ESCC

Electricity Subsector
Coordinating Council

ESCC COVID-19 Six-Month Review

AN INTERIM REVIEW OF THE ESCC'S RESPONSE TO THE COVID-19 GLOBAL PANDEMIC, MARCH-AUGUST 2020

SEPTEMBER 2020

Contents

I. EXECUTIVE SUMMARY

When coronavirus (or COVID-19) cases began to emerge in the United States earlier this year, the Electricity Subsector Coordinating Council (ESCC) immediately began to engage with its federal government partners to align the industry and government pandemic response efforts and to ensure the resilience of critical electric infrastructure across North America.

Following a series of staff-level engagements between the ESCC Secretariat and the Department of Energy (DOE), the ESCC held its first executive-level coordination call with senior federal government officials in early March. At this point, there were fewer than 200 reported cases of COVID-19 within the United States. These coordination calls bring together executives and government leaders from across the subsector and, when needed, subject matter experts from DOE, the Departments of Homeland Security (DHS) and Health and Human Services (HHS), and the Centers for Disease Control and Prevention (CDC).

Early in the COVID-19 response, the ESCC directed the Secretariat to establish a "Tiger Team" of industry professionals to identify and to help address major potential barriers and challenges during the pandemic. The ESCC Tiger Team, which is led by Southern Company Services Executive Vice President for Operations Stan Connally, includes staff-level representatives from all segments of the industry (investor-owned electric companies, public power utilities, electric cooperatives, federally owned utilities, independent power producers); the Electricity Information Sharing and Analysis Center (E-ISAC); the natural gas and nuclear energy industries; Canadian electric companies; and the federal government.

The Tiger Team has produced a comprehensive Resource Guide that includes tools, resources, and planning considerations for making localized decisions in response to the pandemic. The Resource Guide is updated regularly and is publicly available on the ESCC website, http://electricitysubsector.org.

In June, the ESCC began a review process to identify opportunities for enhancing and strengthening the electric power industry's continued response to this pandemic and to any future incidents that impact the energy grid. Several key themes have emerged from that review process, including:

- **Partnership/Engagement:** While the nature of the COVID-19 pandemic is unlike any recent disasters in North America, ESCC and federal government leaders are using the principles of executive-level engagement from previous incidents to respond to this health emergency. Additional engagement with federal subject matter experts further enhances the industry-government partnership during this pandemic.

- **ESCC COVID-19 Resource Guide:** The ESCC COVID-19 Resource Guide continues to be a central component of the ESCC's response to COVID-19, and it has been praised by industry, government, and cross-sector partners all over the world as a valuable resource during the pandemic. The Resource Guide should remain central to the ESCC's pandemic response moving forward, allowing for updates as needed.

- **State and Local Government Outreach:** During the early stages of the pandemic response, the federal government played a critical role in interfacing with state governments on the importance of allocating personal protective equipment (PPE) and testing capabilities to utility

personnel. Additional industry outreach to state and local officials still is needed to enhance their understanding of the critical work performed by mission-essential workers in the electric power industry.

- **Supply Chain and Testing Challenges:** During the early stages of the pandemic, many organizations within the subsector had challenges with obtaining PPE and accessing adequate testing capabilities. To address these issues going forward, the ESCC should consider establishing a standing supply chain team of industry and government experts to build "blue sky" relationships with key suppliers and vendors that would benefit the entire subsector during a major incident.

The ESCC response to the COVID-19 pandemic is ongoing, as the virus continues to spread around the world and across the United States. As the industry sustains a coordinated response alongside partner organizations and the U.S. government, the ESCC will continue to organize collective efforts, to solicit feedback on ongoing initiatives, and to provide tools and resources through the Resource Guide and other materials. This report serves as an interim review of the current state of the ESCC response to COVID-19 and will help inform ongoing efforts during this pandemic or during a resurgence of the virus or a similar health emergency in the future.

II. ESCC PANDEMIC RESPONSE OVERVIEW

The ESCC Secretariat began tracking the coronavirus in late January 2020 in coordination with DOE and participated in several stakeholder calls hosted by DHS and HHS. On February 5, the Secretariat forwarded an E-ISAC bulletin on potential supply chain impacts related to COVID-19 to ESCC stakeholder lists. On March 5, the ESCC co-chairs and members held their first industry-government coordination call. This call included senior leadership from DOE, the Cybersecurity and Infrastructure Security Agency (CISA), and HHS. At this point, there were 164 reported COVID-19 cases in the United States.[1]

Over the course of the next several months, subject matter experts from HHS and the CDC joined the industry-government leadership calls to brief on pandemic-related issues, such as testing and contact tracing. The calls also included regular updates from Federal Energy Regulatory Commission (FERC) commissioners and staff, as well as the CEO and staff of the North American Electric Reliability Corporation (NERC), concerning regulatory relief and pandemic response actions taken by FERC and NERC. The calls continued twice a week through May, before transitioning to a once per week cadence in June. By July, the calls were taking place once a month, and they continued into August.

Each ESCC call provides an opportunity for industry and government leaders to address how organizations are responding to the pandemic and to raise any issues or challenges to the group. For example, the calls have covered the need for additional PPE and testing capabilities, as well as workforce sequestration strategies and challenges. The calls also provide a forum for sharing real-time situational awareness, identifying barriers for implementing response plans, and discussing how industry and government can work together to eliminate those barriers.

In early March, the ESCC co-chairs directed the Secretariat to establish a "Tiger Team" of industry professionals to identify and to help address major barriers and challenges. The team is led by Stan Connally, Executive Vice President for Operations at Southern Company Services, and he is supported by the ESCC Secretariat. The Tiger Team includes staff-level representatives from all segments of the industry (investor-owned electric companies, public power utilities, electric cooperatives, federally owned utilities, independent power producers); the E-ISAC; the natural gas and nuclear energy industries; Canadian electric companies; and the federal government. By June, the calls transitioned to once a week, and are now taking place monthly.

The Tiger Team created eight subgroups to focus on specific aspects of the pandemic response. The subgroups are focused on the following topics:

- Control Center Continuity
- Accessing Quarantined and Restricted Environments
- Supply Chain Challenges
- Mutual Assistance Preparation
- Generation Operational Continuity
- IT and Telecommunications Issues
- Responsible Reentry and Return to the Workplace

[1] "Total Number of COVID-19 Cases, by Date Reported," Centers for Disease Control and Prevention website; https://www.cdc.gov/coronavirus/2019-ncov/cases-updates/previouscases.html; Accessed July 9, 2020.

- Internal and External Communications

The subgroups work across the industry to develop and to compile tools, resources, and planning considerations that organizations can use to make localized decisions in response to the pandemic. The groups' work product is funneled into a comprehensive document that is updated regularly. The ESCC Resource Guide, which is publicly available at http://electricitysubsector.org, has been praised by electric power industry, government, and cross-sector partners all over the world as a valuable resource during the pandemic.

In late June, the Tiger Team held a series of "hot wash" calls to discuss the ESCC's response, to date, to the pandemic, focusing on three issue areas: 1) engagement and coordination with the federal government; 2) the operation of the Tiger Team and various subgroups; and 3) the development and use of the Resource Guide. Based on the feedback from those calls, the remainder of this report summarizes the ESCC's pandemic response to date and identifies opportunities for improvement.

III. ENGAGEMENT AND COORDINATION WITH THE FEDERAL GOVERNMENT

During a major incident that threatens or impacts the electricity subsector, the ESCC serves as the principal liaison between the federal government and the electric power industry. The ESCC provides high-level situational awareness on response operations and identifies or anticipates industry-wide challenges that could limit the effectiveness of those operations. In turn, the ESCC and government leaders from DOE, DHS, and other federal agencies work together to resolve those challenges quickly. While the nature of the COVID-19 pandemic is unlike any recent disasters in North America, ESCC and federal government leaders are using the principles of executive-level engagement from previous incidents to respond to this health emergency.

Federal Government Engagement – Accomplishments and Strengths

Proactive Outreach from DOE Set the Stage for Productive Industry-Government Coordination

Representatives from across the electric power industry repeatedly have praised DOE leadership and staff for their proactive outreach during the initial response to the COVID-19 pandemic. At the staff level, DOE began engaging with the ESCC Secretariat in late January before COVID-19 cases within the United States started to increase dramatically. DOE has continued that engagement throughout the pandemic response, and, as the Sector Specific Agency (SSA) for the industry, it effectively has represented the subsector's interests within the federal government.

For example, DOE was instrumental in securing and distributing cloth masks and a limited number of test kits from federal government stockpiles. At times, the federal government did not have the resources to meet specific industry needs. In those instances, DOE's leadership and staff provided direct and frank feedback and worked to find alternative sources/methods for industry requests.

Senior-Level Engagement with Government Leaders and Subject Matter Experts Facilitates Effective Coordination with Industry

The COVID-19 pandemic continues to be an unprecedented global health emergency. The response requires coordination and engagement with a wider range of U.S. government agencies and additional expertise beyond the electric power industry's historical interactions with federal partners. To address those needs, the ESCC has engaged proactively with DOE and representatives from HHS and CDC on regular coordination calls with industry leaders.

Early on, federal government representatives provided key subject matter expertise and context on the ongoing pandemic and how the U.S. government's actions would impact the subsector and the economy. For example, during an April 9 ESCC briefing, Admiral Brett P. Giroir, the HHS Assistant Secretary for Health, provided an update to the group on COVID-19 testing. Another ESCC-organized call included CDC representatives who discussed contact tracing. The rapidly evolving nature of the COVID-19 pandemic and the need to adapt quickly, while maintaining operations, makes this type of timely information extremely useful to industry leaders.

DHS/FEMA Coordination Calls Provide a Helpful Cross-Sector Perspective on the Pandemic Response

In 2019, DHS and the Federal Emergency Management Agency (FEMA) created a new Emergency Support Function (ESF) under the National Response Framework focused on cross-sector coordination. As part of the new ESF-14, FEMA and CISA hosted regular coordination calls with all 16 critical infrastructure sectors to discuss the pandemic. The ESCC Secretariat participated in these calls to provide updates on the subsector's response. Representatives from the electric power industry noted that these calls provided a helpful perspective on other sectors' response to this health emergency.

Regulatory Relief Has Provided Needed Flexibility for the Electric Power Industry During the Pandemic

FERC and NERC have played key roles in aiding the electric power industry during the pandemic with discretionary enforcement of some federal regulations. For instance, in April, FERC commissioners approved a request submitted by NERC to defer implementation of seven reliability standards. This, and other efforts, gave the industry additional flexibility to respond to COVID-19, reallocate resources, and maintain a focus on critical operations, while not undermining the safety of workers and the reliability of the energy grid.

Federal Government Engagement – Opportunities for Improvement

Access and Distribution of PPE Could Be Improved

Access to, and distribution of, PPE challenged many organizations early on during the COVID-19 pandemic, creating widespread frustration. Many organizations turned to lower-quality suppliers out of desperation. Going forward, the electricity subsector would benefit from a clearly defined process and timeline for securing and distributing additional quantities of PPE, including from federal, state, and local stockpiles.

Organizations widely have acknowledged that the issues experienced with PPE were largely due to the surging global demand for these resources and the strain placed on global supply chains. Public- and

private-sector efforts to secure this equipment were hampered by the backlog in orders and a limited supply of these resources at the beginning of the pandemic when available stocks already were dedicated to medical personnel.

The ESCC has experienced varying levels of success working with U.S. government agencies and state governments on the PPE issue. While DOE and CISA have tried to help the electricity subsector and have succeeded in securing and shipping some quantities of PPE, challenges have arisen due to competition with other critical infrastructure sectors. At the state level, access to PPE has varied widely from state to state, as some state governments cooperated extensively with utilities to secure PPE, while other state governments took limited or no action on the issue.

To address these issues, the ESCC should consider establishing a standing supply chain team of industry and government experts to build "blue sky" relationships with key suppliers and vendors that would benefit the entire subsector during a major incident. This team could explore the option of stockpiling PPE, including fire-retardant masks, that could be used during a major industry response to wildfires, hurricanes, earthquakes, or other incidents with catastrophic impacts.

"Blue Sky" Outreach to State and Local Leaders Can Help Improve the Understanding of the Electric Power Industry's Critical Role in the Economy

During the pandemic response, DOE and DHS have played a crucial role in interfacing with state governments on the importance of allocating PPE and testing capabilities to utility personnel. The ESCC has worked closely with DOE and DHS to ensure that industry workers were represented appropriately in CISA's *Guidance on Essential Critical Infrastructure Workers*. This guidance, while not a federal standard or directive to states, helps state governments decide which workers should be considered for prioritized PPE and/or provided with unrestricted movement and access to restricted areas.

This guidance also underscores why expediting PPE to critical utility workers is essential. One entity reported that it used the CISA guidance when pitching the need for prioritized testing for utility employees to local government officials. In addition, the Secretary of Energy sent two letters to governors of each state/territory underscoring the important role the electric power industry plays in the economy and disaster recovery.

Despite these helpful efforts, some industry representatives indicated that state and local governments still do not understand fully the critical importance of prioritizing PPE and testing for electric industry workers. In addition, it was reported that some states needed background information on how the sequestration of control center staff would help secure grid operations during the pandemic. Entities that began their outreach early in the pandemic response and focused on local officials had the most success. Based on this, the ESCC should consider developing materials for the subsector to use during "blue sky" days to engage with state and local officials and discuss how the work performed by mission-essential workers in the electric power industry is critical.

Initial Availability of Testing Equipment and Sites Was Limited

Many issues have contributed to the extreme difficulties electric power industry organizations encountered when trying to access adequate testing. One big challenge was state and local governments' strict interpretation of the now-outdated CDC Priority Testing Guidance established in

March, which did not include prioritization of asymptomatic critical infrastructure workers. As a result, some state governments did not prioritize mission-essential workers for testing.

After outreach by DOE to HHS, a limited number of test kits was provided to some electric utilities. Even when test kits were secured, organizations reported issues finding local laboratories that could process test results easily and efficiently. Many of these organizations reported that they could not find a lab within 150 miles that could process the Abbott Rapid ID NOW Test Kits that were provided by HHS. This left some companies unable to conduct tests.

Going forward, utilities recommend better preparation across the ESCC, U.S. government, and state government partners to address the anticipated demand for testing before there is a backlog. Additionally, the ESCC recommends that the federal government focus on prioritizing testing for community lifeline sectors, such as energy, as established by DHS and FEMA.

The Structure of Initial ESCC Calls with Government Leadership Could Have Been Improved

Some industry leaders have noted that the structure of the early ESCC calls with government leadership could have been improved. Instead of focusing on the pandemic response in some of the hardest-hit areas, such as New York and Washington State, the initial calls included reports from other regions of the country. While those reports were informative, more detailed presentations from the early hotspots in the pandemic would have been more helpful to organizations in other regions preparing for an increase in COVID-19 cases. This observation was noted and addressed by the ESCC co-chairs, and the structure of coordination calls was adjusted.

A Streamlined Federal Government RFI Process Would Be Welcomed by Industry

The industry has received several "Requests for Information" (RFIs) from DOE and DHS with quick turnaround times. While the industry understands that federal agencies need information for situational awareness and to make informed decisions regarding federal resources, the short timelines put unnecessary burdens on the organizations, especially as they are responding to the pandemic. A streamlined RFI process would be welcomed by industry.

IV. TIGER TEAM OPERATIONS

The ESCC Tiger Team created a forum in which utilities, federal representatives, and partner organizations can share practices and guidance, receive information, and coordinate joint response efforts. The regular cadence of Tiger Team calls and the subgroup structure have helped to organize joint efforts among industry organizations responding to COVID-19. The Tiger Team and subgroups are a core component of the industry response to the pandemic and have helped guide the drafting of the ESCC Resource Guide. Among the issues identified, industry representatives highlighted the importance of the Tiger Team in fostering an industry-wide sense of common purpose. A notable area of improvement includes the need to broaden the ESCC's communication across the electric power industry.

Tiger Team Operations – Accomplishments and Strengths

Diverse Participation from Cross-Sector, Canadian, and Government Partners Strengthens the Work of the Tiger Team

Electric power industry organizations from across the United States, both large and small and of every ownership type, participate in the Tiger Team and subgroups and have shared relevant and critical information on their operations and response to COVID-19. Participation by Canadian partners has been well-received, with Canadian representatives noting that they appreciate the inclusion given that the energy grid inherently is a shared asset between the United States and Canada. Additionally, the American Gas Association (AGA) and American Public Gas Association (APGA) have expressed appreciation for participating in the Tiger Team and subgroups, as natural gas distribution utilities face many of the same issues as electric utilities. Staff from the E-ISAC also play an important role on the Tiger Team and have offered valuable contributions to team documents and materials.

The widespread inclusion of various industries and international partners has enhanced the "unity of effort" and the sense of a shared mission among organizations, helping to underscore that the fight against COVID-19 is a collective effort and that all utilities gain from sharing practices and resources through the collaborative efforts organized by the ESCC.

One utility representative noted that ESCC initiatives are seeing a significant boost in participation from across the industry and from partner industries/trade associations, which is a win for the electric power industry overall. Other representatives have suggested that future participation from additional trade organizations in similar industries would be helpful. In addition, expanding outreach to other sector coordinating councils would be beneficial. For instance, the supply chain subgroup has partnered with the Chemical Sector Coordinating Council on some of its work during the pandemic. Accessing the expertise in those councils could help facilitate the efforts of other subgroups and expand the ESCC outreach to other sectors.

The Use of SharePoint Has Improved Tiger Team and Subgroup Coordination

Several Tiger Team participants noted that the SharePoint file sharing and collaboration tool has improved coordination among team members, and they thanked DOE, the National Energy Technology Laboratory (NETL), and Southern Company for their efforts to establish the platform early in the pandemic response. Throughout the pandemic, utilities have been inundated with information and guidance from a range of U.S. government, ESCC, and related authoritative sources. Industry representatives highlighted the importance of SharePoint as a collaborative tool for information sharing, joint drafting, and consensus building.

Tiger Team Operations – Opportunities for Improvement

Communications Gaps Have Limited Some Information Sharing with External Partners

By and large, the ESCC has been lauded for its information sharing efforts during the COVID-19 pandemic. Information developed by the Tiger Team and subgroups is distributed by multiple organizations, including the various trade associations, the E-ISAC, and DOE. Industry representatives

report receiving an extensive flow of information, which has helped to ensure a common understanding of the operating environment in response to COVID-19.

