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**PROJECT TO SUBMIT EMERGENCY § PUBLIC UTILITY COMMISSION
OPERATIONS PLANS AND RELATED §
DOCUMENTS UNDER 16 TAC § 25.53 § OF TEXAS**

**Lower Colorado River Authority & GenTex Power Corporation's
Public Redacted Emergency Operations Plan**

April 18, 2022

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§25.53 (d)(1) An approval and implementation section



LOWER COLORADO RIVER AUTHORITY Emergency Management Master Plan

Revision 9.2
October 18, 2018



CONFIDENTIAL

This document should be treated as confidential and protected from disclosure under provisions of the Critical Infrastructure Information Act of 2002 and Chapter 421, Texas Government Code on Homeland Security.

CONFIDENTIALITY STATEMENT

This document contains confidential emergency response information and response plans pertaining to critical infrastructure and the protection of critical infrastructure as defined in the Critical Infrastructure Information Act of 2002 (6 U.S.C. 131 et seq.). It contains information that may be exempt from public release under the Freedom of Information Act (5 U.S.C. 552) and the Texas Public Information Act (Chapter 552, Texas Government Code). This information is shared with certain governmental entities in expectation of protection from disclosure as provided by the provisions of the Critical Infrastructure Information Act of 2002; Chapter 421, Texas Government Code, Texas Homeland Security; and Section 418.176-418.183, Chapter 418, Texas Government Code relating to the protection of certain information pertaining to emergency response providers, vulnerability assessments and critical infrastructure. Information is confidential if the information is collected, assembled or maintained by or for a governmental entity for the purpose of preventing, detecting, responding to or investigating an act of terrorism or related criminal activity. Any requests for release of all or any portion of this document should be referred to LCRA's Legal department.

The master copy of this plan resides with LCRA Public Safety. Physical copies of this plan are serialized and only issued to specific employees for the position they perform at the time of issue. When no longer performing that specific position, physical copies shall be returned to Public Safety.

For additional information or to request copies contact:

LCRA Emergency Management Coordinator
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Austin, TX 78703
512-730-6557
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APPROVAL AND IMPLEMENTATION

LCRA Public Safety is responsible for maintaining a comprehensive enterprisewide emergency management system. To that end and at the direction of the general manager, this document provides the concept of operations for how LCRA plans for and responds to emergencies. The emergency management system and concept of operations include all members of LCRA's Incident Management team and all emergency plans and procedures throughout the company. This plan is an umbrella document that incorporates and unifies all LCRA emergency plans and efforts. All levels of management and employees involved in critical operations and emergency response are responsible for being familiar with the plan and its appendices and annexes.

This plan specifies lines of authority, responsibilities, the coordination of activities and other protocols employed by LCRA during emergencies, incidents, business disruptions, contingencies and disasters.

The LCRA Emergency Management Master Plan applies to all areas, (e.g., subsidiaries, departments, workgroups, facilities, properties and personnel) within the corporate limits of the Lower Colorado River Authority, LCRA Transmission Services Corporation, GenTex Power Corporation, LCRA WSC Energy and WSC Energy II.

Public Safety will review the plan annually and update it at least every five years. LCRA emergency management staff may develop and distribute minor changes to this plan, its appendices or annexes. Major revisions and recertification must be approved by LCRA's general manager.

This version supersedes and rescinds all previous versions.

The LCRA Emergency Management Master Plan – Revision 9 is hereby approved.



