electric system more resilient.

DC PLUG Education Plan Budget

6.17.2014

OUTREACH AND MATERIALS	DESCRIPTION	AUDIENCE	PEPCO COSTS	DDOT COSTS	NOTES
Research					
Customer panel	Ongoing feedback	Customers	\$0.00	\$0.00	No cost impact since this is an ongoing business practice of Pepco
SUBTOTAL			\$0.00	\$0.00	
Community Outreach					
Community information kits	Collection of materials developed as part of this plan	Customers, Elected officials			Utilize materials developed as part of Customer Education- Fact Sheets, Newsletter, Press Release
- Write			\$0.00	\$0.00	Captured in Customer Education below
- Print			\$0.00	\$0.00	Captured in Customer Education below
Community meetings	Two meetings per phase: 1. Project introduction 2. Kickoff- what to expect 3. Periodic progress	Customers	\$22,500.00	\$260,000.00	Local community relations vendors (per DDOT and City Administrator), 3 scheduled meetings per year plus attendance at other organizations' community meetings
SUBTOTAL			\$22,500.00	\$260,000.00	
Education					
Door hangers	Pre-work	Customers			Assumes 1 for each customer; one version for all wards, 2 sided, 2 color for the 5 wards
- Write/ design			\$3,000.00	\$0.00	
- Spanish translation			\$1,000.00	\$0.00	Assumes 10% of population
- Print			\$80,000.00	\$0.00	
Fact sheets	Overview of work in each phase of the project	All stakeholders			10 versions, customizable per ward
- Write/ design			\$25,000.00	\$0.00	
- Spanish translation			\$11,000.00	\$0.00	Assumes 10% of population according to research statistics
- Print			\$40,000.00	\$0.00	
Community meeting and special event posters	May include, but not limited to, maps of affected areas, general information and benefits and status of work	Customers			8 posters per ward, 40x50 inches
- Design			\$20,000.00	\$0.00	
- Spanish translation			\$5,000.00	\$0.00	Assumes 10% of population
- Print			\$40,000.00	\$0.00	
Fliers					
- Design			\$18,000.00	\$0.00	
- Spanish translation			\$12,000.00	\$0.00	Assumes 10% of population
- Print			\$25,000.00	\$0.00	
Bill inserts					
- LINES	Existing newsletter bill insert	Customers			2-3 articles per year
- Writing/design			\$0.00	\$0.00	Internal
- Print			\$0.00	\$0.00	Existing channel
- Mailing			\$0.00	\$0.00	Existing channel
- Topical insert	Custom bill insert discussing direct and indirect benefits of DC PLUG, including reliability and resiliency	Customers			Assumes one insert per customer as work in area occurs
- Design			\$8,750.00	\$0.00	
- Print			\$2,528.00	\$0.00	2 panel, 4 color, 250,000
- Mailing			\$0.00	\$0.00	Existing channel
Worksite signs	One sign per crew identifying where work is occurring	All stakeholders			1 version
- Design			\$3,000.00	\$0.00	
- Production			\$8,000.00	\$0.00	10 signs, \$800 per sign
*Microsite	Microsite to provide customers information at their fingertips about DC PLUG and projects in their neighborhoods.	All stakeholders			
- Design and development			\$17,250.00	\$0.00	One-time cost
Photography	Captures images to be used in outreach and materials	All	\$0.00	\$0.00	Existing channels
Videos	Depicts work in progress	All	\$30,000.00	\$7,000.00	3 videos
Illustrations	Custom illustrations of select project details such as a view of the underground area, placement of lines, etc. Used for bill inserts, videos, microsite, fliers, posters, etc.	All stakeholders			Assumes 3 illustrations
- Design			\$12,000.00	\$0.00	
SUBTOTAL			\$361,528.00	\$7,000.00	
Paid Media					
Transit	Metro stations/buses	Customers			Coordination, price structure, proposed scope and budget through WMATA. Single campaign. Includes installation and removal fee and printing for two types of PSA display spaces. Duration TBD with WMATA.
- Design			\$12,500.00	\$0.00	
- Print			\$5,000.00	\$0.00	
- Diorama			\$0.00	\$1,350.00	\$780 each, 62x43, assumes 5, install and removal
- Bus curb side				\$3,900.00	\$880 each, 88x30, assumes 30, install and removal
- Media costs				\$0.00	

OUTREACH AND MATERIALS	DESCRIPTION	AUDIENCE	PEPCO COSTS	DDOT COSTS	NOTES
Newspapers insert	Pre and during construction. English versions in the Post's TMC program (appears in all DC newspapers and mailed to homes), Washington Informer and Washington African American. Spanish version in El Pregundo, El Tiempo Latino and Washington Hispanic	Customers			Assumes 2, 4 page-8-sided full color inserts measuring approximately 8.5" x 11"
- Write/Design			\$12,000.00	\$0.00	
- Spanish translation			\$1,500.00	\$0.00	Assumes 10% of population
- Layout			\$4,000.00	\$0.00	
- Media costs (includes printing)			\$78,000.00	\$0.00	
SUBTOTAL			\$113,000.00	\$5,250.00	
Strategy					
*Logo and tag line	Development of an overall creative approach and theme line	All stakeholders	\$60,000.00	\$0.00	Development of multiple concepts for the overall look and feel of materials
SUBTOTAL			\$60,000.00	\$0.00	

Resources					
Community relations coordinator	Management of communications and community relations programs	All stakeholders	\$100,000.00	\$0.00	Assumes 40 hrs/week. This resource will be responsible for attending community meetings in support of DDOT's and Pepco's community outreach activities, coordinating outreach activities and materials and managing overall communications
RESOURCES TOTAL			\$100,000.00	\$0.00	

DDOT BUDGET	\$272,250.00
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PEPCO BUDGET	\$657,028.00
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*One-time cost