Some gaps in the ESCC's communications to industry have been noted. While the ESCC succeeded in providing early and detailed information on the pandemic response to industry executives, this information took time to cascade down from the executives of some large organizations to staff at operational levels. Similarly, information on ESCC efforts took time to reach utilities that aren't members of (or don't regularly communicate with) a national trade association, but still would benefit from ESCC information sharing and participation in the Tiger Team or a subgroup.

While the challenges of information silos within organizations are beyond the purview of the ESCC, the Council nevertheless should consider broadening its outreach to the subsector. Working with additional industry organizations could help expand partnerships with asset owners that do not traditionally work with the ESCC, but that have a critical role to play in energy grid security and reliability. As the diversity of participation on the Tiger Team and subgroups is a key positive attribute identified by several representatives, developing a broad communications strategy to accompany future Tiger Team efforts is recommended.

As part of this strategy, the ESCC also should consider other channels, such as FEMA's National Business Operations Center (NBEOC) online portal and the U.S. Chamber of Commerce and its state affiliates, for disseminating ESCC messaging and material broadly.

Internal Tiger Team Communications Could Be Improved

Early communications challenges created some confusion within the Tiger Team regarding the topics, leadership, makeup, and logistics for each of the various subgroups. This left some unaware of the purpose of the Tiger Team and subgroups and how best to become involved in the effort. Electric power industry representatives recommend creating marketing materials in the future that highlight the relevant logistical information. Some pointed to the need for better coordination and collaboration at the point of establishing subgroups and their leadership structures. It also was noted that additional communications among subgroups, such as sharing meeting minutes across groups, would improve Tiger Team coordination.

In addition, some noted a lack of clarity regarding how certain ESCC information could be shared. Organizations distribute ESCC updates within their organizations and with partner utilities that may not have ready access to these materials. However, there are concerns about sharing information too broadly. Organizations would benefit from enhanced guidance on how to share information when it is received, including whether the information is intended for wide distribution among industry partners or to the public.

The Tiger Team Should Consider Creating a Health-Focused Subgroup

The ESCC Tiger Team has addressed key health issues relevant to the industry's COVID-19 response and has sponsored coordination calls with industry and external medical professionals who provided important information on testing experiences and protocols. While those calls were widely attended and were helpful, some utility representatives have noted that an additional health and safety-focused subgroup could be created to expand those calls with the medical sector. This group would track health

and safety information and health guidance coming from the U.S. government and would work to amplify that guidance across the industry to ensure wide dissemination.

As noted, the COVID-19 pandemic unfolded differently than traditional crises, and the U.S. government response continues to evolve over the course of the response operation. This evolution partly is reflected in the guidance given by CDC, HHS, and other public health authorities during the pandemic, which continues to be updated as experts gain more information on the characteristics and spread of the virus. Tracking these changes and checking compliance with new and evolving guidelines has required a herculean effort from organizations. Dedicating a subgroup to serve as a point of contact for this information would centralize the industry's understanding of guidelines as they evolve and would provide electric power industry organizations a forum to consider and to respond to health and safety guidance from the U.S. government.

Subject Matter Expertise/U.S. Government Participation on the Tiger Team Should Be Expanded

With the understanding that U.S. government personnel resources are strained due to COVID-19, industry representatives recommend additional participation from experts on standing calls. Utilities repeatedly emphasized that hearing from DOE, DHS, CDC, and other U.S. government representatives directly, and more quickly, on testing, PPE, and related issues helps organizations manage their response to the pandemic. The ESCC would need to establish a proper cadence for participation and a clear purpose for federal partner involvement and would need to identify appropriate participants for future Tiger Teams.

The ESCC also should consider establishing standing Tiger Teams focused on different areas of a response operation. For instance, as noted, a standing supply chain team of industry and government experts could build "blue sky" relationships with key suppliers and vendors that would benefit the entire subsector during a major incident.

Additional International Engagement Should Be Considered

In the early stages of the pandemic, the Electric Power Research Institute provided helpful insights on how other countries were approaching this health emergency. Given the global implications of a fast-moving pandemic, the ESCC should consider additional outreach and collaboration with international partners. This engagement will facilitate the sharing of leading practices that could inform and improve how we prepare for and respond to future health emergencies.

V. ESCC COVID-19 RESOURCE GUIDE

The ESCC Resource Guide developed by the Tiger Team and subgroups offered a core set of planning considerations to inform the electric power industry's COVID-19 response. With regular updates and additions, the Resource Guide has become a widely used source of information across industries in the United States and around the world. Industry representatives speak highly of the Resource Guide, noting the document's accessibility, detailed sections, and ease of implementation. These same representatives consider the Resource Guide to be a central component of the ESCC's response to COVID-19, and they recommend that it remain a core component, with some additions and updates, of the pandemic response moving forward.

Resource Guide – Accomplishments and Strengths

The Resource Guide Is Comprehensive and Broadly Applicable to the Electric Power Industry's Pandemic Response

The ESCC Resource Guide has been a well-received and widely used tool across the electric power industry and beyond during the COVID-19 pandemic. Organizations note that the Guide stands out among documents provided by trade associations or sector coordinating councils in other industries. It is used by other critical infrastructure sectors in the United States, as well as internationally, to help organizations guide their COVID-19 responses.

Industry representatives appreciate that updates to the Guide reflect new and expanding guidance from U.S. government and health authorities, and they feel that the updates come in a proper cadence, with appropriate markings to reflect these updates. They also note that template documents included in the Guide are helpful and can be incorporated easily into an organization's internal planning materials. The sections on mutual assistance and control center sequestration, in particular, are helpful.

Overall, the Resource Guide demonstrates true industry leadership in thought, clarity of mission, and actions, and it was produced at a speed that enabled it to be used by organizations while they planned and managed their initial responses to the pandemic.

Resource Guide – Opportunities for Improvement

The Guide Could Benefit from Enhanced Marketing and Distribution

Although the Resource Guide is valued by organizations that have learned of its availability, the ESCC could expand its marketing and distribution of the document beyond traditional recipients. As discussed, some utilities are not members of the ESCC or do not participate routinely in trade associations. Many of these utilities were not on the initial distribution list for the Resource Guide.

ESCC participating organizations report that organizations that received the Resource Guide via formal or informal information-sharing between organizations greatly appreciate the information from the ESCC. The Resource Guide has extensive applicability to critical infrastructure in adjacent industries like natural gas. The ESCC is well-served by helping a broader set of asset owners, not just immediate members, respond to the COVID-19 pandemic, as it reinforces the ESCC's role as a leader within the electric power industry and as a trusted partner for emergency response. Exploring other platforms, such as FEMA's NBEOC online portal, would help distribute the document to a broader audience.

Additional Templates and Checklists Could Help Organizations Operationalize the Resource Guide

The checklists/templates included in the Resource Guide are helpful to utilities in implementing the tools and resources contained in the document. A checklist or tear-sheet for each section of the Resource Guide distilling the main points would be useful to many utilities. Hyperlinks within the document also would make it much easier to navigate. Other industry representatives have suggested the use of an online wiki-tool to ensure consistency throughout the document.

Continued Updates to the Resource Guide Should Reflect the Evolving Pandemic and Response Activities

The ESCC Resource Guide is a living document and should serve as the basis for continued updates as the United States continues to respond to the pandemic. Several industry representatives cited the Resource Guide as a jumping off point for additional materials to guide utilities through a resurgence of the virus across the United States. For example, information on the types of external and internal triggers for reentry planning were cited as a welcome addition to the document. The Resource Guide was helpful to utilities during the first wave of the virus. Additional information would help utilities during the ongoing first wave and during any secondary waves of COVID-19, or any future pandemics.

VI. CONCLUSION

The ESCC response to the COVID-19 pandemic is ongoing, as the virus continues to spread around the world and across the United States. As the industry sustains a coordinated response alongside partner organizations and the U.S. government, the ESCC will continue to organize collective efforts, to solicit feedback on ongoing initiatives, and to provide tools and resources through the Resource Guide and other materials. This report serves as an interim review of the current state of the ESCC response to COVID-19 and will help inform ongoing efforts during this pandemic or during a resurgence of the virus or a similar health emergency in the future. Additionally, the report will aid ESCC efforts to maintain situational awareness and response capabilities for all-hazards, whether natural or man-made, which continue to threaten utilities across the country even amid the pandemic.

APPENDIX A: ACTION ITEMS

Based on the feedback provided in this report, the ESCC should consider the following action items to enhance its response to the current pandemic and to future incidents that impact the energy grid:

1. **Develop a Process for Accessing Government PPE Stockpiles:** Coordinate with federal government partners to develop a clearly defined process and timeline for securing and distributing PPE from federal, state, and local stockpiles.

2. **Anticipate and Prioritize Testing:** Coordinate with federal government partners to anticipate and to prioritize pandemic testing for the energy sector.

3. **Facilitate "Blue Sky" Outreach to State and Local Governments on "Mission-Essential Workers":** Develop materials for the subsector to use during "blue sky" days to engage with state and local officials and discuss how the work performed by mission-essential workers in the electric power industry is critical.

4. **Explore Options for Streamlining Federal RFIs for Industry:** Work with federal government partners to discuss the RFIs submitted to the industry by DOE, DHS, and other federal agencies, and explore ways to combine or streamline those requests.

5. **Expand Cross-Sector and Government Participation in the Tiger Team and Subgroups:** Expand participation of government staff and trade organizations and sector coordinating councils for other partner industries on the Tiger Team and subgroups.

6. **Include Additional Government Experts on Standing ESCC Calls:** Include additional government experts on standing ESCC calls, with the understanding that U.S. government personnel resources are strained during the COVID-19 health emergency.

7. **Expand Communications to Electric Industry and External Stakeholders:** Develop a new procedure for distributing ESCC-branded communication to executives and staff within the electric power industry and to external stakeholders. These communications efforts should include a focus on industry staff who may not be familiar with the ESCC and should provide clear guidance on how to disseminate ESCC-related information within an organization. In addition, the ESCC also should consider other information channels, such as FEMA's National Business Operations Center online portal and the U.S. Chamber of Commerce and its state affiliates, for broadly distributing ESCC messaging and materials.

8. **Encourage Additional Communication Within the Tiger Team:** Encourage additional communications among subgroups, such as the sharing of meeting minutes across groups, to improve Tiger Team coordination.

9. **Develop Procedure to Form Ad Hoc ESCC Groups:** Use the pandemic response as a model for future ESCC initiatives and develop a procedure to form ad hoc groups within the ESCC to focus on specific issues and deliverables.

10. **Establish a Standing Industry Supply Chain Team:** Establish a standing supply chain team of industry and government experts to build "blue sky" relationships with key suppliers and vendors that would benefit the entire subsector during a major incident.

11. **Create a Health- and Safety-Focused Subgroup:** Create an additional subgroup to track and amplify health and safety information and guidance.

12. **Expand International Collaboration with International Partners:** Expand outreach and collaboration with international partners, given the global implications of a fast-moving pandemic.

13. **Include Additional Checklists and Templates in the Resource Guide:** Where appropriate, include a checklist and/or tear-sheet for each section of the Resource Guide that summarizes the main planning considerations.

APPENDIX B: TIGER TEAM SUBGROUP LEADERSHIP

Tiger Team Executive Sponsor

Stan Connally
Executive Vice President for Operations
Southern Company Services, Inc.

Control Center Continuity

- **Leads:** Tom O'Brien (PJM); Kevin Howard (WAPA)
- **Secretariat Leads and Support Staff:** Sam Rozenberg (APPA); Hailey Siple (EEI); Nathan Mitchell (APPA)
- **Federal Government Representatives:** Pat Hoffman (DOE); David Howard (DOE); Mike Wech (SWPA); Danny Johnson (SWPA); Lloyd Linke (WAPA); Jonathan Aust (WAPA)

Accessing Quarantined and Restricted Environments

- **Leads:** Kimberly Denbow (AGA); Adrienne Lotto (NYPA)
- **Secretariat Leads and Support Staff:** Pat Hart (EEI); Nathan Mitchell (APPA)
- **Federal Government Representatives:** Sean Plankey (DOE); Stephen Curren (DHS)

Supply Chain Challenges

- **Leads:** Johnny Howze (Southern Co.); Michele Guido (Southern Co.)
- **Secretariat Leads and Support Staff:** Jack Cashin (APPA); Sam Chanoski (E-ISAC)
- **Federal Government Representatives:** Sean Plankey (DOE); Shana Kuhn (BPA); Virgil Hobbs (SEPA)

Mutual Assistance Preparation

- **Leads:** Louis Dabdoub (Entergy); Michael Willetts (Minnesota Municipal Utilities Association); Kenny Roberts (ElectriCities of North Carolina)
- **Secretariat Leads and Support Staff:** Wally Mealiea (EEI); Chris Eisenbrey (EEI); Sam Rozenberg (APPA); Martha Duggan (NRECA)

- **Federal Government Representatives:** Kate Marks (DOE); Ashton Raffety (DOE); Mike Miller (BPA)

Generation Operational Continuity

- **Lead:** Jim Heilbron (Southern Co.)
- **Secretariat Leads and Support Staff:** Sam Rozenberg (APPA); Matt Duncan (E-ISAC)
- **Federal Government Representative:** Danny Johnson (SWPA)

IT and Telecommunications Issues

- **Lead:** Sharla Artz (UTC)
- **Secretariat Leads and Support Staff:** Laura Schepis (EEI); Corry Marshall (APPA); Sam Rozenberg (APPA)
- **Federal Government Representatives:** Chris Alexander (DHS)

Responsible Reentry and Return to the Workplace

- **Leads:** Adrienne Lotto (NYPA); Dave Megna (WEC Energy Group)
- **Secretariat Leads and Support Staff:** Pat Hart (EEI); Sam Rozenberg (APPA); Martha Duggan (NRECA); Matt Duncan (E-ISAC); Hailey Siple (EEI)
- **Federal Government Representatives:** Pat Hoffman (DOE); Megan Tsuyi (DHS); Emily Burdick (DOE); Charles Rousseaux (DOE)

Internal and External Communications

- **Leads and Secretariat Support Staff:** Stephanie Voyda (EEI); Brian Reil (EEI); Tobias Sellier (APPA); Scott Peterson (NRECA); Stephen Bell (NRECA); Sarah Robinson (CEA); Susan Buehler (PJM); Jon Wentzel (NEI); Kimberly Mielcarek (NERC); Christina Nyquist (EPSA)

Power Line-Caused Wildfire Mitigation Annex

Mitigation

After the devasting fires of 2011 and 2012, Texas A&M Engineering Experiment Station (TEES) developed a powerline-monitoring technologies to detect downed powerlines, failing line apparatus, and arcing equipment that can cause fires. Preliminary work has shown that this technology, in concert with Texas A&M Forest Service fire risk predictive models, can prevent many wildfires and provide more timely awareness of fires as they occur, facilitating rapid response. These two Texas owned and developed technologies have the potential to improve public safety, save lives, and significantly reduce wildfire-related property losses.

The Texas legislature has authorized and funded a two-year TEES project to demonstrate the effectiveness of its technology in selected high-risk fire areas. The success of the project will depend upon cooperation from many stakeholders: utility companies, local fire-response teams, and state agencies, including Emergency Management and the Public Utility Commission.

United was invited to participate in this study along with other cooperatives and investor-owned utilities. United board has given the approval to be active in this project which will include acquiring and installing substation hardware for four substation feeders, act as a participating member of the Wildfire Project Advisory Council and work cooperatively with TEES to respond to failure events and evaluate the performance of the equipment that is being tested.

United will use lessons learned from this project along with the associated power line equipment to mitigate the damaging effects of wildfires going forward.

Wildfire Emergency Response

As with weather related emergencies, United's employees should refer to the Disaster Planning Guide for weather related emergencies. Additionally, the System Operators and other key personnel are expected to follow the ERP Considerations Chart and the Definition of Emergency Levels Chart when handling any outage effecting United's Members. These Charts and Definitions are found in the Weather Emergency Annex.

UNITED COOPERATIVE SERVICES

EMERGENCY RESPONSE PLAN/EMERGENCY OPERATIONS PLAN

Version 1.2024

Pages 314 through 333 redacted due to confidentiality

Emergency Response Plan
Active Shooter Training

In 2018, United's employee group was provided with Active Shooter Awareness training. As a part of the training, information from the State of Texas and The U.S. Department of Homeland Security was shared with the employees. Information from the training, as well as other pertinent information can be located at:

- https://www.youtube.com/watch?reload=9&v=pY-CSX4NPtg
- https://www.youtube.com/watch?v=j0It68YxLQQ
- https://www.dhs.gov/active-shooter-workshop-participant
    - https://www.dhs.gov/sites/default/files/publications/active-shooter-how-to-respond-2017-508.pdf
    - https://www.dhs.gov/sites/default/files/publications/active-shooter-pamphlet-2017-508.pdf
- https://www.youtube.com/watch?v=tLbhurhAYzs

Emergency response plan considerations

These guidelines have been developed to grade the outage severity level to determine staffing, outage time expectations, internal communications and member communications.
These guidelines do not take into account all variables, circumstances, and emergencies which may dictate other actions.
Note: outages involve many dynamics that must be working in tandem for outages to be handled perfectly including:

(1) SCADA
(2) Telephone systems
(3) IVR system
(4) Radio system
(5) Call volumes
(6) Automatic prediction analysis
(7) Crew/staffing availability
(8) Radio communication
(9) Member communication
(10) G&T communication-Brazos
(11) Substation status
(12) Equipment availability

Conditions	Level 1 Outage	Level 2 Outage	Level 3 Outage	Level 4 Outage	Level 5 Outage
Main cause of outage?	Various reasons for outage	Various reasons for outage	Storms	Major Storms / Accidents/Multi-Area Event	Major Storms / Accidents/Multi-Area Event
Expected frequency of occurrence?	Daily possibility	Sporadic	15 times per year	Several years apart	Several years apart
How many crews are out on site calls?	3 crews or less	Enough crews for timely work	More site calls than crews	More site calls than crews	More site calls than crews
How many site calls?	Enough crews for timely work	< 10 outages per office/< 20 for multiple offices	> 10 outages per office/< 20 for multiple offices	> 10 outages per office/ > 20 for multiple offices	> 30 outages per office
Possible outage time with sectionalizing capability?	2 hours	4 hours	> 4 hours	> 12 hours	Multiple days
Actions	**Level 1 Outage**	**Level 2 Outage**	**Level 3 Outage**	**Level 4 Outage**	**Level 5 Outage**
Are additional Sys Operators needed?	No additional Sys Operators	More than 3 crews = additional	Yes	Yes	Yes
Notify Engineering Services for support?	No unless there are software issues	No unless there are software issues	Yes	Yes	Yes
Request MSRs to handle unresolved calls?	No, unless extreme call volume	No, unless extreme call volume	Yes	Yes	Yes
Does the staff need to be notified?	No, unless unusual circumstances	No, unless unusual circumstances	Yes	Yes-Emergency action plan?	Yes-Emergency action plan enacted
Notify Communications Dept. for press release?	Not normally	Possibility, dependent upon # of Priority accts affected	Yes	Yes	Yes
Priority accounts contacted by phone?	Yes	Yes	Yes	Yes	Yes
Priority accounts which cannot be contacted by phone?	Sys Ops first available crew to priority account	Sys Ops first available crew to priority account	Sys Ops first available crew to priority account	Sys Ops first available crew to priority account	Sys Ops first available crew to priority account
Use the High Call or Low Call Volume IVR Script?	Low	Low	High	High	High
ETOR applied?	Yes	Yes	No	No	No
Arrange for Multi-Area Logistic and Material Staging	No	No	No	Yes	Yes
Other	Planned may be postponed	Postpone planned outages	Postpone planned outages	Postpone planned outages	Postpone planned outages
Damage assessment				Yes?	Yes - Damage assessment enacted
Staff and Leadership Team - TEAMS Meeting Initiated?				Yes - Initial Meeting with possible bi-hourly updates	Yes - Initial Meeting with probable bi-hourly updates
Need for Mutual Aid Evaluated?				Yes?	Yes

***Communication - Expectations**

Notification of Engineering Services will be the responsibility of System Operations

Notification of Marketing Department will be the responsibility of Engineering Services

Notification of Staff, Communications and MSRs will be the responsibility of System Operations and the ERP Coordinator

Business Continuity

The Business Continuity addendum must address the basics of what shall receive priority attention by the personnel of the cooperative during any emergency situation. The Executive Staff and Leadership team shall review each of these items immediately prior to or immediately following an emergency situation.