Phil Wilson
General Manager

10-18-18
Date

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TABLE OF CONTENTS

Confidentiality Statement	
Approval and Implementation.....	
Table of Contents.....	i
Acronym Key	ii
Purpose	1
Scope	1
Presumptions.....	1
Enterprisewide Emergency Management.....	2
Concept of Response Operations	2
Awareness and Reporting	2
Radio Communications	3
Emergency Notifications.....	4
Emergency Response Levels.....	5
General Approach to Emergencies.....	7
Incident Command, Coordination and Incident Management	7
Deactivation and Recovery.....	9
After-Action Review.....	10
Appendix 1 – Authority and References	Ap. 1-1
Appendix 2 -- Record of Changes and Distribution.....	Ap. 2-1
Appendix 3 – Threats to LCRA.....	Ap. 3-1
Appendix 4 – Emergency Planning at LCRA	Ap. 4-1
Appendix 5 – LCRA Emergency Management Coordinator.....	Ap. 5-1
Appendix 6 – Incident Command System at LCRA	Ap. 6-1
Appendix 7 – Summary of Federal Emergency Management Directives	Ap. 7-1
Appendix 8 – Relations to Government Entities	Ap. 8-1
Appendix 9 – LCRA Emergency Response Level Decision Diagrams.....	Ap. 9-1
Annex A: Emergency Operations Center Standard Operating Procedure.....	Ax. A-1
Annex B: Emergency Communications	Ax. B-1
Annex C: Employee Serious Injury and Fatality Standard Operating Procedure.....	Ax. C-1
Annex D: LCRA Pandemic Response Plan	Ax. D-1
Annex E: Emergency Action Plan for LCRA Dams.....	Ax. E-1
Annex F: Procedure for LCRA Lake Closures and Restricting Lake or Land Activity.....	Ax. F-1
Annex G: Disaster Event Reimbursement Plan.....	Ax. G-1
Annex H: Physical Security Annex.....	Ax. H-1

ACRONYM KEY

AAR:	After-Action Review
DDC:	Disaster District Committee
EMC:	Emergency Management Coordinator
EMMP:	Emergency Management Master Plan
EOC:	Emergency Operations Center
FEMA:	Federal Emergency Management Agency
FEOP:	Facility Emergency Operations Plan
IAP:	Incident Action Plan
IC:	Incident Commander
ICP:	Incident Command Post
ICP:	Integrated Contingency Plan
ICS:	Incident Command System
IM:	Incident Manager
IMT:	Incident Management Team
NIMS:	National Incident Management System
NRF:	National Response Framework
SOP:	Standard Operating Procedures

PURPOSE

Protecting people, property and the environment in emergencies and disasters is this document's primary purpose. The Emergency Management Master Plan is the basis of an effective response to any emergency. It specifies lines of authority, responsibilities, the coordination of activities and other protocols employed by LCRA during emergencies, incidents, business disruptions, contingencies and disasters.

SCOPE

LCRA Public Safety is responsible for maintaining a comprehensive enterprisewide emergency management system. To that end and at the direction of the general manager, this document provides the concept of operations for how LCRA plans for and responds to emergencies. The emergency management system and concept of operations include all members of LCRA's Incident Management team and all emergency plans and procedures throughout the company. This plan is an umbrella document that incorporates and unifies all LCRA emergency plans and efforts. *Appendix 4, Emergency Planning at LCRA* explains the many different types of emergency plans and how they relate and interconnect. All levels of management and employees involved in critical operations and emergency response are responsible for being familiar with the plan and its appendices and annexes.

PRESUMPTIONS

An emergency or disaster can occur at any time or place in the LCRA service area. Hurricanes, floods, drought, terrorist activities, sabotage, cybersecurity threats, fires, explosions, transportation accidents, infectious diseases, hazardous material incidents, severe weather and other hazards may affect LCRA. The vast majority of LCRA infrastructure is located in areas under the emergency jurisdiction of local governments or municipalities and within residential areas. When a disaster happens to LCRA, it typically also affects our neighbors and vice versa.

[REDACTED]

[REDACTED]

This plan also presumes:

- [REDACTED]

- [REDACTED]

ENTERPRISEWIDE EMERGENCY MANAGEMENT

LCRA plays an essential role to protect critical infrastructure systems and rapidly restore normal operations following an emergency or disaster within our service territory. Managing an emergency is working to directly lessen the impact of incidents, maintain the quality of life of individuals, and accelerate the pace of recovery for communities. [REDACTED]

[REDACTED] All LCRA departments handle day-to-day operational priorities, while still preparing for and responding to emergencies which affect their department services. Public Safety has enterprisewide responsibility for daily situational awareness, key staff notification and emergency response coordination. LCRA has an emergency management coordinator (placed within LCRA’s Public Safety department) dedicated to maintaining the enterprisewide system and facilitating collaborative responses.

