Colonial Pipeline’s Response to
Hurricanes Katrina and Rita

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Colonial Pipeline Profile

• 5,519 mile system from Houston to New York Harbor; operating since 1963

• Delivers more than 2.4 million barrels/day petroleum products from approximately 30 refineries to more than 250 terminals

• 20 percent of all U.S. liquid product delivered by pipeline are handled by Colonial
Hurricane Katrina Impact

- Knocked out power to 7 Colonial pump stations in Mississippi and Louisiana
- Colonial’s two mainlines were fully shutdown for 55 hours
- Restarted at partial capacity by installing temporary power - 19 diesel generators from 9 states
- Added incremental capacity over a 9-day period until full commercial electrical power was restored

Hurricane Rita Impact

- Knocked out power to 5 pump stations in Texas and Louisiana
- Two mainlines were fully shutdown for 48 hours
- Restarted at partial capacity by installing 15 diesel generators from 9 states
- Added incremental capacity over a 19-day period until full commercial electrical power was restored
Colonial System Capacity Impact

% Mainline Capacity Utilized

August  September  October

Supply Constrained

Katrina  Rita
Hurricane Preparedness Plan
Set in Motion Prior to Landfall

**Assets**
- Began reviewing hurricane emergency plans with personnel in targeted region and Atlanta headquarters 5 days before landfall
- Secured tanks and facilities
  - Slowed pipelines prior to the storm
  - Ensured specific level of product in tankage
  - Dispatched satellite phones in anticipation of losses to normal communication

**People**
- Gathered contact information for all area employees
- Evacuated employees in MS and LA just prior to landfall
- Following landfall, all employees were contacted to confirm their safety; then maintained contact as they returned home and reported to work locations

Hurricane Rage
Aerial View of Downed Transmission Towers

Wind Damage, Flooding at Colonial Facilities
Incident Management:
Baton Rouge, LA and Alpharetta, GA

Crisis Management Team – Headquarters

Incident Command – Onsite

Challenging Working Conditions
Teamwork & Coordination

Installing Distributed Generation
Lessons Learned:  
*Industry and Colonial*

**Commercial Power Reliability**
- Excellent response by most primary power suppliers; however, some utilities do represent risk to power reliability
- Colonial is evaluating redundant power supply options

**Communications**
- Communication was critical to manage Colonial’s response effort
- Without land line and cell service, satellite phones provided good coverage initially; however, the network became quickly oversubscribed as emergency responders flocked to the area

**Federal Relations**
- Communication with federal agencies was critical to enable vital support in terms of waivers and escorts for generator transportation
- More clearly defined contact points within the federal government made Rita response easier than Katrina response (far fewer duplicate requests and clearer channel to contact government)
Lessons Learned:  
*Industry and Colonial*

**Humanitarian Assistance**
- Providing support to employees and their families *first* enabled them to then focus on Colonial restoration of service without distraction.

**Physical Security and Access**
- Colonial hired private security for facilities and to serve as escorts for employees traveling to and from facilities.
- DOT assisted Colonial with providing *escorts for generators as they traveled across the country*.

**Aerial Reconnaissance**
- Colonial contracted *charter aerial patrol to assess damage* to facilities and stage repairs.
- Some other operators reported *difficulty getting clearance to conduct similar flyovers*; would be helpful if the FAA could determine priorities and inform companies of those priorities.

**Media Coverage**
- *Extensive media coverage created a high profile for the pipeline industry; This required focus on accurate, frequent, and proactive communication with regulators, customers, and the media.*

“Look for solutions to constraints versus constraints to solutions.”