Employees

UCS must have employee resources in order to serve the membership during the emergency situation. Without employees, the cooperative will not be able to meet the needs of the membership.

Availability of the employees must be addressed. Executive management, or the Leadership teamin their absence, should perform a thorough availability analysis of all personnel in the first emergency meeting. Any deficiencies should be discussed at that time, and solutions developed during that time where shortfalls exist. Employees within the cooperative may be asked to perform duties outside of their normal job description to fill the most pressing needs of the emergency situation. Further, mutual aid agreements should be acted upon through Texas Electric Cooperatives employee Martin Bevins **(Vice President, Communications and Member Services) (Contact Info - Phone: 512-486-6249 e-mail: mbevins@texas-ec.org).** Contractor use should also be considered as an option for pressing needs.

Accounting shall ensure salaries are continually paid throughout the emergency situation to maintain income stability for employees and their families during the emergency timeframe. In the event that the Daffron iXp and MyAccount servers fail or are destroyed, United will utilize Daffron's Disaster Recovery services as detailed in the IS&T Addendum. This will ensure that Payroll functions will continue with very little interruption.

Human Resources shall work with the Executive Management/Leadership team to ensure the employees are available to serve the membership. HR shall be ready to review housing options for employees and their families that might have been displaced by the situation at hand. If an employee's family's needs are not being met, the employee will most likely not be available to work, therefore this is a key consideration.

Revenue

Membership billing shall continue during the emergency situation where and how reasonably possible. In the case that the meter reading function is not available for some reason, bills shall be estimated at their normal cycle billing dates to ensure continued cash flow. Engineering services will work with IS&T to upload the list to the Daffron system and move the affected accounts to a special cycle and rate. These accounts will be on "hold" until readings are reported again. The special cycle will be monitored by the billing department to bill any accounts that have readings for more than a 20 day billing. No accounts will be billed a minimum estimated bill during the transition time. As the TS2 readings post daily, the program will change any of those accounts that had a reading reported back to the rate and cycle they were in prior to the move.

In the event that the Command Center and Daffron iXp servers at the Eastern District Office fail or are destroyed, the billing process will be disabled. IS&T personnel will be responsible for loading Command Center on a backup server in Cleburne to allow meter readings to be gathered for billing. United will utilize Daffron's Disaster Recovery services as described within the ERP. With these procedures completed, the billing process would be restored with very little interruption.

Collections can be worked during this time, but the Executive Management/Leadership team shall agree to what level this will occur.

Cash/Credit Availability

UCS shall be prepared to make short term advances from lines-of-credit from financial institutions and be prepared to set up credit accounts with local businesses as necessary to support the emergency restoration effort. Where applicable, company credit cards should be used in lieu of credit accounts with local businesses. In the event that credit card information has been compromised, new credit cards should be ordered and the old ones canceled.

Offices

UCS shall maintain its three key facilities at a minimum (Burleson, Cleburne and Stephenville) in the case of an emergency situation. In the case where smaller offices need to be closed, personnel will be moved to other offices as necessary.

Communications and IS&T

UCS relies heavily on communications and IS&T functions. A backup and security plan must be in place to account for different types of failures with solutions already detailed. This plan along with several guidelines for backup purposes are listed within the ERP.

Transportation and Fuel

The Executive Management/Leadership team shall review the availability from the various departments prior to and immediately following the emergency situation. Mutual aid agreements/contractors shall be used in the event that the UCS transportation assets are severely impacted. Rental vehicles from vendors shall be considered if necessary. Fuel arrangements for each local area shall be made prior to the situation or immediately following the emergency.

Materials and Supplies

The purchasing/warehouse disaster plan shall be followed to ensure continued availability of warehousing duties and material availability. Other neighboring utilities stock may be used if necessary. Material review shall be done where possible if the situation requires UCS to move away from currently approved materials. Other supplies shall be made available to employees and visiting employees and contractors as necessary and possible. TEC may provide statewide support, where local organizations such as the Red Cross, United Way, Operation Blessing, will be used to support needs as possible. Further, the Wal-Mart Distribution Center may be an outlet for further support. Local community organizations and churches may be contacted for assistance for meal preparation until formally organized operations can begin. Credit accounts shall be established by the cooperative where

necessary to support needs of employees and visiting workers. Preference should again be given to the use of company credit cards instead of establishing credit accounts with local businesses.

Member/Asset Information

Prior to the event or immediately after the event, member information must be available to all employees, visiting workers and contractors as necessary to perform their assigned function. The Emergency Coordinator shall ensure all information is available to workers as necessary. There shall be a process set initially to track all system changes as they occur to keep up with accounting and engineering information. System engineering employees shall work to ensure work orders are created as necessary. Further, information shall be kept in methods where FEMA support can be requested if necessary.

Multi-Area Logistics and Materials Staging

In the event that a storm or other ERP level event occurs that affects more than one of United's Operational Areas, staging areas will be established at each office to handle logistics and local area event management. With this type of event, a Staff member will be assigned to manage the individual staging areas and they will Coordinate with the Emergency Response Coordinator to ensure safety, effectiveness, and efficiency when handling the events.

Each staging area will coordinate with the local employee groups to ensure that the following areas are covered:

- Safety and daily safety briefings
- Mutual aid crew
    - Lodging & meals
    - Project assignments and assigning crew managers (United employees)
    - Material gathering and returns
- Local area staffing and logistical (meals, temporary lodging if needed, etc.) needs

ERP – Live Data Pulls

Several of the documents in the ERP are outdated by the time a printed copy is available. These documents are in the ERP; however, there are ways to pull "Live" data included in each TAB of the electronic version of the ERP that will allow access to the most current data available. These items are marked with "Live Data Pull" in the table of contents for each tab.

Guidelines for providing lodging and meals to UCS employees as well as outside resources as deemed necessary. These guidelines are intended to be used where feasible; however, they may be modified as needed to better accommodate the needs of UCS' employees and outside resources.

- Logistics Team (Landy Bennett, Russell Young, Blake Beavers, and Kade Kincannon) shall assess the severity of the event to effectively address lodging and meal needs for both UCS employees as well as outside resources.
  - Identify locations affected
  - Communicate/coordinate with appropriate UCS personnel to determine number of UCS employees that will need temporary lodging and the location(s) in which these resources are to be assigned
  - Communicate/coordinate with appropriate UCS personnel to determine the number of outside resources needed and the location(s) in which these resources are to be assigned
- Accounting Department to request temporary limit increases to company-issued credit cards for appropriate UCS personnel.
  - Instruct UCS personnel to obtain receipts of all purchased goods during and for the event
- Accounting Department to contact mutual aid organizations, if applicable, with record keeping and invoicing instructions, keeping in mind the possibility of FEMA requirements for such records.
- For the duration of the event, Logistics Team to obtain list of resources (both internal and external) each morning from appropriate UCS personnel that require temporary lodging that night and the location each resource has been assigned. Such list may be submitted to Logistics Team via e-mail at ERPLogisticsTeam@united-cs.com.
- Contact surrounding hotels to book appropriate number of rooms for the number of resources assigned to each specific location that will require temporary lodging.
  - Two (2) individuals per room
  - Book all rooms/reservations under the name 'United Cooperative Services'
  - Request from each hotel to apply all lodging expenses to one of the Logistics Team member's company-issued credit cards
  - Obtain/validate hotel invoices/room confirmations each day—direct hotel(s) to send all room confirmations electronically to the ERPLogisticsTeam@united-cs.com e-mail address
  - Use Mutual Aid Hotel Flyer, located in the ERP, to provide lodging information to internal and external resources (include hotel room confirmations, if available)
- Depending on how widespread the event is, coordinate meals (breakfast, lunch, dinner) for both UCS employees as well as outside resources.
  - When feasible, all breakfasts and dinners will be served in a communal fashion.
  - Lunches are to be served as a 'sack lunch' and available for pickup during breakfast each morning.
  - Coordinate meals with local restaurants the day before they will need to have food prepared
  - Where possible, all meal costs are to be applied to one of the Logistics Team member's company-issued credit cards
  - Verify if food will be delivered, served or require pick-up; pick-up food when necessary
  - When needed, assist in the setup and breakdown of "chow hall" for communal meals

Damage Assessment Process

Damage Assessment (DA) process will be initiated once a significant number of outages have been reached and crews dispatched are unable to restore outages without considerable construction efforts. When this occurs, management personnel should be prepared to call crews in and begin the DA process.

Once United has entered DA, all efforts to restore power have essentially been halted. All personnel and resources will be directed towards the DA process. There might be a need for operations personnel to help public safety officials in affected areas.

Field Engineering Manager will be the responsible person for directing the DA in each of the respective areas. Specifically, Senior Field Engineers – Gary Sowders (Granbury/Meridian), Denny Adams (Stephenville/PK) and Wes Burton (Burleson/ Cleburne) will coordinate DA operations in each of their respective areas.

Field Engineering Manager and Sr. Field Engineering Personnel will:

- Determine area to be assessed using:
    - OMS and SCADA information
    - Information from the field
    - News reports
- Determine DA crews
    - DA crew will need to consist of at least 2 persons
    - Ideally would consist of an engineering and operations person.
- Create and assign DA areas
    - Laptop with Partner's damage assessment module loaded.
    - Maps and/or other beneficial documents
    - Digital Camera associated to the DA (association will be a picture of the damage assessment log sheet (snap a picture of the laptop screen with the log sheet filled out) clearly visible at the beginning of the picture set. note: ensure date/time stamp is correct in camera and the function is on in the camera
    - Damage Assessors will:
        - Visit site assigned.
        - Fill out Damage Assessment Log
        - Take pre-cleanup/pre-restoration pictures of site assigned. to tie to FEMA form/staking sheet. note: ensure date/time stamp is correct in camera and the function is on in the camera
        - Synch DA package back to the Partner Hub upon return to the office.

Engineering Services will:

- Compile data from DA entries within the Partner module and make available to all departments to use in restoration processes. This will be done in Excel spreadsheet format and accessible through the network. The data will also be available through Partner's DA module and Filter Table.

Things to consider:

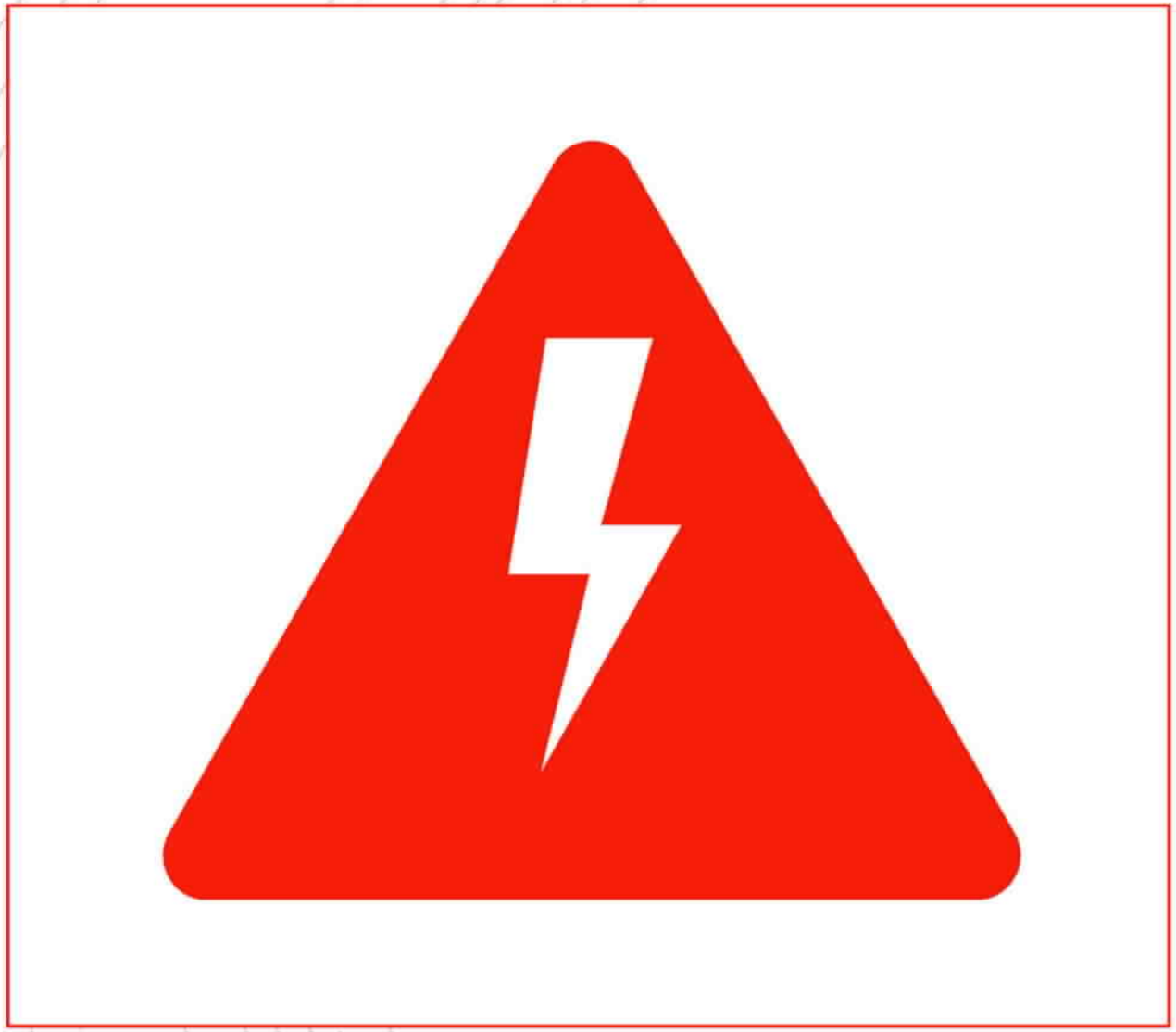
- It should be understood that when the DA process is put into place, FEMA reimbursement occurs with the outage restoration. Therefore, it is important where possible to return the line back to normal construction spec when restoring power, rather than utilizing the band-aid approach to get power restored.
- One DA = One log sheet = One Work Order. This will be the thought in the beginning. Findings from the field might dictate otherwise. For example, One DA might be broken into multiple Work Orders if significant damage is found.
- Cameras should be used from the inventory, but more can be purchased if necessary during the time of gearing up to begin the official damage assessment (see attached Digital Camera Inventory list). A digital camera with preview screen (non-lithium type battery) and a 1 gig SD card will be sufficient for the DA process - @ $60 class camera.

Disaster Planning for Employees

JANUARY 2024

WHY ARE WE GOING OVER THIS?

- The Department of Homeland Security defines United as Critical Infrastructure
- Rural Utilities Service – Requirements to continue to receive loan funds
- Over the past 15 years, United has had the "opportunity" to use the contents of the ERP every other year on average.
- Most importantly - Being Prepared = The Safest Work Environment



Emergency Response Plan

- **Emergency Coordinator: Quentin Howard**
- **Secondary Emergency Coordinator: Bruce Goss**
- **ERP Must Be Tested And Updated <u>Once a year</u>**

Emergency Response Plan (ERP) Overview

Follows TEC's Emergency Plan template for Texas Co-ops.

Tabs 1 through 6 give specific information related to the type of emergency event that occurs.

The current Emergency Response Plan can be found on The Circuit under Important Documents/Disaster Plan

2023 Tabletop Exercise - Disaster Scenario

- In January 2023, United's territory was hit by a major cold front with winds averaging 30 mph during the day, and 10 mph at night, causing the wind chill to fall into single digits.
- The resulting ice storm caused over 25,000 electric and 12,000 internet outages across UCS's system, while also damaging 25 miles of electric line, 10 miles of fiber optic cable, and 150 poles.
- ERCOT was rolling outages for 4 days during this event.

Quick Reference Guide Layout

- Introduction and Purpose
- Emergency Response Plan Overview
- Office Evacuation in Emergency
- Reporting to Office in Emergency
- Contact with Media
- Personal Preparation
- Employee Checklist

The Quick Reference Guide is located on The Circuit under Important Documents/Disaster Plan

Office Evacuation in an Emergency

- List of Threats: How would you respond to an emergency as listed?

- Read through this list, if you can't answer a question, please get with your supervisor.

- If a total evacuation is required, do you know where you should meet with other employees? Should someone attempt to make a count of each employee after an evacuation has occurred?

Reporting to the Office in an Emergency

If you cannot report to your normal office location due to a widespread emergency, what should you do?