Executives and senior managers from critical departments and workgroups make up the LCRA Incident Management team. The IMT is the emergency response network at LCRA; [REDACTED]

[REDACTED]. All IMT members assist in directing situational awareness information to other appropriate LCRA audiences. When activated, representatives of the IMT report to the Emergency Operations Center. The IMT representatives form a unified team at the EOC and participate in operational briefings and response planning for an incident. IMT members participate in after-action reviews and identify improvements following significant events. The emergency management coordinator maintains the IMT membership roster.

CONCEPT OF RESPONSE OPERATIONS

Awareness and Reporting

The absolute first step in responding to an emergency is knowing there is one. As noted in the LCRA Employee Policy Manual: *Employees should follow the notification procedures for their work locations or departments. Workers unsure of their facility’s emergency notification procedures should contact the Public Safety Communications Center (Dispatch) by dialing 8-9-1-1 from an LCRA phone, or toll free from any phone at*

866-527-2267. Anyone performing work at an LCRA work site is expected to review and understand the emergency plans for his or her work location.

1. Workers must notify the appropriate group or person (e.g., supervisor, control room, operations center or Public Safety) of emergencies or developing situations that:
 - Could have a substantial impact on the ability to deliver services.
 - Could have a substantial impact on quality of life, the public or the environment.
 - Involve a serious on-duty injury or the death of an LCRA worker, contractor or visitor.
 - Involve suspicious activity, crime, sabotage or other security concerns.
2. Employees should notify department management or their respective facility control room or operations center of any event or potential incident meeting the above criteria. The appropriate contact varies by facility. [REDACTED]
[REDACTED] Employees should follow the notification procedures for their work locations. If in doubt, contact Public Safety.
3. [REDACTED]
4. [REDACTED] LCRA emergency management will evaluate the emergency response level and take action to implement the appropriate procedures and responses.

The previous list is not inclusive; reporting incidents helps Public Safety identify trends and potentially escalating events early and prioritize and manage critical resources. Do not make initial report notifications by email; however, incident follow-up and detailed information can be sent to Dispatch by emailing Public_Safety_Dispatch@lcra.org.

When workers report information to Dispatch or a control center, etc., they should include the following information:

1. Caller's name and callback number.
2. The exact location of the emergency.
3. The nature of the emergency.
4. Potential impact to LCRA operations, if known.
5. What the caller plans to do.

Radio Communications

[REDACTED] In the event of an emergency, workers should use whatever communications device is the most expedient. [REDACTED]
[REDACTED] The

assigned talk-group may be local to the facility initially but may be patched or reassigned as the incident escalates and more departments or workgroups are added to the response.

[REDACTED]

[REDACTED]

[REDACTED]

Review *Annex B, Emergency Communications Standard Operating Procedure* for detailed information about communicating during emergencies.

Emergency Notifications

Dispatch represents the vital first link between employees and emergency services. Highly trained and state-licensed Public Safety communications specialists answer calls for service and dispatch emergency responders.

[REDACTED]

The center is staffed around-the-clock.

[REDACTED] Primary dispatch phone and radio traffic is recorded and retained in accordance with the approved retention schedule. A computer-aided dispatch system also documents responder actions.

Public Safety serves as the focal point for monitoring threats that may impact LCRA. Public Safety staff gathers intelligence from department contacts, local, state and federal agencies, media, threat assessments, and other means. Individual departments have enhanced capabilities for monitoring specific operations and hazards, but potentially escalating events and hazardous incidents should be coordinated with Public Safety emergency management. Once aware of an emergency, emergency management will begin notifying and coordinating with departments, managers, operations centers and anyone involved with responding to the emergency. Emergency

management also will help identify and implement additional appropriate emergency notifications.



As IMT members receive situation reports, EOC activation alerts, updates and other notifications, they also should share the messages with their department personnel as appropriate – thus completing the cycle of information sharing, from awareness and reporting to full dissemination to all appropriate staff. The dissemination of this information should remain internal to LCRA and only for business purposes.

Emergency Response Levels

Emergency response levels help build a common operating picture. Identifying and announcing the applicable level places all responding groups in the same mindset about the severity of the situation so they can anticipate tasks and requirements.

