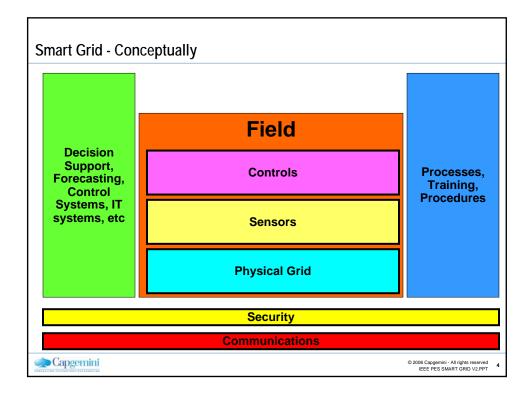
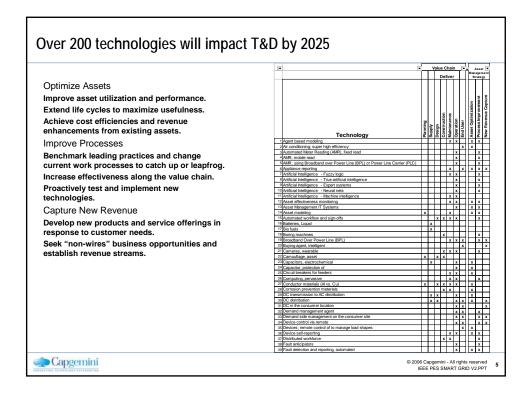


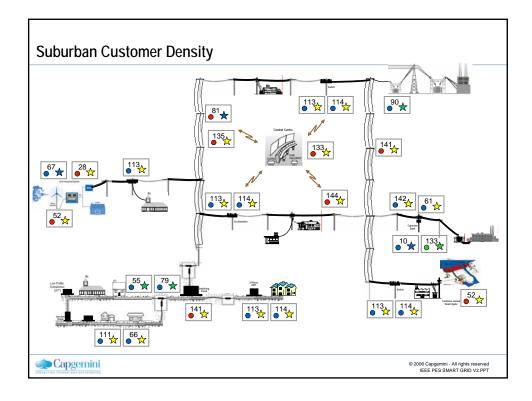
Internal Drivers	External Drivers			
Workforce aging	Merger Failures			
Cost of assets	Market expectation for higher dividends Distributed generation Push by service companies to move up the food chain			
Drive to control costs (Capital and O&M)				
Assets stranded by movement of industry and population to green fields				
Separation of P&Ls (generation, distribution,	Increase in services delivered to customers			
transmission, etc)	Private Equity			
Cost containment	Growth in energy consumption			
Aging Assets				
Regulatory Drivers	Environmental Drivers			
Focus on service levels	911 Security concerns			
Performance Based Rates	Movement outward of cities (3rd generation			
Demand for fewer and shorter outages	suburbs)			
Demand for more buried wires, less overhead	Increased drive from renewable energy			
Re-regulation of the markets	Aging of the US population			
Emissions (Carbon, NOx, etc)	Improvement in renewable technology			

20 th Century Grid	21 st Century Grid			
Electromechanical	Digital			
One-way communications (if any)	Two-way communications			
Built for centralized generation	Accommodates distributed generation			
Radial topology	Network topology			
Few sensors	Monitors and sensors throughout			
"Blind"	Self-monitoring			
Manual restoration	Semi-automated restoration and, eventually, self-healing			
Prone to failures and blackouts	Adaptive protection and islanding			
Check equipment manually	Monitor equipment remotely			
Emergency decisions by committee and phone	Decision support systems, predictive reliability			
Limited control over power flows	Pervasive control systems			
Limited price information	Full price information			





echnology	Distribution	Transmission	Generation	Gas	
Pervasive Sensors	AMR	Line Noise	Emissions	Pipe Noise and Stress	
Pervasive Communications	Truck of the Future/AMR	Enhanced SCADA		Load Management	
Dist. Generation	Solar Cells	Wind Generation	Voltage Support	Gas A/C – Residential B/U	
Visualization	System Loading	Incipient failure	Plant tuning	Pipeline	
Massive Real-time processing	Forecasting	Load Analysis	Fuel/Emissions tuning	Forecasting	
Demand Management	consumption based system design	Blackout management	Economic tuning	Pressure management	
Home Automation	Appliance level demand response	Voltage control	Economic tuning	Demand time shifting – burner management	
Improved Materials	Composite poles and "slippery" conduits	Carbon fiber cored lines	High temperature turbines	Liquid thin wall pipeline liners	
Asset Modeling	Planning and design	Just in time replacement	Maintenance management	Pipe life expectancy	
Super Capacitors	Voltage Support	Switching transient management	Base load curve management		



Sensors	Smart Grid Enabling Hardware Technologies - Sensors	Location	Communication Frequency	Permissible Latency
	Smart Metering - Fixed Read System	Meter	As &When	Non-issue
	Circuit Breakers for Feeders with Automatic Sensing & Re-closing	Line	As & When	Specified Window
	Metering - Two Way	Meter	Constantly	Near real-time
	Metering - Pre-Paid	Meter	As & When	Specified Window
Distributed Resource Interconnection Smart Metering - Fixed Network Second Generation Remote Load Control Devices Management of Supply Remote Smart Metering - using Broadband Appliance Reporting Fault Anticipators Device Control via Remote	Distributed Resource Interconnection	Resource	Constantly	Near real-time
	Smart Metering - Fixed Network	Meter	As & When	Near real-time
	Second Generation Remote Load Control Devices	End User	As & When	Near real-time
	Management of Supply Remote	Resource	Constantly	Near real-time
	Meter	As & When	Near real-time Specified Window	
	End user	As & When		
	Fault Anticipators	Line	As & When	Near real-time
	End user As &	As & When	Near real-time	
	Device to Manage Load Shapes - Remote Control	End user	As & When	Near real-time
Device - Self Reporting Fault Detecting and Reporting - Automated Intelligent Building SCADA Network Penetration Sensors - Wireless Wireline Sensors Auto Sensing Grid Segmentation Devices	End user	As & When	Near real-time	
	Line	As & When	Near real-time	
	End user	As & When	Near real-time	
	SCADA Network Penetration	Line	Constantly	Near real-time
	Sensors - Wireless	Line	As & When	Near real-time
	Wireline Sensors	Line	As & When	Near real-time
	Auto Sensing Grid Segmentation Devices	Line	As & When	Near real-time
	Smart Metering – Networked	Meter	As & When	Near real-time
	Matrix Fault Current Limiter	Line	As & When	Near real-time