- Contact HR employee lines for employer instructions:
  - Cleburne 817-556-4099
  - Stephenville 254-918-6199
- Contact your supervisor for further instructions as soon as practical; leave a message.

Contact with Media

- Please don't try to be a media spokesman for United.
- It is very important to provide the media with a single point of contact during emergency events to ensure timely and accurate information is always provided.
- Direct all media requests to United's Chief Operating Officer/Assistant General Manager Marty Haught

Personal Preparation

- Be prepared for an emergency. Your understanding of emergency procedures will save valuable time in United's response.
- Review the information provided in the Quick Reference Guide.
- Red Cross, CDC, and FEMA also provide helpful information on personal disaster preparedness.

Are you prepared?

Understand how you should react to different threats

Understand and answer the check-list

Questions should go to your supervisor

United Cooperative Services

Your Touchstone Energy® Cooperative 

Disaster Planning Quick Reference Guide for Employees

Last Updated: January 2024

Introduction and Purpose

As established by the United States Department of Homeland Security, United's facilities are considered critical infrastructure. Consequently, United is required to prepare and practice for emergencies in case they do occur so there is minimal impact on critical infrastructure and ultimately the public.

This Disaster Planning Quick Reference Guide for Employees of United is meant to serve as a general guide for employees when dealing with emergencies. The intent of this guide is to ensure that employees are prepared for various types of emergencies, but is not possible to cover every possible emergency scenario.

This Guide is broken up into sections that can help employees understand their roles in an emergency. Primarily, United must maintain an Emergency Response Plan (ERP) that will guide the organization in the event of an emergency. An "emergency" is defined as "**an unusual event that involves risk to people, property, or the environment**." Some potential threats that can lead to an emergency are listed below:

Fire	Employees	Pandemic
Chemical Spill	Terrorism	Gas Leak
Power Failure	Contract Labor	Domestic Violence
Weather	Aircraft	Explosion
Customers	Vehicles	Biohazard
Flood	Bomb Threat	Loss of Communications

Each employee should take time to consider how they would respond within these guidelines to the threats above, and possibly others. The remaining sections following the overview of United's ERP provide general information that will allow each employee to evaluate their response readiness.

Any questions or concerns regarding this Guide should be brought to the attention of the employee's direct supervisor or United's Emergency Coordinator.

United Emergency Response Plan Overview

The process of creating United's ERP began with creating a departmental vulnerability and risk assessment (VRA). With the VRA complete and after reviewing a myriad of available materials, United decided to use Texas Electric Cooperative's (TEC) emergency response plan template as its starting point. United has adopted this document as the foundation of its ERP to maintain consistency with other cooperative's in the State of Texas. United has not edited content, other than the addendums described below, and understands that the typical organizational structure described in the document does not exactly coincide with United's organization. It is imperative that United's emergency response team review this document prior to or within 24 hours following the emergency situation to ensure guidelines are agreed to and followed.

The addendums to the ERP provide details and supplemental documentation specifically applicable to United. The addendums to the ERP follow the below numbered tab format:

1. Emergency Response Plan Structure and Guides
    a. Disaster Specific Information
2. Contacts, and Key Accounts Lists
3. Processes, Guidelines, and Procedures
4. Regulatory Agencies
    a. RUS
    b. FEMA
    c. PUC
    d. ERCOT
    e. Other
5. Miscellaneous

This document has been accepted and approved by the Executive Staff, CEO, and Board of Directors as United's Emergency Response Plan as required by CFR 1730.28.

This document should be reviewed and tested by United's emergency response team annually as required by CFR 1730.28.

An excerpt from the ERP concerning responsibility of employees follows:

> *The organizational chart shall govern the operations of United in the case of an emergency event. In the event that United has information of a potentially severe emergency, the Executive Staff shall meet prior to the potentially severe emergency and review the elements of this plan. In the event that the emergency has already or is occurring, the Executive Staff, or the Supervisor Task Force in their absence, shall meet as quickly as feasibly possible immediately following the start of the emergency situation in order to prepare for handling such using this plan.*
>
> *The Emergency Coordinator (Senior Vice President of System Engineering) [or secondary Emergency Coordinator (Senior Vice President of Cooperative Planning and Procurement) in the absence of the Emergency Coordinator] shall work with the rest of the Executive Staff to coordinate all emergency response. In the absence of both the Emergency Coordinator and secondary Emergency Coordinator, the CEO shall appoint some other employee to be the Emergency Coordinator. In the absence of the CEO and Executive Staff, the President of the Board of Directors will be contacted to call an*

emergency Board meeting to name an interim CEO. For immediate disaster response, the Manager of Operations will assume the role of interim Emergency Coordinator, the Vice President of Information Systems and Technology will assume the role of interim Secondary Emergency Coordinator, and the Leadership Team will provide leadership as well. It is the responsibility of the Emergency Coordinator to ensure the plan is followed for its purposes. In the absence of the CEO, the Emergency Coordinator shall work with the COO and CAO along with the rest of the Executive Staff or Leadership Team in their absence.

Other duties of the Emergency Coordinator are as follows:

- *Keep this plan and all information contained herein consistent with the TEC statewide disaster plan(s) where applicable,*
- *Keep up/be involved with Local, State, and Federal training exercises where possible/applicable,*
- *Keep the information contained herein up-to-date and accurate with a minimum of an annual review and update process, and*
- *Annually 'test' the plan and coordinate information transfer with RDUP concerning UCS' compliance with ERP requirements.*

Duties of UCS employees may not follow general job descriptions following an emergency. Employees will be utilized where and how necessary to best deal with the emergency at hand.

Employees with responsible charge to act within the ERP for United as designated by United's Emergency Coordinator/Secondary Emergency Coordinator or the Assistant Manager, or CEO in his absence should have a copy and should annually review the Plan.

Office Evacuation in Emergency

Office evacuation may be necessary in the event of an emergency. United has employees working in seven different offices across its service territory, all of which have different layouts, tools, and resources that each employee should be familiar with in an emergency situation. Evacuation plans for each office are located on the Circuit under the Safety Documents in the Human Resources and Safety Section. Following the contacts sections in this Guide is an 'Employee Checklist' that each employee should fill out during or immediately following the annual emergency training session.

The Total Evacuation method should be utilized in the case of an emergency. Total Evacuation requires all employees in the affected building to orderly evacuate to the nearest safe, accessible exit. In the event that all accessible exits are blocked by the emergency, employees should exit through windows of the first floor.

Employees should consider when evacuation might be necessary if any of the threats listed below should occur. There may be different correct answers across United's offices and work areas.

Threat	Some Points to Consider about Preparedness
Fire	Is the fire within portable control? Do you know where the fire extinguisher is located? Are there other fire extinguishing methods that could be used? Have you contacted 911? Have you notified personnel necessary to begin an evacuation?
Chemical Spill	Do you know where the MSDS sheets are located to determine what steps you may need to take in the event of a spill? Do you know who to contact if a spill occurs? What should you do if you encounter a substance that is unknown?
Power Failure	Is your equipment on a UPS? Should it be? What should we do to restore power?
Weather	How does weather impact your job? What would you do if there is a tornado that creates building damage? Where would you go in the building for safety? Is it safe to drive in ice conditions?
Customers	How do you handle an impatient/uncontrollable customer? Should you challenge them? What if they are armed?
Flood	What if a building floods due to water pipe break or massive rains? How will it impact your job? Are computers or other electrical equipment directly on the floor?
Employees	What would you do if an employee or ex-employee became belligerent?
Terrorism	What areas at work are vulnerable to a terrorist act? How would you respond?
Contract Labor	How do we maintain total security with contract labor? Do we perform background checks? How is insurance handled?
Aircraft	Two of United's offices are near landing strips. What would happen if we had an accidental crash into our facility? How would you react?
Vehicles	What would occur if a vehicle was used to damage United office facilities? What would you do if an employee was injured?
Bomb Threat	What should you do if you receive a bomb threat? Does your telephone show caller ID?
Pandemic	How should you conduct your job in the case of a severe pandemic? What actions would UCS need to take to separate employees from infectious materials/areas?
Gas Leak	What if we have a natural gas leak? How will we know? Who do you call?
Domestic Violence	What do you do if an unhappy family member of an employee shows up to the office to discuss family business? What if the situation gets out of hand?
Explosion	If there is an explosion, should you evacuate immediately? What about if employees are left in the building that are injured?
Biohazard	What if a biohazard presents itself, say in a bathroom, or in other areas in the office? Who are you going to contact?
Loss of Communications	What plans are in place for loss of communications? Who is responsible for implementing backup plans? Are there complete backup plans for likely modes of failure?

Reporting to Offices in an Emergency

There are several emergencies that could keep employees from reporting to an office. The likely possibilities are 1) weather complications that prohibit the travel of employees to the office; or 2) an office has been damaged to the point that it cannot be occupied.

If there is an emergency and you cannot report to the office, you should do the following:

1. Contact the HR employee lines at 817-556-4099 or 254-918-6199 to find out if there have been messages left as to the status of offices.

2. Contact your supervisor by any means possible and let them know that you cannot report to the office. At this point, the supervisor will have to decide whether or not he will work out other modes of transportation.

3. If your supervisor cannot be directly reached, leave a message and attempt to contact the next level supervisor. Leave a message if there is no answer.

Contact with Media

Media personnel will generally be involved in emergency situations. If a member of the Media contacts you, please direct them to the Chief Operating Officer/Assistant General Manager. If this person is not available, then the CEO shall be the next employee to be contacted. If this does not work, contact the Emergency Coordinator. It is important to remember that all media contact should be directed through a single point of contact to enable consistency of the message. Further, kindly avoid responding to media citing lack of information and pass the request to the appropriate employee as mentioned above.

Personal Preparation

In the event of impending disaster prepare by doing the following:

- Store a two-week supply of water, non-perishable food, and prescription medications. During an emergency, if you cannot get to the store or the store is out of supplies, it will be important for you to have extra supplies on hand.

- Have other needed items such as batteries, flashlights, manual tools/appliances, garbage bags, toilet paper, soap, etc.

- If possible, maintain an extra supply of your regular prescription items to ensure continuous supply is available to see you through an emergency situation that may continue for several days.

- Have any non-prescription drugs and other health supplies on hand, including pain reliever, stomach remedies, cough and cold medicines, fluids with electrolytes (Gatorade), and necessary vitamins.

- Talk with family members and loved ones about how they would be cared for if you were not available to take care of them.

To Limit the Spread of Germs:

- Follow CDC guidelines for personal hygiene.
- Wash your hands frequently with soap and water; model the correct behavior for peers and children.
- Always cover when coughing or sneezing.
- Stay away from others as much as possible if they are sick or if you are sick. Stay home if you are experiencing any common symptoms of the pandemic.

Employee Checklist

There are some key things employees should know about their work area to properly respond in an emergency. Below is a checklist that should be reviewed during or immediately following the annual emergency training. Place a check mark on each item as you have evaluated the appropriate answer for your office. Notes should be written next to each question to assist you in remembering your environment.

- ☐ Do you know how to use the telephone system at the office in which you work? How do you dial 911 from your office?
- ☐ How would you describe the location/address of your office to law enforcement personnel in a 911 call?
- ☐ Where is the closest fire extinguisher to your work area? Do you know how to operate the extinguisher if necessary?
- ☐ If it were necessary and available, do you know how to access the overhead paging system for your office to notify other employees in the building that there is an emergency?
- ☐ Do you know where all exits are for your office? What is the closest exit to your actual work area? What is the next closest exit to your actual work area if the closest exit is not accessible?
- ☐ If a Total Evacuation is required, do you know where you should meet with other employees? Should someone attempt to make a count of each employee after an evacuation has occurred?
- ☐ If a Total Evacuation is required, what timeline applies to be totally complete with the evacuation?
- ☐ Where is the closest first aid kit to your work area?
- ☐ Who is United's Emergency Coordinator? Who is the Backup Emergency Coordinator?
- ☐ Where can you find a copy of the EEC (Employee Evacuation Plan)?
- ☐ Where are you going to keep this Guide so that you have access?
- ☐ Where can you find United's Emergency Response Plan?

ERP – Distribution List

Distribution List for United Cooperative Services Emergency Response Plan – Version 1.2024
Emergency Coordinator: Quentin Howard
Secondary Emergency Coordinator: Bruce Goss
Emergency Team Copies:
Quentin Howard, Bruce Goss, and Official Office Copies: Posted on the Circuit (Cooperative Intranet Site for all employees) – Microsoft Share Point

United Cooperative Services

Date: _____

RE: United Cooperative Services requests your assistance.

United Cooperative Services has sustained significant damage to our electric distribution facilities as a result of the recent _____, and United is requesting your Cooperative's help. In accordance with the Cooperative Mutual Aid Agreement, United is sending you this letter to officially request your assistance. If you have personnel and equipment available and are willing to render aid to our Cooperative, United is specifically in need of the following personnel and equipment to assist us in restoring power to our Members as quickly and safely as possible:

_____

_____

_____

_____

_____

_____

_____

_____

I would like to personally thank you in advance for your help! In addition, I would like to point out that any and all aid will be reimbursed in accordance with the Cooperative's Mutual Aid Agreement.

Should you have any questions or concerns you can contact United's Emergency Coordinator, Quentin Howard at (254-918-6127) or Quentinh@ucs.net; or our secondary Emergency Coordinator, Bruce Goss at (817-782-8343) or Bruceg@ucs.net.

Yours truly,

Cameron Smallwood
Chief Executive Officer
United Cooperative Services

United Cooperative Services 2/14/2024

Considerations for the Operations Department during a Disaster

Set up:

1) Locate an area large enough to be utilized for warehouse, control center, on-site fueling, and scrap material. Location needs to be as close to damaged area as possible. Additional locations for pole distribution and ease of delivery required.
2) Location will require scrap material trailers and large dumpster to accommodate large volume of trash.
3) Restroom facilities
4) If this event may last for days, security fence or 24-hour security may be required
5) If operations from the selected area will continue during non-daylight hours, portable lighting systems may be necessary.

Daily Crew Work:

1) Have all contact info-Company names /foreman /cell phones readily available
2) Spec book-to each crew, crews will utilize since they will be given a W/O with units
3) Keep track of crew W/O's for coordination with warehouse to allow for progression times of completion of each W/O
4) Crew Foreman turn in W/O after each is completed and check for as-builts
5) Coordinate with engineers on next area needed for progression

Safety:

1) Safety meeting at the start of each day
2) Ensure that all PPE is expected to be utilized
3) Review Personal Grounds
4) Have United employees assist crews to work site
5) Brief each crew on W/O's
6) All line to be energized will only be done so thru coordination with Dispatch and Operations Field Coordinator
7) Have name and contact of Fire Marshall and other emergency officials

Equipment:

1) Have phone numbers for onsite repairs, tires, and welding vendors (internal and external)
2) Notify fleet mechanic vendors

Determine when to change from construction to disaster management:

Begin to evaluate the transition from construction to disaster management at Outage level 3 to 4, from Outage Management Guidelines in Tab 4 of ERP.

Fuel:

1) Operations Manager will notify Senior Fleet Mechanic to start fuel shortage process
2) Notify listed suppliers of fuel storage capacity needed to fit districts needs
3) Notify listed suppliers of fuel amount and type to be delivered to required district locations

Honstein Oil
370 North Sylvania Ave.
Fort Worth, TX 76137
817-831-0601 office
Shannon Stanley 817-829-4378 mobile

S&S Scott Oil
106 Avenue A
P.O. Box 86
Blum, TX 76627
254-874-5569

Love Oil Company
700 W. Vanderbilt
Stephenville, TX 76401
254-965-3518

Connel Oil Corp.
100 SE 6th Avenue
Suite 280, Bank of America Building
Mineral Wells, TX 76067
940-325-7777

Internet Connectivity 2019

During an emergency it may become necessary to access the internet in an area where internet access is not available. In that case, UCS will utilize (2) Verizon MiFi devices. Up to 5 computers can connect to the internet thru each MiFi device. Tethering to a cooperative issued iPhone is secondary option. The MiFi devices are assigned to the following employees:

1. Cameron Smallwood- Ext. 5222, Cell-817-648-6515
2. Marty Haught- Ext 5223, Cell-817-487-7009

If you need any assistance setting up the MiFi devices or tethering to an iPhone, please contact the following:

1. Brad Mead - Cell-817-648-5906
2. Eric Cagle - Cell-254-396-2705
3. John Huffman - Cell-682-228-8141
4. Yuri Lavadour –Cell-817-456-4382

Identifying Specific Needs 2/14/2024

Evaluate current ERP event to determine cooperative needs regarding internal and external personnel resources, as well as restoration equipment.

To accomplish this, items to be consider are

- Damage Assessment need's
- Type of ERP event
- Ground conditions
- Special equipment
- Type/scope of work
- ERP field managing essentials (command center if needed

Beginning of event ERP Coordinator and Operations Manager will analyze specific requirements that will be communicated to workforce and contractors before restoration begins.

United Cooperative Services
Guideline for Powers Restoration during Storms

Objective:
As part of United on going focus on safety and overall Safety Culture, the following guidelines for United's Field Engineering Representatives (FERs) during restoration of power during storm events have been established. This guideline is to keep the employees, the members, and the general public safe when United restoring electric service during or after storms.

Commented [EN1]: This objective to me suggest we just set a safety culture and guidelines for restoration.

Responsibilities of Field Engineering during power restoration:

To Do List:
- Field Engineering Representatives (Representative) will respond to "call in" from System Operations, Field Engineering Manager, Operations Manager or Sr. VP of System Engineering.
- Representative will work single outages but specifically only when replacing transformer fuses will clear outage.
- Representative will assist Operation as needed, working under Operations direction.
- Representative will or can potentially direct traffic if or as needed for restoration on or around high traffic areas.
- Representative will work to remove trees or debris as necessary to assist with restoration of outage.
- Representative can verify current status of an outage either by making a trip to the site or by reviewing status in the Command Center.
- Representative will assist as needed by helping guide contract crews or neiboring Cooperatives that might potentially come to "aid" United with restoration.

Don't Do List
- Place "hold cards " on poles and begin walking out lines.
- Operate electronic reclosers.
- Operate versa-tech reclosers.
- Refuse primary taps.
- Don't enter work area during reconstruction of down powerlines.

Working with Operations
- During storm events, Operations Manager or Sr. Foreman will determine if assistance is needed from Field Engineering
- Calls will be made to the Field Engineering Manager or Sr. Field Engineers, requesting assistance.
- Field Engineering employees that are reporting to work will check in with System Operations once they have made it into the office.
- Field Engineering will follow the 16-hour rule, same as operations.