Notifications, readiness actions and emergency operating conditions are tied to levels of the system. The actions taken at the lower levels are precursors to actions taken at higher levels. The emergency response level may increase rapidly when an incident occurs suddenly or when the severity of an emergency escalates quickly. An incident beginning at a high level automatically includes actions listed in the lower levels. *Appendix 9, Emergency Decision Diagrams* contains the decision matrix used to determine the LCRA emergency response level.

LCRA emergency management will notify the IMT whenever the LCRA response level changes. The response level of a single department or operations center may be different than that of the organization. LCRA has five emergency response levels with higher numbers and more intense colors representing the relative severity of a situation. Levels 1 and 2 (green and blue,) involve a buildup of pre-event or readiness actions. Levels 3, 4 and 5 (yellow, orange and red) involve response activities and EOC activation.

The following table describes each LCRA level:

LEVEL	CHARACTERISTICS	ACTIONS
<p>Response Level 1 Normal Conditions GREEN (Routine)</p>	<p>LCRA operations are not affected.</p> <p>No service impairments or reportable incidents have occurred.</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Response Level 2 Increased Awareness BLUE (Watch)</p>	<p>An emergency has not yet occurred and is not considered imminent. However, conditions warrant focused monitoring.</p> <p>There is no impairment of LCRA operations and no significant changes to staff schedules.</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Response Level 3 Alert Conditions YELLOW (Warning)</p>	<p>A facility-specific/department emergency has occurred or a larger incident is imminent.</p> <p>There may be impairment to some LCRA operations, and staff may be involved in Alert Condition activities.</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Response Level 4 Limited Response ORANGE (High)</p>	<p>The scope of an emergency has expanded beyond the normal emergency response activities of a facility/department, and additional resources are needed.</p> <p>Some LCRA operations are impaired or interrupted.</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>
<p>Response Level 5 Full Response RED (Severe)</p>	<p>The scope of the emergency has expanded to the point all LCRA resources and activities that can contribute to the emergency are engaged.</p> <p>Normal LCRA operations have been impaired; many nonessential activities may be curtailed or suspended.</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>

General Approach to Emergencies

LCRA responds to emergencies in a similar manner to conducting regular business. We scale up appropriate expertise and resources as warranted. Emergencies are met by the most qualified level of staff, and we redirect and use available LCRA resources necessary to resolve the situation appropriately. Departments and personnel will maintain and accomplish their daily responsibilities during the emergency response to the extent possible. However, in some cases, LCRA may suspend the day-to-day functions of facilities or departments for the duration of the emergency to minimize effects or focus resources.

Incident Command, Coordination and Incident Management

Any incident or emergency that meets the above reporting requirements must have an LCRA employee identified as being in charge and responsible for ensuring coordination with LCRA Public Safety. Emergency response scales up from there and may include some or all of the following components.

First responders (i.e., police, fire, emergency medical services and our own LCRA Rangers) will take charge of any situation in which life safety is threatened. For example, the fire department will take charge after arriving on-site for a fire alarm until the situation is safe. In many situations first responders will unify with the LCRA Incident Commander and turn command over to LCRA once safe. The Incident Commander is the most qualified person at the location of the incident to be in charge of the on-site response effort and has the authority to make decisions, direct activities and request resources.

When establishing incident command or unifying with external agency first responders, departments or site managers do not relinquish ownership or basic operational responsibility to that command. All responders have the same overall objectives in mind and in the same order of importance:

1. Life safety.
2. Incident stabilization.
3. Property preservation.

This is why a unified command is successful. First responders have the training and equipment to save lives, and LCRA employees have knowledge of site-specific hazards, layout and resources to guide the first responders. Not all emergencies at LCRA require external responders, but a unified command structure is established in most emergencies, if only between the facility manager, Safety Services and Public Safety.

An emergency at an LCRA site that limits or prevents staff from operating in normal conditions is a trigger to establish an Incident Command Post. [REDACTED]

event/multisite responses against the available resources when multiple departments or facilities are affected.

Emergency Operations Center:

The EOC comes into use when the scope of the emergency affects several elements of the organization and the need for clear communication and resource coordination and allocation become essential. This is most easily accomplished via daily conference calls and briefings held in a large meeting space with senior staff. [REDACTED]

[REDACTED] An EOC activation is a significant event for the organization. Representatives from most LCRA departments are expected to participate and should be present for operational briefings to obtain situational awareness and to assist with coordinating the response and providing support.

Review *Annex A: Emergency Operations Center Standard Operating Procedures* for more specifics on EOC activation triggers, protocols, layout and contact information.

Public Information, Media Communication, Public Affairs:

All communications with various external audiences, including elected officials, media and the public, shall be directed through LCRA Public Affairs. All news media inquiries shall be directed to LCRA Communications. No member of the media shall be allowed on the facility during an incident unless directed by LCRA Public Affairs.

Deactivation and Recovery

Planning for demobilization and restoring normal operations begins while response operations are ongoing. The EOC will be deactivated when the Incident Manager concludes daily operations briefings and coordination can continue under the normal LCRA management structure. The EOC also may enter a stand-down mode to suspend operations for a fixed period of time (e.g., overnight). Ongoing recovery efforts may occur after EOC deactivation; activity coordination and situation updates will continue from LCRA emergency management.

Many emergency response costs may be eligible for reimbursement either through insurance claims or through federal assistance programs, so proper accounting for such expenditures is paramount to meeting reimbursement eligibility requirements. It's critical that each department track all response-related costs and expenditures. Departments may request an assigned work order number through the Finance department. Each department will designate a primary point of contact to capture associated costs. Tracked recovery costs will determine whether LCRA seeks federal reimbursement for the incident.

After-Action Review

Following each major incident (Level 4 or 5 with EOC activation) LCRA emergency management will conduct an after-action review to gather feedback on successes and improvement opportunities – in an effort to continually improve this plan and the concepts it presents. At the direction of the chief of Public Safety, the AAR may be as simple as a survey of engaged staff or IMT members for department use, or the review may involve a review committee to identify and assign action items and log and track tasks for completion.

APPENDIX 1 – AUTHORITY AND REFERENCES

Authority

LCRA Public Safety prepared this plan pursuant to:

1. Lower Colorado River Authority Act of 1934, as amended.
2. LCRA Employee Policy Manual.
3. State of Texas Government Code, Chapter 418: Emergency Management (as amended and known as the Texas Disaster Act of 1975); Chapter 421: Homeland Security; Chapter 433: State of Emergency; and Chapter 791: Interlocal Cooperation Contracts.
4. State of Texas - Governor's Executive Order (RP-40) Relating to National Incident Management System as the system for the State of Texas.
5. Robert T. Stafford Disaster Relief and Emergency Assistance Act (as amended and known as the Disaster Mitigation Act of 2000), 42 U.S.C.
6. Homeland Security Presidential Directive 5: Management of Domestic Incidents and Directive 8: National Preparedness.
7. Presidential Policy Directive (PPD)-21 Critical Infrastructure Security and Resilience (Feb. 2013).
8. Executive Order 13636 Improving Critical Infrastructure Cybersecurity (Mar. 2013).

References

Data found in the following sources contributed to developing portions of this plan:

1. Federal: National Preparedness Guidelines (NPG), National Incident Management System (NIMS), National Response Framework (NRF), the FEMA Comprehensive Preparedness Guide 101 (CPG 101), the National Infrastructure Protection Plan (NIPP), and the Department of Homeland Security Grant Program.
2. State: Texas Division of Emergency Management Preparedness Standards for Texas Emergency Management (TDEM-100), Texas Infrastructure Protection Plan (2014), and the State of Texas Emergency Management Plan.
3. Regulatory: Public Utility Commission of Texas Rule Ch. 25, Sub Ch. C, Section 25.53 Electric Service Emergency Operations Plans.