Working with System Operations
- According to the prediction on the OMS, System Ops will assign only single-phase transformer, outages to Field Engineering.
- Will use Field Engineering to verify outages.
- Will work diligently to adhere to the guidelines specified by this procedure and assign single outages, specifically where Field Engineering is trained to perform.

Conclusion

In all outage situations, it is imperative that United makes every effort to restore power as efficiently as safely possible. Generally, this is achieved using the operations department alone. There are times, however, when the situation has increased in size or number to a point where other departments can be involved to decrease the restoration time. The Field Engineering Department is an asset to assist in these situations. To maintain a high

level of safety for all during these events, it is imperative that the practices outlined in this document be followed when involving the field engineers in outage restoration efforts.

~~These guidelines are not meant to be an exhaustive list of the **Do's** or **Don't**. It's meant to give Field Engineering personnel and those who they work with directly during storm situation, a broad view of expectations during storm restoration.~~

Commented [QH2]: The conclusion states that this is not a complete list; however, the body of the document specifically says "Do's and Don'ts"...may want to think about completely rewording this

Also, the conclusion is really just a disclaimer...

Employee	JOB DESCRIPTION	Dept	Office	Email
FERGUSON JR, STEVEN N.	CONSTRUCTION CONTRACT AND VEGETATION MANAGEMENT COORDINATOR	System Engineering	Stephenville	steven@ucs.net
BATSON, MICHAEL	CONSTRUCTION CONTRACT & VEGITATION MANAGEMENT COORDINATOR	System Engineering	Granbury	michaleb@ucs.net
MCPHERSON, MICHAEL BRODY	CONSTRUCTION CONTRACT AND VEGETATION MANAGEMENT COORDINATOR	System Engineering	Granbury	brody@ucs.net
DILLARD, JASON T	FIELD ENGINEERING MANAGER	System Engineering	Godley	jason@ucs.net
LUMM, DUSTIN M	FIELD ENGINEERING REP I	System Engineering	Joshua	dustin@ucs.net
HANNEN, JONATHON	FIELD ENGINEERING REP I	System Engineering	Stephenville	jonathonh@ucs.net
BIERY, JAMES M	FIELD ENGINEERING REP II	System Engineering	PK Lake	matt@ucs.netm
LOPALO, JOSEPH M	FIELD ENGINEERING REP II	System Engineering	Burleson	joe@ucs.net
LOWE, AARON C.	FIELD ENGINEERING REP II	System Engineering	Burleson	aaron@ucs.net
SADLER, BRANDON L	FIELD ENGINEERING REP II	System Engineering	Granbury	brandon@ucs.net
HAYDON, BRIAN	FIELD ENGINEERING REP II	System Engineering	Burleson	brian@ucs.net
JONES, JOHN PAUL	FIELD ENGINEERING REP II	System Engineering	Meridian	jjones@ucs.net
MCMILLAN, HALSTON	FIELD ENGINEERING REP II	System Engineering	Stephenville	halston@ucs.net
MEJIA, ANTHONY	FIELD ENGINEERING REP II	System Engineering	Stephenville	anthonym@ucs.net
TAYLOR, PAUL	FIELD ENGINEERING REP II	System Engineering	Stephenville	pault@ucs.net
JEAN, JASON	FIELD ENGINEERING REP II	System Engineering	Mansfield	jasonj@ucs.net
DAVIS, CADEN	FIELD ENGINEERING REP II	System Engineering	Granbury	cadend@ucs.net
HEATHINGTON, SAMUEL D	FLEET MECHANIC	Operations	Stephenville	sam@ucs.net
NETHAWAY, JAMES ROBERT	FLEET MECHANIC	Operations	Cleburne	jimbob@ucs.net
DELAGARZA, SENOVIO	MECHANIC HELPER II	Operations	Cleburne	senovio@ucs.net
NECESSARY, RONNIE	MECHANIC HELPER II	Operations	Stephenville	ronnien@ucs.net
CARROLL, REID	MECHANICAL ENGINEER (GRADUATE)	System Engineering	Godley	reidc@ucs.net
WEEMS, BRODY W	SAFETY AND LOSS CONTROL COORDINATOR	Human Resources & Safety	Stephenville	brodyw@ucs.net
GRIFFITH, PATRICK	SAFETY AND LOSS CONTROL COORDINATOR	Human Resources and Safety	Burleson	patg@ucs.net
BURTON, WES	SENIOR FIELD ENGINEER	System Engineering	Burleson	wes@ucs.net
SILVA, PHILLIP	SENIOR FIELD ENGINEER	System Engineering	Joshua	phils@ucs.net
SOWDERS, GARY D	SENIOR FIELD ENGINEER	System Engineering	Granbury	gary@ucs.net
WHITT, JESSE C	SENIOR FIELD ENGINEER	System Engineering	Stephenville	jesse@ucs.net

Credentialing Process

In the event of an ERP event that requires assistance from other Cooperatives, and/or contractors that are not already performing work for United, the following credentialing process will be initiated. The process is as follows:

- Access Permits (see below) will be printed (Landscape – 8 ½ x 11) for each vehicle that will be working on the Cooperative's system.
- Individually assigned and numbered permits will be cataloged through denotation of date, time and participating organization.
- When possible, the permits will be included with the informational packets that are to be given to the Cooperative personnel when they arrive to provide assistance.

United Cooperative Services
Vulnerability Analysis Chart

Type of Event	Priority
EMP Attack	18.90
Nuclear Meltdown - Major Loss of Coop. Overhead Assets	18.70
Nuclear Meltdown - Major Loss of Coop. Underground Assets	18.50
Nuclear Meltdown - Materials, Warehouse, and Purchasing	18.30
Ice Storm (Systemwide)	18.10
Tornado (localized) - Facilities	17.60
Nuclear Meltdown - Effect on Staking	17.30
Nuclear Meltdown - Effect on Connects/Disconnects	17.00
Terrorism	16.70
Electrical Contact Fatality - Internal	16.30
Severe Weather - Major Loss of Coop. Overhead Assets	16.20
Ransomware affecting entire network	16.00
Ice Storm (localized)	16.00
OTJ accident causes employee fatality	16.00
OTJ accident causes employee fatality	16.00
Severe Weather - Major Loss of Coop. Underground Assets	15.80
Major Transmission Loss	15.70
Cyber Attack of our network	15.60
Loss of Entire Phone System	15.60
Electrical Contact Fatality - External	15.60
Inadequate Generation	15.60
Fire in the server room damaging servers and network equipment	15.50
Tornado - Warehouse and Purchasing	15.50
Workplace violence, traumatic event	15.20
Flu epidemic, cause serious illness to employees	15.10
OTJ employee accident causes serious injury	15.10
OTJ employee accident causes serious injury	15.10
Fire at Office - Facilities	15.00
Power surge in server room that could take out multiple servers and/or network equipment	14.90
Fire at Office - Materials/Purchasing/Warehouse	14.90
Disgruntled IT employee intentionally bringing down AD or network	14.80
Earthquake - Facilities	14.70
Employees & families displaced due to natural disaster	14.70
Fire at Office - Billing/CIS	14.70
Tornado - Accounting, Payroll, HR	14.70
Solar Flares Event	14.60
MW Tower Loss	14.50
Electrical "Dig In" - External	14.50
Inability to man offices - All offices	14.50
Loss of Internet Connections	14.30
Dispatch Technology Failure	14.30
Severe Weather - Effect on Staking	14.20
Fire at Office - Accounting/Payroll/AP	14.10
Hail Damage - Facilities	14.10
Ransomware affecting one office	14.00
Brazos Network Loop Failure	14.00
Substation Overload Failure	14.00
Electrical "Dig In" - Internal	13.80
Falling Objects (trees, towers) - Facilities	13.70

United Cooperative Services
Vulnerability Analysis Chart

Type of Event	Priority
Fleet damage/loss	13.70
Severe Weather - Effect on Connects/Disconnects	13.70
Hail Damage - Vehicles	13.60
Power Contract Obligations - Inability to meet contractual agreements/provide power	13.60
Cell Network - Employee Phones	13.60
PCB/Major Oil Spill	13.60
Theft of wire/materials - distribution system	13.60
Vehicle slamming into the building	13.60
Loss of each offices Computer/Switch room	13.50
Gas "Dig In"	13.50
Power loss of facilities	13.50
Rainwater Damage - Facilities	13.50
Theft of service	13.50
Circuit Overload Failure	13.40
Dispatch - Loss of primary dispatch center	13.40
Material supplier/manufacturer catastrophe	13.30
NRECA Employee benefits (cash/non-cash default)	13.30
Physical Robbery	13.30
Substantial liability suit cause	13.30
Inability to man office	13.20
Earthquake - Roads/Transportation	13.10
Earthquake - Gas Leak/Environmental	13.10
Failure of phone system in individual offices	13.10
D-mark or lines from telco company destroyed into building	13.00
Cell Network - MV90	13.00
Radios - Loss of LMR	13.00
Sudden tariffs on imported goods	13.00
Theft/Vandalism in individual offices	13.00
AS400 Work Order Sys. Malfunction	12.90
UPS problems denying power to server racks	12.90
Earthquake - Distribution System	12.90
AMI System Failure - System Engineering	12.90
AS400 Hardware Loss	12.80
AMI System Failure - Billing/CIS/Pre-Power	12.80
Computer System Failure - Billing/CIS	12.70
Event due to proximity to Highway/Interstate - Distribution Systems	12.70
Employee misconduct/vandalism - Billing/CIS	12.60
Event due to proximity to Highway/Interstate - Facilities	12.60
AS400 Billing System Failure- Effect on Meter Reading	12.50
Loss of both firewalls in Burleson	12.50
Major insurance carrier - bankruptcy	12.50
Earthquake - Materials/Warehouse	12.40
Employee misconduct/vandalism - Accounting, Payroll, & AP	12.40
Geo-Political Events affecting supply chain	12.40
Daffron Billing Software Servers failure	12.40
Employee misconduct/vandalism - Materials/Purchasing/Warehouse	12.30
Key personnel lost/unavailable	12.30
HP Switch Failure	12.20
Cell Network - DA Communications/FCI	12.20

United Cooperative Services
Vulnerability Analysis Chart

Type of Event	Priority
Pilferage/Embezzlement	12.20
AS400 Billing System Failure - Effect on Collections	12.10
AS400 Billing System Failure - Effect on Connects/Disc.	12.10
Computer System Failure - Accounting, Payroll, and AP	12.10
Antivirus software failure	12.10
Exchange Server failure/damage/loss	12.00
Protests outside of office(s)	12.00
Key Account Staff loss/inability to contact	11.80
SCADA A and B Down	11.80
UFR Event	11.80
Human Error	11.70
In ability to communicate with media and/or membership	11.70
Recloser/Control Failure	11.70
Supplier Misconduct	11.70
Loss off VMWare Stacks	11.60
Failure of Access Control System	11.40
MV-90 Computer Failure/Loss	11.40
SPCC Event - Facilities	11.30
Capacitor/Control Failure	11.10
Regulator/Control Failure	11.10
Milsoft FE Failure	11.10
Environmental/Historical Impact on Line Construction or Work Plan	10.80
Employee training files lost/mismanaged/compromised	10.30
Driver qualification files lost/mismanaged/compromised	9.80
Test Facility Collections Interruption	8.80

UNITED COOPERATIVE SERVICES

EMERGENCY RESPONSE PLAN/EMERGENCY OPERATIONS PLAN

Version 1.2024

Pages 375 through 411 redacted due to confidentiality

United Cooperative Services
Standard Practice When Providing Mutual Aid

In the event that United Cooperative Services is called upon to provide mutual aid assistance to another electric cooperative, the following practices are followed:

1. Within 90 days of the return of all of United's labor and equipment from the Cooperative requiring aid, United will submit an invoice of all charges related to the aid provided.

2. Labor force – All labor charges will be charged at double (two times) the normal hourly rate for each individual crew member that provides assistance. The time charged shall include all transportation time to and back from the Cooperative seeking aid, and all time worked during the mutual aid event. Rest and down time shall not be charged.

3. Equipment – All equipment, such as bucket trucks, digger derricks, and other special equipment provided by United Cooperative Services, shall be charged at the latest hourly rate provided on the Schedule of Equipment Rates provided by FEMA at https://www.fema.gov/assistance/public/schedule-equipment-rates. These rates will only be charged for hours actually worked at the Cooperative seeking aid.

4. Transportation – All vehicle transportation charges shall be based on the mileage to and back from the Cooperative seeking mutual aid. These charges will be in accordance with the rate published on the IRS website at https://www.irs.gov/newsroom .

5. Meals, lodging and other related expenses - Charges for meals, lodging and other expenses related to the provision of aid shall be the reasonable and actual costs incurred by United's personnel while rendering actual aid and/or while traveling to or back from the Cooperative seeking aid.

6. Materials – Generally there will be no charges related to the use of negligeable quantities of minor material (such as fuses, nuts and bolts, and splices) that United may supply from the "truck stock" that is brought to the aid site. However, in the rare event that the Cooperative requesting aid is in need of larger inventory items (such as poles, crossarms, and fuse cut-outs); these items will be invoiced at the actual cost of the materials plus a 10% handling charge.

Emergency Response Plan – Contacts, and Key Accounts Lists

Description	Obtained From
Organization Chart Overview - **CONFIDENTIAL**	Live Data Pull
Organization Charts - **CONFIDENTIAL**	Live Data Pull
Board of Directors and Support Staff - **CONFIDENTIAL**	Live Data Pull
Employee Directory with Home Phone and Cell Phone - **CONFIDENTIAL**	Live Data Pull
UCS Emergency Numbers Listing - **CONFIDENTIAL**	Jared Wennermark
Key Accounts Outage Contact Information - **CONFIDENTIAL**	LiveDataPulls
School Districts Contact Information - **CONFIDENTIAL**	LiveDataPulls
Media Contacts Broadcast Newspaper	LiveDataPulls – John Davis
Contractor Listing	LiveDataPulls- Quentin Howard
Number of Customers/Priority Customers per Sub	LiveDataPulls- Sys Ops
Critical Accounts Listing - **CONFIDENTIAL**	LiveDataPulls- AS400 Query
Technical Problem Contacts List - **CONFIDENTIAL**	LiveDataPulls- Robert Bernhoft
Brazos Electric Management and Personnel - **CONFIDENTIAL**	Brazos EOP
Emergency Management Support Organizations	County Websites
County Judge Listing	County Websites
RV & Mobile Office Contacts	LiveDataPulls – Brody Weems
TEC Emergency Contacts	TEC Loss Control
Security Fence	Director of Facilities

UNITED COOPERATIVE SERVICES

EMERGENCY RESPONSE PLAN/EMERGENCY OPERATIONS PLAN

Version 1.2024

Pages 414 through 468 redacted due to confidentiality

	A	B	C	D	E	F	G	H	I	J	K	L
1	COUNTY	CITY	NEWSPAPER	CIRCULATION	NEWS CONTACT	NEWS E-MAIL	PHONE	FAX	AD CONTACT	AD E-MAIL	Extra Information	1/4 Page Ad
2	Bosque	Meridian	Meridian Tribune	5,000	Cynthia Davis	news@meridiantribune.com	(254) 435-6333	(254) 435-6348	Jessica Brown	ads@merdiantribune.com		5.75 x 10.5
3	Johnson & Tarrant	Burleson										5.75 x 10.5
4			Dallas Morning News	288,059	Beth Grerking	beth.frerking@dallasnews.com	214-977-8456					
5	Johnson	Cleburne	Cleburne Times-Review	3,593	Dale Gosser - Editor	dgosser@trcle.com	817-556-0870, Ext. 2331	(817) 556-0879	Kelly Burgess	kburgess@trcle.com		5.667 x 10.5
6	Bosque	Clifton	Clifton Record	2,303	Cynthia Davis	editor@cliftonrecord.com	(254) 675-3336	(254) 675-4090	Jessica Brown	ads@cliftonrecord.com		6.417 x 10.5
7	Commanche, Hamilton, Erath	Dublin	Dublin Citizen	1,794	Paul Gaudette	publisher@dublincitizen.com	(254) 445-2515	(254) 445-4116	Sara Gann	ads@dublincitizen.com		5.75 x 10.5
8	Somervell	Glen Rose	Glen Rose Reporter	1,845		news@theglenrosereporter.com	(254) 965-3124	(254) 897-9423	Chris Wood	cwood@theglenrosereporter.com		
9						eaglenews@sbcglobal.net						
10	Hamilton	Hico	Hico News Review	1406		hiconews@gmail.com	(254)796-4325	(254)796-2548	Jerry E. McAdams			
11	Hood	Granbury	Hood County News	8959	Roger Enlow - Editor	editor@hcnews.com	(817) 573-7066	(817) 279-8371	Judy Terry	judy@hcnews.com	kcruz@hcnews.com; dschneider@hcnews.com	6.4375 x 10.5
12	Palo Pinto	Graford	Lake Country Sun/Graham Leader	1669	Timothy O'Malley	publisher@grahamleader.com	(940) 549-7800			admgr@grahamleader.com		6.1875 x 10.5
13												
14												
15	Erath	Stephenville	Stephenville Empire-Tribune	3108		sara.vandenberge@empiretribune.com	(254) 965-3124	(254) 965-4269		cwood@empiretribune.com	mwilson@empiretribune.com;	5.75 x 10.5
16	Tarrant, Johnson, Parker, Hood	Fort Worth	Fort Worth Star-Telegram	184,079	Tom Johanningmeier	tjohanningmeier@star-telegram.com	817-390-7383					
17												
18	Radio/TV Station	CITY		NEWS CONTACT	NEWS E-MAIL	PHONE	FAX	AD CONTACT	Extra Information			
19	WFAA		WFAA	Lauren Zakalik	lzakalik@wfaa.com							
20	KCLE RADIO-CLASSIC COUNTRY	Cleburne	KCLE RADIO-CLASSIC COUNTRY	Jared Fuller	JaredFuller@TheRanchRadio.com	817-645-6643	817-645-6644		cell: 817.913.6075			
21	95.9 THE RANCH/92.1 KTFW SALES	Fort Worth	95.9 THE RANCH/92.1 KTFW SALES			817-787-1959						
22	KPIR AM 1420 REAL COUNTRY	Granbury	KPIR AM 1420 REAL COUNTRY		LEE@KPIR.COM	817-774-1921		Jerry Reynolds Owner	Alternate number: (817) 736-0360			
23	*95.9 THE RANCH - REQUEST LINE	Fort Worth	*95.9 THE RANCH - REQUEST LINE			254-968-2141						
24	*92.1 KTFW - REQUEST LINE	Fort Worth	*92.1 KTFW - REQUEST LINE			254-559-6543			Other request number: (817) 877-1921			
25	KSTV-FM / KSTV - AM/FIESTA 1500 AM	Stephenville	KSTV-FM / KSTV - AM/FIESTA 1500 AM	Stephanie Gade	texdaydj@yahoo.com	254-559-6543	254) 559-6545	Boots Robert S. Elliott Jr. Owner/GM	boots@villecom.net			
26								254-968-2141 wk				
27								254-967-2389 cell				