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APPENDIX 2 – RECORD OF CHANGES AND DISTRIBUTION

Emergency Management Master Plan Record of Changes

Revision #	Date	Summary	Pages Affected
0	12/30/1998	Original	N/A
1	7/1/2001	Revised plan format, organization structure, assignment of roles.	All
2	10/1/2002	Incorporated new deputy general manager positions; replaced “Lines of Business,” reassigned duties; EOC locations; annexes and appendices.	All
3	4/1/2003	Incorporated organizational changes in Safety and Environmental areas; clarified relationship of LCRA hotline to EOC organization; established position of EOC coordinator.	i-iii; 1-14; Appendices 2, 3, 7; Index
4	9/1/2004	Incorporated federal guidance regarding: NIMS, mandating Unified Command at LCRA; incorporated final report Zorn Substation fire recommendations; facility/department managers approve planning documents for their facilities/groups.	All
5	5/03/2006	Incorporated revised organization chart; restructured appendices and annexes.	All
6	12/23/2008	Total rewrite.	All
6.1	9/29/2009	Added Annex D: Infectious Disease Outbreak.	Appendix 2 and Annex D
7	2/24/2012	Updated language to reflect organizational chart changes removing business unit language; updated language to reflect current vocabulary and terminology; enhanced EOC organization chart; clarified duties listed in the tabs.	All
8	7/22/2015	Updated to meet the new organization of the general manager; revised operations control centers to reflect consolidation and name changes; added language to support ICS training requirement in accordance with PUC Subst. R. §25.53; added focus on Cybersecurity Threat; replaced Terrorism and Sabotage process; updated Tab 6 and 7 Flood and Hurricane; updated Annex A to reflect changed organization and checklist for all EOC staff; updated Annex B Emergency Communications to reflect radio system changes and new naming convention; modified Annex C to reflect logistics process using existing contracts; Annex D Pandemic Response	All

		Plan updated and incorporated into manual; Annex E incorporated by reference; included Annex F Lake Closure Guidelines; and updated Pandemic Response Plan.	
8.1	5/15/2017	Updated and simplified EOC organization chart.	25 - 28
9.0	10/31/2018	Total rewrite.	All
9.1	10/27/2021	Added Annex G: Disaster Event Reimbursement Updated Annex F to reflect the process of closing or restricting activity on LCRA Park land; updated language under Authority	Appendix 2 and Annex G Annex F, 3, 4, 5, 6
9.2	3/25/2022	Added Annex H, Physical Security	Annex H 1-13

Distribution

The master copy of this plan resides with LCRA Public Safety. Physical copies of this plan are serialized and issued to specific employees for the position they perform at the time of issue. When no longer performing that specific position, physical copies shall be returned to Public Safety.

All executive management, department heads and facility managers, and the managers and supervisors of LCRA operations centers (Hydro Operations Control Center, River Operations Control Center, System Operations Control Center, etc.) will receive [REDACTED] Additional physical copies of the plan are issued to employees with designated preparedness, safety and/or response roles. [REDACTED]

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APPENDIX 3 – THREATS TO LCRA

LCRA is subject to three principal hazard types:

- Natural hazards such as floods, hurricanes, wildfire, tornadoes, lightning, wind, snow or ice storms, and droughts.
- Technological hazards such as widespread or extended interruption of power or water supply to customers, cyber-security incidents, fires and explosions at LCRA facilities, and hazardous material spills (oil or chemical); and
- Man-made hazards such as criminal activity, terrorist attack or sabotage.

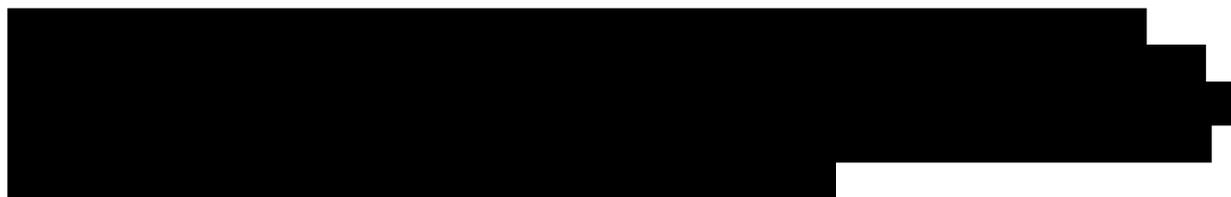
Several key geographic and human factors also make the LCRA service area vulnerable to a variety of major emergencies and disasters.

Central Texas continues to draw high-technology industries and companies. The region is one of the fastest-growing areas of the nation with more than 1 million residents in the Austin metropolitan area alone.

Central Texas weather can be erratic. Flash flooding and extremely hot or cold temperatures are the most common weather hazards LCRA faces. These weather events often result in disruptions of transportation, utilities and other vital services.

Strong winds, dangerous lightning, severe thunderstorms producing large hail and tornadoes, and drought also pose significant weather threats. The combination of these threats also can produce wildfires on LCRA lands and properties.

LCRA sites and infrastructure near the Gulf of Mexico face a significant threat from hurricanes and tropical storms. Hurricanes in the Gulf Coast area spawn torrential rains and tornadoes that can affect the entire service area, even the far northwest areas.



The City of Austin owns and operates an international airport facility (Austin-Bergstrom International Airport). Aircraft approach and departure lanes to the airport cut across densely populated areas.

Loss of power is a possibility in any area of the state. LCRA is the primary wholesale provider of reliable, competitively priced electricity in Central Texas and supplies wholesale power to city-owned utilities and electric cooperatives.

LCRA Transmission Services Corporation's network of owned and leased facilities, including transmission lines, substations and related equipment, provides a vital link between Texas power plants and the state's power grid. It is part of the Electric

Reliability Council of Texas transmission network that serves generators and retail loads in most of Texas.

Dam failures can result from man-made or natural causes. [REDACTED]

Foreign and domestic terrorist and environmental extremist activity remains a concern.

[REDACTED] The U.S. Department of Homeland Security [REDACTED]

The LCRA service area includes other significant potential interest to terrorists, including [REDACTED]

[REDACTED]

APPENDIX 4 – EMERGENCY PLANNING AT LCRA

LCRA generally [REDACTED]

[REDACTED] For example, [REDACTED]

The *LCRA Emergency Management Master Plan* itself [REDACTED], often produced to meet regulatory requirements.

The Emergency Management Master Plan is the umbrella plan, a living document that is persistently updated. While it specifies the concept of how LCRA responds to emergencies, all other emergency plans prepared throughout LCRA are a part of the enterprise-wide emergency management system. The LCRA emergency management coordinator collaborates with all departments and workgroups to ensure continuity between Public Safety response protocols, departmental emergency plans and the Emergency Management Master Plan. Collaborative planning improves response capability.

The Risk and Business Continuity workgroup leads LCRA's plans effort, providing ongoing management, governance, and oversight of the planning processes that prepare LCRA to effectively respond to emergency situations, incidents, critical business interruptions and system outages.

LCRA is involved in very diverse operations, and there are a few hundred emergency-related plans across LCRA with numerous title variations: integrated contingency plans, disaster recovery plans, emergency action plans and continuity of operations plans, to name a few. Regardless of title, all emergency-related plans can be categorized into the three focused phases, which follow any incident at LCRA: protecting people and property; maintaining services; and restoring systems and normalcy.

1. Emergency operations plans, facility emergency operations plans (FEOP), and incident action plans are examples of plans focused on protecting people and property. They address the most immediate concern following an incident or preparing for emergency response (e.g., hurricane preparations). LCRA Public Safety works closely with all departments to protect people and property and address other life safety planning concerns.
2. Business continuity plans, continuity of operations plans, integrated contingency plans, information systems contingency plans and workforce disruption plans are focused on sustaining mission-essential functions and critical services. These generally include secondary and tertiary options for services or alternate work locations and other resiliency planning topics.
3. Disaster recovery plans and some of the aforementioned contingency and disruption plans focus on recovering systems and/or returning workforce capacity to a normal

state of operations. These include specific how-to information for individuals or groups, depending upon the type of system or facility and regulatory requirements. Many digital systems have disaster recovery plans.

The plans typically include:

- Standard operating procedures that provide detailed instructions for an individual or department to perform specific tasks. The procedures could be included in a larger plan document or maintained as a separate plan.
- A plan appendix that provides supportive information or additional detail for the main body of the plan. An appendix may be an elongated footnote, explaining reasons behind processes, or it may be a catalog, list or table referenced in the plan body.
- An annex that contains related but generally stand-alone material. Annexes often describe how to perform tasks or functions that are integral to the overall plan. An annex may be a standard operating procedure detailing specific tasks, such as activating emergency radio communications or opening a backup site.