United Cooperative Services

2012 Pole Attachment Audit
Request for Proposal

Potential Contractor Listing

Cornelius-Pierce Consulting Engineers, Inc.
9020 Highway 377 S
Benbrook, TX 76126
Contact: Mr. Brian Tomlinson
Phone: 817-249-1547
Fax: 817-249-1674
Email: brian.tomlinson@powereng.com

Schneider Engineering, Ltd.
1001 S. Main St., Suite 6
Boerne, TX 78006
Contact: O.W. Schneider
Phone: 830-249-3887
Fax: 830-249-4899
Email: ow@se-texas.com

TechServ Consulting and Training, Ltd.
3320 SSW Loop 323
Tyler, TX 75701
Contact: Mr. George Milsovsky
Phone: 800-903-8183
Fax: 903-509-8185
Email: gmiksovsky@techserv.net

McCall-Thomas Engineering Company, Inc.
845 Stonewall Jackson Blvd.
Orangeburg, SC 29115
Contact: Mr. Ryan Smoak
Phone: 803-534-1040
Fax: 813-534-1045
Email: rsmoak@mcteng.com
Talked with Don

Alexander Utility Engineering
975 W. Bitters Rd.
San Antonio, Texas 78216
Contact: Mr. Dan Banks
Phone: 210-496-3200
Fax: 210-494-9987
Email: dan.banks@alexutil.com
Email: leonard.hill@alexutil.com

Osmose
980 Ellicott Street
Buffalo, NY 14209
Contact: Mr. Jim Corbitt
Phone: 800-877-7653
Email: jcorbitt@osmose.com

Utility Support Systems, Inc.
2309 Superior Dr.
Arlington, Tx 76013
Contact: Larry Honza
Phone: 817-226-8101 ext. 203
Email: lhonza@utilitysys.com

Innovative Joint Utility Services
560 Office Center PL
Gahanna, OH 43230
Contact: Mr. Wil Schulze
Phone: 614-470-9882 x12
Fax: 614-470-9886
Email: wil.schulze@ijus.net

VentureSum Corporation
9102 Aviation Blvd.
Concord, NC 28027
Contact: Mr. Joey Johnson
Phone: 704-721-4199
Fax: 704-721-4202
Email: jjohnson@venturesum.com

Sammy McFarland
UC\Synergetics
smcfarland@ucsinc.com

Davey Resource Group
2035 grassland parkway
Alpharetta, GA 30004
770-377-1584
Tommy.maloney@davey.com
Dave.terry@davey.com

Palmetto
3504-320 Hwy 153
Greenville, SC 29611
Office - 704-323-5765
Cell – 980-322-6641
Worth.sparks@palmettoeng.com
Tim.moore@palmettoeng.com

David Rogers
Project Manager
ESC Engineering
3540 JFK Parkway
Fort Collins, CO 80525
970-212-1450 (Direct)
970-224-9100 (Main)
970-224-9137 (Fax)
970-443-3257 (Cell)
drogers@thinkesc.com
drogers2@att.blackberry.net

Havlak Inspection
PO Box 33
Garden City TX 79739
432-354-2581
jimhavlak@yahoo.com

Acculine consulting
Jody Wheeler
GA

ed@c-pce.com; ow@se-texas.com;
gmiksovsky@techserv.net
rsmoak@mcteng.com
jjohnson@venturesum.com
wil.schulze@ijus.net
lhonza@utilitysys.com
jcorbitt@osmose.com
svickers@ucinc.net
Tommy.maloney@davey.com
Dave.terry@davey.com
Worth.sparks@palmettoeng.com
Tim.moore@palmettoeng.com
drogers@thinkesc.com
jimhavlak@yahoo.com
smcfarland@ucsinc.com
jwheeler@acculineconsulting.com

United Cooperative Services
Contractors Bid List – Last updated: February 2024
OVERHEAD

Techline Overhead Contractors
9609 Beck Circle
Austin, Tx 78758
800.410.9119 - office
Don Lawyer – President
903.603.6260 – Don's Cell
dlawyer@techline-inc.com
Stephen Johnson – Branch Manager
214.354.3331 – Stephen's Cell
sjohnson@techline-inc.com
YES 2023

Scott Pole Line, LLC
150 CR 224
Stephenville, TX 76401
Jeff Scott
254.979.0574 - cell
Jscott@scottpoleline.com
YES 2023

Chain Electric Company
1308 ½ West Pine
Hattiesburg, MS 39401
Melissa Lyman – Contract Coordinator
601.545.3800 –office
mlyman@bchain.com
www.chainelectric.com
LEFT VM 2023

Southern Electric Corporation of Mississippi
Utility Construction Division
4374A Mangum Drive
Flowood, MS 39232
Gary Blakeney
601.939.2333– office
gary.blakeney@secofms.com
YES 2023

~~**Bird Electric**~~
~~2384 U.S. Hwy 287 N. Suite 204~~
~~Mansfield, TX. 76063~~
~~254.653.2950 office~~
~~817 752 4088~~
~~bids@birdelectricinc.com~~
~~Yes 2023~~

Infratech Corporation
2036 Baker Ct.
Kennesaw, GA 30144
Steve Mitchell – Vice President
770.792.8700 – office
770.826.2827 - cell
770.792.8788 - fax
smitchell@infratechcorp.com
LEFT A VM 10-2023

Great Southwestern Construction Co.
4632 S I35 W
Alvarado,TX 76009
www.gswc.us
Robert Harris
972.750.6222 – cell
rharris@myrgroup.com
Jo Allison
254.205.6167 – cell
jallison@myrgroup.com
YES 2023

Dixie Electric
801 NW Mustang Dr.
Andrews, TX 79714
Josh Corbin – Project Manager
Cell – 575.749.3534
josh.corbin@dixielectric.com
Left a VM 10-2023

Bobcat Contracting, LLC
PO BOX 663
Hillsboro, TX 76645
254.582.0205 – office
866.582.3199 – fax
John Gerik
john@bobcatcontracting.com
Yes 2023

Varnell's Powerline Construction Co
PO BOX 236
Sayre, OK 73662
202 E Main Street
Sayre, OK 73662
Roy Varnell, Jr – President
580.729.2171 – office
580.928.8208 – fax
royvarnelljr@yahoo.com
LEFT VM 10-2023

Higher Power, LLC—Jon Richardson
8048 68th St. NW
Stanley, ND 58784
Justin Wickenhauser
701.628.1182 – office
justin@higherpowerllc.com
a: 4401 W. 21st ST Tulsa, OK 74071
Left VM 10-2023

TSU 1 (Texas State Utilities, Inc.)
3112 Wichita Ct.
Fort Worth, TX 76140
Adam Campbell – Sr Dir of Bsn Ops
817.665.9000
682.438.1362
ACampbell@tsu1.com
Yes 2023

Aztlan Utilities & Construction
4611 CR 3068
Call, TX 75933
Jimmy Webster – General Partner
Cell – 832.928.5419
jwebster@aztlanco.com
David Ponder – General Partner
Cell – 409.429.6699
dponder@aztlanco.com
www.aztlanco.com
Yes 2023

~~**Altitude Energy**~~
~~PO Box 359~~
~~Keenesburg, CO. 80643~~
~~Aracely Malley~~
~~Office: 720-618-3252~~
~~bids@attitudeenergy.com~~
~~**www.altitudeenergy.com**~~
~~Yes 2023~~

Renegade Group
7501 Cr. 1128
Godley, TX. 76044
Jacob Percifull---CEO
Office: 817-389-2745
Cell: 817-240-7895
Jacob.percifull@renegadegroupllc.com
YES 2023 WOULD LIKE EMAIL WHEN MAILED OUT

Axis Power
726 HCR 2415 South
Hillsboro, TX. 76645
David Graham
Cell: 254205-2039
dgraham@axixpower.com
YES 2023

Transition Power
7570 FM. 417 West
Center, TX. 75935
John Henry Cagle
Cell: 936-488-9001
jhcagle@transitionpower.net
Yes 2023

Ferreira Power South LLC
99 Regency Pkwy, Suite 105
Mansfield, TX 76063
Zack Cherry – Operations Manager
Cell – 903.267.5394
zcherry@ferreirapowersouth.com
www.ferreirapowersouth.com
YES 2023

5 Star Electric LLC
641 KY-109
Clay, KY 42404
Ben Bernal – Operations Director
325.280.9507
806.470.1048
bbernal@5starelecticllc
www.5-starelectric.com
YES 2023

Force Electrical Services
909 N.W. 63rd St.
Oklahoma City, OK. 73116
Judd Brown
405-695-8668
Jbrown@forceelect.com
YES 2023

Venergy Group, LLC
7344 S Valley Rd
Texarkana, Tx 71854
Dwayne Jones – Business Development
Telephone 772-468-0053
Cell 903-949-9775
Ejones@venergygroup.com
Yes 2023

~~**FX5 Utility**~~
~~1481 FM 2264~~
~~Decatur, TX. 76234~~
~~Brian Melugin 903-870-8287~~
~~bmelugin@fx5utility.com~~
~~YES 2023~~

AMP Utility Company
518 S. Enterprize PRKY. Suite D
Corpus Christi, TX 78405
Aaron Palmer, CEO
361-652-4523
apalmer@ampuc.com
Larry
361-816-8515
YES 2023

Fusion Power
3001 E. Memorial Rd.
Edmond, OK. 73013
Charles McManus--- Superintendent
918-406-1557
Cmcmanus@fusionpower-ind.com
YES 2023

LineTec Services
550 Brannon Bridge Circle
Millsap, TX 76066
Tyler Merryman—Area Supervisor
817-905-2093
TMerryman@LTSPower.com
YES 2023

High Voltage Inc
871 East Main Street Vernal UT 84078(Main Office)
1822 Ranger Hwy Weatherford Tx 76088
Rene Galindo General Foreman
(325)-721-3027
rgalindo@hvipower.com
Yes 2024

Pike Electric, LLC
P.O. Box 868
100 Pike Way
Mount Airy, NC 27030
Bryan Crawford – General Foreman
bcrawford@pike.com
573-298-3116

United Cooperative Services
Contractors List – February 21, 2022
TREE TRIMMING

American Eagle Tree Services Inc.
P.O. Box 1448
Kennedale, TX 76060
Rita Meaders- Office Manager
817.535.7031-office
817.535.8783-fax
rita@waddellexc.com
James Rogers – Part Owner
817.422.2242-cell
Barclay Waddell – Part Owner
817.205.7108-cell

Asplundh Tree Expert Co.
711 South 4th Ave
Mansfield, TX 76063
Jerry Kensinger-Region 68 Contact
817-473-2292-office
Jkensinger@Asplundh.com

Davey Tree Surgery
12926 Lowden Ln
Menchaca, TX 78652
Steve White- Area Manager
512.658.8388-cell
steve.white@davey.com

Northeast Services Inc.
DBA **Horton Tree Service**
P.O. Box 1185
Kennedale, TX 76060
5120 Southeast Loop 820
Forrest Hill, TX 76140
Johnny Horton - President
817.572.2334-office
817.266.0118-cell
817.483.9378-fax
johnny@hortontree.com

McCoy Tree Surgery
PO BOX 817
Norman, OK 73070
3201 Broce Dr
Norman, OK 73072
Sam Batty
800-654-3625-toll free
405.579.6002-direct dial
sbatty@mccoytree.com

Trees, Inc.
650 N. Sam Houston Pkwy. E.
Suite 209
Houston, Texas 77060
George Leszkowicz
713.423.4021-cell
866.865.9617-toll free
gleszkowicz@treesinc.com
Stephanie Stafford – Assistant
281.447.1132-direct dial
sstafford@treesinc.com (please cc her)

Quail Energy Services, LLC
5700 Glen Rose Hwy
Granbury, TX 76048
Matt Allen - President
817.573.3633-office
432.349.0166-cell
817.573.3644-fax
mallen@quailenergy.com

Welch Contract Services, Inc.
374 Sandhill Church Road
Ellisville, MS 39437
Chris Welch - President
601.763.3331-office
601.319.5100-cell
601.477.3241 fax
cwelch@welchcontractservices.com

Vegetation Management
PO Box 1456
Seguin, Texas 78156-1456
Frank Vigil – General Manager
830.433.9021-office
210.559.1734-cell
Vegetationman@yahoo.com

W.A. Kendall and Company, Inc.
P.O. Box 831
Lawrenceville, GA 30046
Robert Williams
770.963.6017-office
770.962.8510-fax
rwilliams@wakendall.com
www.wakendall.com

National Tree Expert Co.
311 Industrial Drive
Burnet, TX 78611
Brian Dalland-VP
512.715.0464-office
512.470.1358-cell
512.715.0546-fax
bdalland@national-tree.com

Wolf Tree, Inc.
3310 Greenway Drive
Knoxville, TN 37918
Mark D. Calko – Operations Manager
865.687.3400-office
865.689.4914-fax
mcalko@wolftreeinc.com
www.wolftreeinc.com

IVM Solutions
2169 Airport Road
Hot Springs, AR.71913
Budo Ratkovic—Director of Sales
334-887-1373-Office
501-655-9636-Cell
www.ivmsolutions.com

Rubicon Services LLC
3005 CR 491
Stephenville, Texas 76401
Jordan Davis
817-470-5099-office
jordan@rubiconservicesllc.com

United Clearing Services LLC
403 E Blanco Rd
Boerne, Texas 78006
Marcus Young
830-331-8790-office
972-921-6787
myoung@unitedclearingservices.com

Contractor	Contact Name	phone	email
Wright Tree Service	Tim Bingaman	903-277-3238	tbingaman@wrighttree.com
Nelson Tree	Elmer Vargas	817-229-9224	Elmer@nelsontree.com
ABC Tree	Yvonne Garza	713-847-7172	ygarza@abctree.com
Davey	David Miller	832-226-9365	david.miller@davey.com
ABC Tree	Yvonne Garza	832-713-5701	ygarza@abctree.com
Asplundh	Jerry Kensinger		jkensinger@asplundh.com

United Contractors	Willie Spiller		wspiller@yahoo.com
Arbor Experts	Tim Manners	832-714-1992	tmanners@thearborexperts.com
Horton Tree	Johnny Horton	817-572-2335	myra@hortontree.com
IVM Solutions	Budo Ratkovic	334-887-1373	www.ivmsolutions.com
W.A. Kendall	Robert Williams	770.963.6017	rwilliams@wakendall.com
Rubicon Services	Jordan Davis	817-470-5099	jordan@rubiconservicesllc.com
BDG Trees, LLC	Joe O'neal	832-720-4304	joneal@bdgtrees.com
United Clearing Service	Marcus Young	972-921-6787	myoung@unitedclearingservices.com

United Cooperative Services
Contractors Bid List – Last updated: June 2023
UNDERGROUND

Rodgers Construction Co.
12454 Rendon Road
Burleson, TX 76028
Blake Rodgers - Owner
Paul Woodall – Operations Manager
817.561.6052 – office
817.925.9196 – Blake cell
817.565.7034 - Paul cell
817.561.6089 - fax
blake.rodgers@rodgersconstruction.net
paul.woodall@rodgersconstruction.net
Yes 2023

Standard Utility Construction, Inc.
2630 W Freeway Suite 200
Fort Worth, TX 76102
Greg Pinkerton – Director of Operations
817.738.8400 - office
817.994-1650 - cell
817.738.7864 - fax
gregpinkerton@standard-utility.com
Yes 2023

Team Fishel
1661 N. Hwy 377
Roanoke, TX 76262
Dean Pence – Area Manager Dallas
800.829.4530 - office
817.925.2752 - cell
dtpence@teamfishel.com
www.teamfishel.com
Yes 2023

Norstar
3340 Roy Orr Blvd Suite 100
Grand Prairie, TX 75050
****Frank Ingram III** – Estimator/Project Mgmt
254.644.9271 – cell
972.894.9308 – direct office
972.894.9309 - fax
Jim Switzer – CEO
972.484.4344 – office
972.979.4503 - Jim cell
jswitzer@can-fer.com
fingram3@can-fer.com
Left voicemail 2023

MasTec North America, Inc.
4351 Dale Earnhardt Way
North Lake, TX 76262
Glenn Travis – Division VP
214.571.2542 – office
214.535.7235 - cell
Glenn.Travis@mastec.com
Yes 2023

Utility Resource Group
3524 FM 322
Palestine, TX.75801
Russell Prater – CEO
817.680.7028 - cell
russellprater42@yahoo.com
Yes 2023

Infratech Corporation
2036 Baker Ct.
Kennesaw, GA 30144
Steve Mitchell – Vice President
770.792.8700 – office
770.826.2827 - cell
770.792.8788 - fax
smitchell@infratechcorp.com
Left voicemail 2023

Ferreira Power South
99 Regency Pkwy Suite 105
Mansfield, TX 76063
Justin Fortmayer
504-234-8175 – Cell
682.400.8301 - office
432.684.7607 - fax
https://ferreirapowersouth.com
Yes 2023

Higher Power, LLC
14301 Caliber Drive
Suite 210
Oklahoma City, OK 73134
Attn: bids
Dave Wulke
515-537-5568
dwulke@hpeservices.net
Yes 2023

Bobcat Contracting, LLC
PO BOX 663
Hillsboro, TX 76645
254.582.0205 – office
866.582.3199 – fax
Jeremy Moore
254-580-3670 – Cell
jmoore@bobcatcontracting.com
NO ANSWER BY JR 2023

Reyes Utilities Construction
6113 Kentucky St
Joshua, TX 76058
214.284.4758
Gerardo Macias – Vice President
817.723.4369
reyesnoe521@yahoo.com
Yes 2023

TSU 1 (Texas State Utilities, Inc.)
3112 Wichita Ct.
Fort Worth, TX 76140
Walter Cheatle
817-812-5172 – Office
817-480-5336 - Cell
Gerardo Macias – Sr. Dir. of Bsn Ops.
817.665.9000
682.438.1362
WC@tsu1.com
Yes 2023

Great Southwestern Construction Co.
4632 S. I-35W
Alvarado, TX. 76009
www.gswc.us
Robert Harris
972-750-6222 – cell
rharris@myrgroup.com
(NO BID AT THIS TIME, PLEASE KEEP ON LIST)

Dixie Electric
801 NW Mustang Dr.
Andrews, TX 79714
Josh Corbin – Project Manager
Cell – 575.749.3534
josh.corbin@dixielectric.com
Left voicemail 2023

Aztlan Utilities & Construction
12456 Red Stag Ct.
Conroe, TX 77303
Jimmy Webster – General Partner
Cell – 832.928.5419
jwebster@aztlanco.com
David Ponder – General Partner
Cell – 409.429.6699
dponder@aztlanco.com
www.aztlanco.com
LEFT VM 2023

Altitude Energy
7000 Cr. 1001
P.O. Box 537
Godley, TX. 76044
James Coladipietro
817-240-7232 - Cell
Aracely Malley
Office: 682-245-9005
www.altitudeenergy.com
Yes 2023

Renegade Group
Jacob Percifull---CEO
7501 Cr. 1128
Godley, TX. 76044
Office: 817-389-2745
Cell: 817-240-7895
Jacob.percifull@renegadegroupllc.com
YES 2023 WOULD LIKE EMAIL WHEN MAILED OUT

Transition Power LLC.
7570 FM. 417 West
Center, TX. 75935
John Henry Cagle
936-488-9001 – Cell
Jhcagle@transitionpower.net
Yes 2023

Scott Pole Line, LLC
150 CR 224
Stephenville, TX 76401
Jeff Scott
254.979.0574 - cell
Jscott@scottpoleline.com
Yes 2023

Services Unlimited
5401 Hemphill St. Ft. Worth, TX. 76115
Ryan Shada- President/CEO
Office Phone 817-923-1955
Cell Phone – 817-233-0540
5401 Hemphill St. Ft. Worth, TX 76115
Email – ryan@servicesunlimitedtx.com
Website – servicesunlimitedtx.com
David Coffey---817-923-1955
Yes 2023

Trinity Utilities and Boring
501 Airfield Road
Aurora, TX. 76078
Bryan Dolan (President)
817-235-0619
Bryan@trinityutilities.com
Yes 2023

Venergy Group, LLC
3130 Seminole Road
Fort Pierce, FL 34951
Dwayne Jones – Business Development
Telephone 772-468-0053
Cell 903-949-9775
Ejones@venergygroup.com
No answer or voicemail 2023

Hunt Communications
Tim Sanchez
Chief Operating Officer
907 Georgetta Ln
Newark, Tx 76071
Cell: 682-365-7415
www.hunt-utilities.com
Left voicemail 2023

FX5 Utility
1481 FM 2264
Decatur, TX. 76234
Brian Melugin 903-870-8287
bmelugin@fx5utility.com
YES 2023

Herbicide Applicators List
August 16, 2022

US Applicators	Kevin Sipe	ksipe@usapplicators.com
	Fred Stokes	fstokes@usapplicators.com
R&E Forestry, Inc.	Ramon Wong Hernandez	erframon@yahoo.com
	Tim Jessup	randeforestry.tim7@yahoo.com
Edko	Louis Newburn	louis.newburn@edkollc.com
Chemical Weed Control, Inc.	Amanda Sexton	amanda@chemweed.com
	Layne Fields	layne@chemweed.com
	Michael Ivy	mivy@chemweed.com
IVM Solutions	Budo Ratkovic	budor@ivmsolutions.com
	John Barrow	johnb@ivmsolutions.com
NaturChem, Inc./Opterra Solutions	Jeremy Pike	jpike@naturchem.net
Davey Tree	David Miller	David.Miller@davey.com
Wright Tree	Tim Bingaman	Tbingaman@wrighttree.com
Asplundh	Jerry Kensinger	jkensinger@asplundh.com

Substation #	Substation Name	Line	Active Meters	Key Account	Safety	Infrastructure	Medical
67	ABBY BEND 1	11	7	0	0	0	0
67	ABBY BEND 1	12	2	0	0	1	1
67	ABBY BEND 1	13	16	0	0	0	0
10	ACTON	1	192	3	1	5	5
10	ACTON	3	333	2	0	0	0
10	ACTON	4	436	0	2	2	2
10	ACTON	5	513	2	0	4	4
10	ACTON	6	776	3	1	2	2
69	BLUFF DALE 1	11	1203	12	0	3	3
69	BLUFF DALE 1	13	27	0	0	0	0
80	BLUFF DALE 2	21	1611	5	0	2	2
80	BLUFF DALE 2	22	0	0	0	0	0
11	BONO 1	11	307	3	1	2	2
11	BONO 1	12	174	0	0	0	0
11	BONO 1	13	425	1	0	2	2
11	BONO 1	14	613	0	0	3	3
62	BONO 2	21	2	0	0	2	2
12	BURLESON	12	122	0	0	2	2
12	BURLESON	13	487	0	0	0	0
12	BURLESON	14	371	0	0	1	1
12	BURLESON	15	668	3	2	1	1
70	BURLESON 2	21	285	3	0	1	1
70	BURLESON 2	22	1290	9	1	4	4
40	CARLTON	1	735	4	0	0	0
40	CARLTON	2	325	32	0	0	0
40	CARLTON	3	463	0	0	0	0
40	CARLTON	4	383	0	0	6	6
13	CONLEY	1	259	0	0	0	0
13	CONLEY	3	485	12	0	1	1
13	CONLEY	4	167	0	0	0	0
13	CONLEY	5	354	10	1	3	3
13	CONLEY	6	582	0	0	1	1
32	COVINGTON	1	0	0	0	0	0
32	COVINGTON	6	283	0	0	0	0
32	COVINGTON	7	405	0	0	5	5
41	CRANFILLS GAP	1	757	0	0	0	0
41	CRANFILLS GAP	2	604	0	0	0	0
41	CRANFILLS GAP	3	406	0	0	0	0
35	CROWLEY 1	11	1379	1	0	4	4
35	CROWLEY 1	12	847	0	0	2	2
35	CROWLEY 1	21	0	0	0	0	0
35	CROWLEY 1	4	0	0	0	0	0
71	CROWLEY 2	21	2771	6	3	6	6
73	DOMINO	3	0	0	0	0	0
73	DOMINO	11	290	0	0	3	3
73	DOMINO	12	1085	0	1	6	6

73	DOMINO	14	459	14	0	1	1
25	EGAN	1	160	5	0	2	2
25	EGAN	2	585	0	0	2	2
25	EGAN	3	232	0	0	0	0
25	EGAN	4	1263	9	0	6	6
23	FALL CREEK 1	11	338	4	1	0	0
23	FALL CREEK 1	11	338	4	1	0	0
23	FALL CREEK 1	12	275	0	1	0	0
23	FALL CREEK 1	14	464	0	0	0	0
23	FALL CREEK 1	15	786	5	0	0	0
23	FALL CREEK 1	21	0	0	0	0	0
23	FALL CREEK 1	22	0	0	0	0	0
63	FALL CREEK 2	6	0	0	0	0	0
63	FALL CREEK 2	15	0	0	0	0	0
63	FALL CREEK 2	21	261	0	0	0	0
63	FALL CREEK 2	22	152	1	0	3	3
63	FALL CREEK 2	23	1422	0	0	6	6
24	FRIENDSHIP	1	0	0	0	0	0
24	FRIENDSHIP	2	0	0	0	0	0
24	FRIENDSHIP	21	0	0	0	2	2
14	GEORGES CREEK	1	340	15	0	0	0
14	GEORGES CREEK	2	478	1	0	0	0
14	GEORGES CREEK	3	4	4	0	0	0
14	GEORGES CREEK	4	29	8	0	0	0
0	GEORGES CREEK	3	0	0	0	2	2
43	GLEN ROSE	11	595	0	1	0	0
43	GLEN ROSE	12	526	0	0	0	0
43	GLEN ROSE	13	246	0	0	1	1
42	GRANBURY	13	174	4	0	1	1
42	GRANBURY	11	251	0	0	1	1
42	GRANBURY	12	520	3	0	0	0
42	GRANBURY	13	174	4	0	1	1
36	GRIFFITH	1	12	0	0	0	0
36	GRIFFITH	2	773	26	1	1	1
36	GRIFFITH	3	1329	10	0	7	7
83	HANNIBAL 1	2	0	7	0	4	4
83	HANNIBAL 1	13	692	0	0	0	0
84	HANNIBAL 2	22	1	0	0	1	1
78	HIGHPOINT	1	0	7	0	2	2
78	HIGHPOINT	2	0	0	0	0	0
78	HIGHPOINT	3	0	0	0	0	0
78	HIGHPOINT	4	0	1	0	0	0
78	HIGHPOINT	5	0	0	0	0	0
44	HILL CITY	12	384	0	1	1	1
44	HILL CITY	13	479	1	0	2	2
44	HILL CITY	2	0	0	0	0	0
44	HILL CITY	32	0	0	0	0	0

39	HOOD	1	757	0	0	1	1
39	HOOD	2	834	1	0	5	5
39	HOOD	3	518	1	0	3	3
39	HOOD	1	757	0	0	1	1
61	JESSICA	12	152	15	0	1	1
61	JESSICA	13	765	3	0	1	1
61	JESSICA	14	221	2	0	1	1
61	JESSICA	15	362	0	0	2	2
46	JOHNSVILLE	1	514	1	0	0	0
46	JOHNSVILLE	2	447	7	0	0	0
46	JOHNSVILLE	3	235	0	0	1	1
15	JOSHUA A	11	1324	8	0	3	3
15	JOSHUA A	12	1085	15	0	2	2
15	JOSHUA A	13	487	0	1	0	0
15	JOSHUA A	24	0	0	0	0	0
37	JOSHUA B	1	0	0	0	0	0
37	JOSHUA B	21	700	0	0	2	2
37	JOSHUA B	22	431	4	1	0	0
37	JOSHUA B	23	420	0	0	0	0
16	KEENE	2	598	2	0	7	7
16	KEENE	3	681	0	0	2	2
16	KEENE	4	875	0	0	4	4
16	KEENE	2	598	2	0	7	7
27	LAKE ALVARADO	2	440	2	0	5	5
27	LAKE ALVARADO	3	408	0	0	1	1
27	LAKE ALVARADO	4	484	2	0	5	5
27	LAKE ALVARADO	21	0	0	0	0	0
28	LAKEWOOD 1	12	733	1	1	4	4
28	LAKEWOOD 1	11	1267	2	1	6	6
28	LAKEWOOD 1	12	733	1	1	4	4
64	LAKEWOOD 2	21	0	0	0	0	0
64	LAKEWOOD 2	23	350	1	1	2	2
64	LAKEWOOD 2	24	496	1	1	2	2
18	LILLIAN A	11	1015	0	0	4	4
18	LILLIAN A	12	360	3	2	2	2
18	LILLIAN A	13	877	1	0	1	1
29	LILLIAN B	21	821	3	0	2	2
29	LILLIAN B	22	555	0	0	2	2
29	LILLIAN B	23	0	0	0	0	0
29	LILLIAN B	24	275	0	0	1	1
47	LINGLEVILLE	1	430	36	0	0	0
47	LINGLEVILLE	2	459	5	0	0	0
47	LINGLEVILLE	3	551	0	0	2	2
47	LINGLEVILLE	2	459	5	0	0	0
59	LITTLE HOSS 1	1	0	0	0	0	0
59	LITTLE HOSS 1	12	496	7	0	1	1
65	LITTLE HOSS 2	21	214	2	0	1	1

65	LITTLE HOSS 2	13	0	0	0	0	0
65	LITTLE HOSS 2	21	214	2	0	1	1
65	LITTLE HOSS 2	22	736	0	0	2	2
48	LONG	1	0	0	0	1	1
48	LONG	2	1338	2	0	7	7
48	LONG	3	1020	0	0	9	9
49	MERIDIAN	1	210	4	0	2	2
49	MERIDIAN	2	728	0	0	2	2
49	MERIDIAN	3	284	0	0	0	0
77	MORGAN	11	0	0	0	0	0
77	MORGAN	12	3	0	0	1	1
77	MORGAN	13	610	1	0	0	0
77	MORGAN	14	1	0	0	1	1
77	MORGAN	2	0	0	0	0	0
50	MOUNTARY	14	695	35	0	0	0
50	MOUNTARY	11	8	1	0	0	0
50	MOUNTARY	12	261	15	0	0	0
50	MOUNTARY	14	695	35	0	0	0
17	NASSAU BAY	11	0	0	0	0	0
17	NASSAU BAY	12	641	1	0	1	1
17	NASSAU BAY	13	277	0	0	0	0
17	NASSAU BAY	14	556	0	0	0	0
17	NASSAU BAY	21	0	0	0	0	0
81	NASSUA BAY 2	23	305	0	0	0	0
81	NASSUA BAY 2	24	672	0	0	0	0
26	NEW HOPE LIME	12	2	2	0	0	0
19	NEW HOPE RES	1	0	0	0	0	0
19	NEW HOPE RES	21	550	1	0	1	1
19	NEW HOPE RES	22	66	1	0	0	0
19	NEW HOPE RES	23	343	0	0	0	0
51	NORFORK		0	0	0	0	0
51	NORFORK	11	213	2	1	0	0
51	NORFORK	12	1190	1	1	0	0
51	NORFORK	13	509	0	0	1	1
52	PK LAKE	11	979	0	0	7	7
52	PK LAKE	12	626	3	0	1	1
52	PK LAKE	14	924	6	0	1	1
52	PK LAKE	15	436	3	2	2	2
72	PK LAKE 2	14	0	0	0	0	0
72	PK LAKE 2	21	1493	12	0	17	17
20	PORT ROYAL	11	242	0	1	3	3
20	PORT ROYAL	12	205	0	0	3	3
20	PORT ROYAL	13	1199	0	0	5	5
20	PORT ROYAL	14	0	0	0	0	0
20	PORT ROYAL	15	0	0	0	0	0
20	PORT ROYAL	16	0	0	0	0	0
20	PORT ROYAL	21	0	0	0	0	0

79	PORT ROYAL 2	22	395	0	0	0	0
79	PORT ROYAL 2	23	514	0	0	0	0
79	PORT ROYAL 2	24	1148	0	0	0	0
53	POWELL	1	570	0	0	0	0
53	POWELL	2	337	0	0	3	3
53	POWELL	3	189	20	0	0	0
74	RAILPORT	12	7	0	0	0	0
21	RETTA	1	416	0	0	0	0
21	RETTA	2	264	5	0	0	0
21	RETTA	3	675	0	0	3	3
21	RETTA	4	225	0	0	2	2
21	RETTA	5	226	2	0	2	2
21	RETTA	4	225	0	0	2	2
45	RICOCHET	11	122	0	0	0	0
45	RICOCHET	12	8	1	0	0	0
45	RICOCHET	13	23	1	0	0	0
22	SAND FLAT	1	405	0	0	3	3
22	SAND FLAT	2	277	0	0	2	2
22	SAND FLAT	3	388	0	0	0	0
22	SAND FLAT	4	700	2	0	0	0
22	SAND FLAT	23	0	0	0	0	0
54	SELDEN	1	907	1	0	9	9
54	SELDEN	2	1080	1	0	3	3
54	SELDEN	4	647	21	0	0	0
34	ST PAUL	4	0	0	0	0	0
34	ST PAUL	21	2149	4	0	4	4
34	ST PAUL	22	987	0	0	0	0
55	STEPHENVILLE	1	483	6	0	0	0
55	STEPHENVILLE	2	545	11	1	1	1
55	STEPHENVILLE	3	930	10	0	0	0
31	TENASKA A	11	6	1	0	0	0
31	TENASKA A	12	71	4	0	1	1
31	TENASKA A	13	0	0	0	0	0
31	TENASKA A	14	0	0	0	0	0
58	TENASKA B	21	346	0	0	7	7
58	TENASKA B	22	38	12	0	1	1
33	TIMBERGREEN	1	1100	2	2	3	3
33	TIMBERGREEN	2	301	0	0	0	0
33	TIMBERGREEN	3	493	0	0	0	0
33	TIMBERGREEN	4	342	0	0	1	1
33	TIMBERGREEN	12	0	0	0	0	0
38	VALLEY BRANCH	13	232	0	0	0	0
38	VALLEY BRANCH	12	454	0	0	2	2
38	VALLEY BRANCH	13	232	0	0	0	0
38	VALLEY BRANCH	14	332	0	0	1	1
66	WILDCAT	21	88	18	0	1	1
66	WILDCAT	23	1214	1	0	4	4

66	WILDCAT	31	6	0	0	2	2
66	WILDCAT	32	1	0	0	1	1
66	WILDCAT	33	1	0	0	1	1
66	WILDCAT	34	1	0	0	1	1
56	WRIGHT	1	709	9	0	0	0
56	WRIGHT	2	498	3	0	0	0
56	WRIGHT	3	3	4	0	0	0
56	WRIGHT	2	498	3	0	0	0

UNITED COOPERATIVE SERVICES

EMERGENCY RESPONSE PLAN/EMERGENCY OPERATIONS PLAN

Version 1.2024

Pages 489 through 522 redacted due to confidentiality

Texas County Websites List

https://www.county.org/county-information-map

United Cooperative Services

RV & Temporary Building

Contact List

RV Rentals:

RV Rentals USA
1615 Hines Rd. Cleburne, TX 76033
817-517-7247

Cleburne RV Service Center
3634 N. Main St. Cleburne, TX
76033
817-641-5701

Fun Town R.V.
2200 US 67 EAST BUSINESS
Cleburne TX
855 867-1433

Bennett's Camping Center
2708 E Hwy 377 Granbury, TX
76049
817-279-7500 Freda Carter

Bayer RV
18417 US- 377
Dublin Tx, 76446
254-445-4807

Portable Office Buildings:

WillScot Dallas Fort Worth Branch
4590 Carey St.
Fort Worth, TX 76199
817-349-7386, 817-457-5300
800-251-1600

Pac Van Inc. United Rentals
2158 California Crossing St.
Dallas Tx, 4590
817-293-2193
800-587-1784
817-454-1417- (After Hours Lee
Strube)

TEC Board, Committees & Contacts

TEC CO-OP & GROUP MAPS

Download a PDF with maps of TEC groups and co-op service territories.

BOARD & COMMITTEE MEMBERS

Download a PDF of the current TEC board and committee members.

EXECUTIVE OFFICE

Mike Williams	President/CEO	(512) 486-6203
Emily Pope	Administrative Assistant - Headquarters	(512) 486-6201

GOVERNMENT RELATIONS

Eric Craven	Sr. Vice President, Government Relations & Legal Affairs	(512) 486-6222
Evan Autry	Director, Legislative Affairs	(512) 486-6227
Julia Harvey	Director, Regulatory Affairs	(512) 486-6220
Jennifer Johnston	Government Relations Coordinator	(512) 486-6221

COMMUNICATIONS & MEMBER SERVICES

Martin Bevins	Vice President, Communications & Member Services	(512) 486-6249
Danny Williams	Manager of Loss Control	(512) 413-0509
Curtis Whitt	Loss Control Regional Supervisor	(512) 694-0232
Tami Knipstein	Program Coordinator	(512) 486-6271
Esther Dominguez	Youth Tour Coordinator	(512) 486-6211
Karen Nejtek	Production Manager	(512) 486-6244
Andy Doughty	Creative Manager	(512) 486-6250
Charles Lohrmann	Editor	(512) 486-6243
Renee Troup	Conference Manager	(512) 486-6239

MANAGEMENT SERVICES

Jeff Marshall	CFO	(512) 486-6240
Luci Hahn, PHR, SHRM-CP	HR Manager	(512) 763-3331
Veronica Labay	Controller	(512) 486-6234
Antoinette Loving	Accounting Manager	(512) 486-6232
David Painter	IT Director	(512) 486-6260

MANUFACTURING & DISTRIBUTION SERVICES

Johnny Andrews	Chief Operating Officer	(877) 868-8610
Gary Daniel	Executive Director, Distribution & Services	(512) 763-3351
Archie Lopez	Executive Director, Strategic Initiatives	(512) 763-3325

Security Fence

In the event that United's security fencing has been compromised at any of its restricted access locations, the Director of Facilities is authorized to procure the services of fencing professionals to repair damaged fencing or install temporary fencing as conditions dictate.

To this end, the following is a list of preapproved vendors with contact information.

A&R Rent-A-Fence
294 S Highway 175
Seagoville, Tx 75217
Phone: 972.287.1124
Phone: 214.391.1929
Email: rosadlanr@gmail.com
Email: anrrentafence@gmail.com

Dallas Temporary Fence Rentals
Phone: 214.239.3053
Email: info@dallastemporaryfencerentals.com

United Site Services
550 South 5th Avenue
Mansfield, Texas
866.973.2704

Universal Fence
1137 W Hurst Blvd
Hurst, Texas
%Melissa Johnson
Cell – 972.835.3488
Work – 214.492.1005

Moseley Fence Company
Coty Moseley - Owner
phone: 817-825-2308
email: moseleyfence@yahoo.com

Ft. Worth Quality Fence Company
Gibson Cormier
817-447-3434
crowleyfencecompany@yahoo.com

Emergency Response Plan – Processes, Guidelines, and Procedures

Description	Obtained From
Security Process for United's Bank Accounts	Russell Young
Key Account Representative - Back Up Plan	Jeff Pannell
Human Resources Effects on Benefits & Budget Timing	Kevin Keesee
Recovery from Loss of Power at Key Facilities	Jared Wennermark
Guidelines for Generator	Jared Wennermark
Outage Management Guidelines – **CONFIDENTIAL**	Cory Menzel
UCS Dispatcher Checklist (pull-out)	Cory Menzel
IT Disaster Recovery Plan	LiveDataPulls - Brad Mead
PC and Server Backup and Recovery process - **CONFIDENTIAL**	LiveDataPulls - John Huffman
AS400 Backup and Recovery – **CONFIDENTIAL**	LiveDataPulls - Robert Bernhoft
Policy 3100 - On Call/Working Hours	Live Data Pull
Policy 3400 - Cardinal Rules Appendix - A	Live Data Pull
Policy 4150 - Planning, Design and Operation Standards	Live Data Pull
Policy 4160 - Environmental Policy	Live Data Pull
UCS Planning Standards	Live Data Pull
UCS Operational Standards- **CONFIDENTIAL**	Live Data Pull
Large Oil Spills	Jared Wennermark
Satellite Phone Detail	LiveDataPulls- IT
Disaster Tent Preparations	Jared Wennermark
Fleet Leasing & Fuel	Ed Nunez
Mechanics/Towing	Ed Nunez
Security	LiveDataPulls - David Stone
UCS Oil Spill Guidelines	Jared Wennermark
Privacy Concerns	Marty Haught
Sample information packets for assisting Cooperatives	Blake Beavers
Process for extended hours for MSRs	Blake Beavers
Contractor management and project assignement during ERP events	Quentin Howard
Miscellaneous items purchasing list for ERP events	Robert Sherman
House keeping and office clean up process during an ERP event	Robert Sherman
Purchasing and Warehousing Disaster recovery Plan	Robert Sherman

Security Process for United's Bank Accounts

Current Security Practices for Bank Transactions

- Positive Pay system for all AP checks written from United accounts
    - United sends a positive pay file to Frost Bank with each check number and dollar amount listed. All checks must match both criteria in order for funds to be disbursed.
    - This process is also used for Member Dividends and Bonus checks through First Financial Bank.
- Proper identification and authorization required for First Financial Bank and Frost Bank wire transfers

Vulnerability in Wire Transfer Security

- In the event of a security breach where a wire transfer is attempted, the following steps are required to stop the transfer:
    - For First Financial Bank, an authorized employee will need to call the Wire Room at 866-627-7130 ASAP to cancel the transfer.
        - Also, if a wire is sent to a new beneficiary, First Financial Bank will call to confirm before the wire is approved to process.
    - For Frost Bank, an authorized employee can call the treasury management help desk at (888) 481-0336 between 7:00 AM and 6:00 PM, and the wire room department can be reached to see if the wire has been processed. If it has not been processed, then the wire can be stopped. However, Frost Bank cannot guarantee that the wire can be stopped if it has already run its course through the screening process in the wire department.

Key Account Representative- Back-up Plan

In the event that Key Account reps are not available, the Senior Field Engineering Representatives (Senior FER's) will be properly trained to assist with communicating to United's Key Accounts during times of need. Each Senior FER will be responsible for the specific area in which they represent and will be listed on the Key Account Database as a "back-up" contact. The Senior FER's at this time are:

Wes Burton- Burleson/Cleburne Operational Districts
Gary Sowders- Granbury Operational District
Denny Adams- Stephenville/Meridian/PK Operational Districts

Training

The Key Accounts/Business Development Manager will be responsible for both granting access to the Key Account database, as well as training each Senior FER on how to access and utilize this particular resource. Training will be performed annually, concurrent with the annual update of the ERP.

Human Resources and potential effects on benefits and budget timing.

Human Resources will notify NRECA and maintain current status of benefits until the emergency is over. If a cooperative makes no changes during open enrollment period at NRECA due to a crisis scenario, the existing benefit plans would carry forward into the next year. NRECA will work with the cooperative after the crisis ends to ensure accuracy of benefits.

The budgeting process can be delayed and then expedited once the emergency is over to ensure business continuity.

Reviewed: 1-12-2023

Recovery from Loss of Power at Key Facilities

For UCS, there are three Key Facilities: the Burleson Office, Cleburne office and the Stephenville office. Personnel, assets, etc. can be redirected from any other of UCS's three office facilities if necessary during a catastrophic event.

Burleson Office

The Burleson Office houses the majority of the Executive Staff as well as the key operations and planning groups. Therefore it is an essential office that requires power at all times. The office itself is fed from Timbergreen substation (UCS distribution service) and there is an automated source transfer switch installed that will allow the office to be automatically fed from High Point without service interruption during most events. For this reason, outages for Burleson Office are highly unlikely. However, if power is lost, the Burleson Office key operational areas are supported by a large UPS that will keep operation systems running for approximately 10-15 minutes. Within this timeframe, the automatic backup generator will start and begin powering those systems while backfeed options are being initiated by the operations group. The generator requires propane fuel for which there are several local vendors if the 500 gallon tank should need refueling.

Cleburne Office

The Cleburne office houses Executive Staff as well as key operation and warehouse groups. Therefore it is an essential office that requires power at all times. The office is fed from Tenaska substation (UCS distribution service) via an underground loop and can easily be fed from Keene substation with the operation of several distribution switches. Additionally, it can be fed from the Joshua 1 substation during low loading periods or with approval from the planning department. For this reason, long term outages for the Cleburne office are highly unlikely. However, in the event of an outage, the Cleburne office key areas are supported by a large UPS that will keep systems running for approximately 3-4 hours. Within this timeframe, either switching can be performed, or the trailer-mounted generator can be connected to the service transformer. The generator requires diesel fuel for which there are several local vendors.

Stephenville Office

The Stephenville office houses the majority of the revenue/accounting related functions of the cooperative; therefore it is essential to maintain power here as well. This office is served from the Selden substation (UCS distribution service) and has the capability to easily be served from two separate circuits connected to the Selden substation transformer with the operation of several distribution switches. Additionally, with some line switching, the office facility can be served from the Stephenville substation. Key systems at this office are supported by a large UPS for standby until the on-site generation unit picks up the load. The generator is LP gas for which there are several local vendors if the 500 gallon tank should need refueling.

Generator/UPS Testing

UPS testing should occur on a monthly basis at the Cleburne, Stephenville, and Burleson offices by the IS&T group with assistance of other groups as necessary. The Burleson and Stephenville Office generator exercises automatically every Monday and is monitored by Technical Services and maintained by Operations. The trailer-mounted generator housed in Cleburne is maintained and tested by Operations. Any problems should be brought to the attention of the Emergency Coordinator and resolved immediately.

Portable Generator Use at Other Locations

UCS has many smaller generators available for use at other locations, and one with the capacity to power an entire office building. In extreme situations one of these units may be needed at one of UCS's other locations. Use of the large trailer-mounted generator housed at Cleburne shall be done according to established guidelines. Use of the smaller generators for restoring service to OLTs shall be done according to established guidelines. If more generation is needed for local needs a vendor is as follows:

Contact: Clifford Power Systems
101 Industrial Blvd.
Mansfield, Texas 76063
24 hr toll free: (800) 324-0066
Danny Pruitt – Manager, 817-529-1801
Gary Bronaugh – 817-640-5544 24 hr dispatch

Updated: 1/24/2022

United Trailer-mounted Generator Set Guidelines

Overview

United owns a trailer-mounted diesel generator set that can be mobilized in the event of a power outage at any of the United branch offices, at selected member locations, or whenever temporary power is needed by United personnel. The generator provides electrical output in a range of three-phase and single-phase voltages to bus connections and receptacles. These guidelines will outline the specifications and procedures for operation of the generator.

Electrical Specifications

Voltage	Phase	KW/KVA	Trip Setting (A)
277/480	3	213/266	250
120/240	3	213/266	630
120/208	3	188/235	630
120/240	1	175/219	630

Storage

The generator set will be stored at the Cleburne office in the covered parking across from the warehouse. The trailer wheels should be chocked during storage and operation. The generator must be plugged into a 120 V outlet at all times to keep the battery charged and the engine block heated. To prevent discharge, the battery disconnect switch should be left in the open position (the battery will still charge). The generator should be stored full of fuel so it is ready for use. The generator doors should be locked and a set of keys are kept in Cleburne dispatch, Cleburne mechanics office, Cleburne Foreman's office and a set is kept by Senior Foreman

Transportation

Instructions for towing and parking the trailer can be found on pages 21-26 of the user manual and must be followed carefully.

Interconnection

The generator cannot be operated in parallel with another power source since the output cannot be synchronized. **It must never be connected to an energized distribution system.** The typical method for restoring power to a facility is to connect cables from the generator terminals to the distribution transformer secondary terminals serving the facility. An air break should be visible before connecting the output of the generator to the distribution network (i.e., primary elbows parked or overhead disconnect switches opened). Appropriately sized cabling should be used for connection of the generator to the load, taking into account the ampacity of the cable (see breaker ratings above) and the anticipated voltage drop. Where possible, the phase rotation of the facility should be identified in advance so the proper connections can be made. The generator terminals and cables should be labeled so that phase and rotation are easily identified. **The trailer chassis must be grounded to an 8 ft. embedded ground rod through a #6 Cu wire connected to the grounding lug on the frame.**

Operation
General instructions for preparation, starting, and running of the generator are found on pages 27-34 of the user manual. Instructions for voltage control are written on the control panel itself. Before starting the engine, make sure the voltage switch is in the correct position. **Do not switch the voltage while the generator is running.**

Metering
Prior to connecting the generator to a facility, the effect of the generator on metering at the location should be considered. Meter readings should be recorded before load is transferred to the generator and after it is restored to normal. The recorded readings should be reported to the Electrical Engineer.

Maintenance
The maintenance schedule for the generator set is based on hours of operation, as recorded on the generator's hour meter, and passage of time. Service intervals for standby operation can be found on pages 160-161 of the user manual. In particular is the requirement to run the generator for 30 minutes every two weeks *under load*. Detailed instructions for maintenance and servicing of the generator are found on pages 162-207 of the user manual. A generator maintenance record should be kept by those performing the maintenance.

Safety
General guidelines for safe operation of the generator set are found on pages 74-89 of the user manual. Additionally, standard United safety guidelines should be followed when working around potentially energized equipment, especially when interconnecting the generator. Where possible, knockouts should be used for making connections to pad-mounted transformers so that the cabinet may remain closed during operation of the generator. Barricading and flagging should be used where necessary.

Responsibilities
Interconnection and Operation of the generator will be under the direction of the Senior Foreman.

The Senior Foreman and dispatch will each have a copy of the user manual. Another copy of the user manual will be kept with the generator. A set of keys are kept in Cleburne dispatch, Cleburne mechanics office, Cleburne Foreman's office and a set is kept by Senior Foreman.

Fleet Mechanics are responsible for regular maintenance and fueling of the generator and trailer.

The Senior Foreman will conduct annual training on generator operation for appropriate personnel and the Electrical Engineer will provide technical assistance as required.

Updated: 4/16/2020 Jared Wennermark

UNITED COOPERATIVE SERVICES

EMERGENCY RESPONSE PLAN/EMERGENCY OPERATIONS PLAN

Version 1.2024

Pages 536 through 642 redacted due to confidentiality

System Operations Nightly Checklist

(Checklist should be completed on nightshift, between the hours of 11pm and 2am)

Step 1. Check SCADA

___ Reset any trip targets showing in alarm view. Acknowledge all alarms.
___ Click on the HEADENDS point at the top left of the SCADA main screen, make sure headends shows normal on each point.
___ Verify that all circuits are on normal trips on the DA alt trip and Winter Summary (Cir Winter) screens.
___ Verify SCADA COMM lines and Substation RTUS are reporting properly by visiting the SUB COMMS summary screen. If there are any problems, contact SCADA Contacts as listed on the problems contact list. (sub comm line failure=notify Brazos).
___ Verify DA COMM lines and Device RTUS are reporting properly by visiting the DA COMMS summary screen. If there are any problems, contact DA Contacts as listed on the problems contact list. (DA comm line failure=notify Bryan Phipps).
___ Verify all SCADA reported substation voltages are within reason by viewing the three small, color-coded dots at lower left corner of each substation square on UCSSYS screen. If any are in the extreme (yellow/orange/red) hover mouse pointer over those dots to see the exact voltages; anything less than 124 volts or more than 127 volts is extreme, and you will need to call Brazos to report the hi/low voltage. If you see any colored in Purple, call Brazos immediately.
___ Verify all reclosers are in normal status via UCS AST, Sub HL & DA HL (hotline tag) Summary Screens, and the Sub & DA 1S (1shot) Summary Screens, unless there is a crew or contractor currently working with HLT or 1shot in place.
___ Verify LOMS block points are not enabled (unless prescribed) via both the SUB LOMS and DA LOMS summary screens.

Step 2. Check OMS and BLS.

___ Make sure the server shows Server Online and Predictions enabled in green.
___ Click on 'preferences', then 'outage preferences', verify ETOR box is checked, and the default is set to 2.
___ Open BLS, log in and click on the configuration tab. Make sure there is a red orb next to high call volume, unless it is supposed to be on. If it is currently on the orb will be green, select the checkbox to the left of the orb and press deactivate.

Step 3. Check Outage Viewers.

___ Enter a test outage on UCS account 7782 into Calls Manager.
___ Verify the outage shows on both Outage Viewer Dashboards: Open the external outage viewer dashboard by going to "UCS.net". Open the internal outage viewer by going to "The Circuit", which is the UCS intranet page.

Step 4.Check System Operation's phones.

___ Place a test call to the Dispatch Direct phone line, 817-641-5232.
___ Place a test call to the Dispatch Cordless phone line, 817-447-3670.

Step 5. Enter a test email outage.

___ Go to "UCS.net", then click on Report Outages tab. Scroll down to view Report Outages Online form, fill in the required sections on form and click submit. Check the OutageReportsInbox in Outlook to confirm email was successful, then delete it. If you encounter any problems, email IS&T.

Step 6. Verify all electronic doors show closed and card only via AccessIt.

___ Select Hardware, then Readers. Scroll through each page to see all doors. If any show other than "closed" and "card only", email IS&T and Maintenance the door name and status. If a group is scheduled to be in the Community Room at the time, that door should show "unlocked"; verify this before sending email notification.
___ If any exterior doors show open/unlocked without proper cause, contact Safety and the on-call lineman for that area.

Step 7. Check RF injects.

___ Go to Command Center, under the "Setup" tab in the top left-hand side navigate to "External Integration". Click on "Outage Management Integration – Web Service Based (Detailed)" and check the "Enable Outage Management Integration". Click "Save". This will be done at 7pm Monday-Friday, on Friday it will be turned on at 7pm and run through the weekend. It is to be turned off by Nightshift at 6am Monday-Friday. Refer to the RF Meter Outage Protocol for more information.

Step 8. Check doors, server room temp, and complete checklist.

___ Check comm room door, and check lobby lights to make sure they are off. Check server room temperature, acceptable temp is below 74°. **If room gets above 74°, setup portable AC and aim hose out the door**; email Maintenance, Shawn Eiler, Brad Mead, and System Operations. Call Mike Huston if temperature does not cool off.
___ Initial the nightly checklist sign-off spreadsheet located in the Afterhours checklist folder inside System Operations on BURFILE.