Having a plan is the key first step. Training, reviewing and exercising the plan are three equally key actions that must take place after a plan is developed.

1. **Training:** All workers with responsibilities outlined in the plan must review the plan and receive the necessary training to competently perform their response tasks. Training should be refreshed every few years, at minimum.
2. **Review:** Generally, each emergency plan should be reviewed annually. Any updates should be shared with responding workers. Additionally, an after-action review should take place after each major response whenever the plan is put to use for an incident. Ideally the review should be performed as soon as practicable after the incident.
3. **Exercises:** Annual exercises provide controlled experiences for all participants and help evaluate the plan's effectiveness and a unit's readiness to implement it. A basic tabletop exercise is an effective method to practice the plan and evaluate capabilities.

LCRA emergency management and the Risk and Business Continuity workgroup are a ready resource to support all aspects of developing, training, reviewing and exercising plans.

APPENDIX 5 – LCRA EMERGENCY MANAGEMENT COORDINATOR

The emergency management coordinator is responsible for maintaining a comprehensive enterprisewide emergency management system. The EMC does so in collaboration with other LCRA departments and local, state and regional partners.

During emergencies, the EMC coordinates LCRA’s emergency response activities and makes recommendations to upper management. A well-trained and experienced public safety professional, the EMC may act as the lead to an incident, but typically only provides advice and technical expertise supporting the Incident Commander and Incident Manager. Additionally, during emergency events, the EMC:

- Assists in collecting damage assessments and response activity information and then disseminates it appropriately to the Incident Management team and other response partners.
- Coordinates with Communications for news media and emergency response information, and with Public Affairs and Legal for community inquiries and notification to elected officials and community leaders.
- Helps to close down an incident response and coordinates after-action reviews – gathering improvement information.

Outside of emergency response, the EMC regularly interacts with operations centers such as Dispatch, GenDesk, HOCC, ROC, SOCC, TOCC and other departments and workgroups to receive incident reports and updates, and to disseminate information. In addition, the EMC is focused on:

- Monitoring hazardous conditions and assessing any potential impact to LCRA in cooperation with the appropriate departments and staff.
- Developing, supporting and facilitating exercises, drills and after-action reviews.
- Fostering collaborative relationships with city, county, state, federal and other emergency planning and response entities.
- Coordinating the LCRA Incident Management team membership.
- Ensuring federal- and state-required emergency and incident management training is offered to appropriate LCRA staff, and conducts training when requested.

The EMC works from the Redbud Center, mailstop R-220, and can be reached at ext. 6557 or OEM@lcra.org.

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APPENDIX 6 –INCIDENT COMMAND SYSTEM AT LCRA

Incident Command System

ICS is the field component of the National Incident Management System, which LCRA adopted in accordance with Presidential Homeland Security Directive-5, the National Response Framework, and Texas Government Code, chapters 418, 421 and 433.

ICS is practiced at LCRA for several important reasons:

- ICS is understood and practiced nationwide. LCRA is almost never alone in responding to an emergency. ICS has a commonly understood set of objectives; immediately focusing responder actions and tasks:
 1. Life safety.
 2. Incident stabilization.
 3. Property preservation.
- ICS resolves ownership concerns with the concept of Unified Command, in which two or more group representatives jointly manage an incident.
- Many emergencies overlap locations and department responsibilities. ICS does not require individual departments to relinquish ownership or basic operational responsibilities.
- Personnel from varying departments may address broader concerns depending on their functions in the response.
- ICS is a flexible, scalable system. The size and scope of the incident will dictate the expanse of organizational responsibilities and the number of individuals needed to fulfill them.

Appendix 7, Summary of Federal Emergency Management Directives contains a summary of applicability and the history of HSPD-5, NIMS, the NRF and ICS.

Incident Commander

LCRA requires a named Incident Commander for any LCRA emergency. The Incident Commander's actions may be as simple as reporting the incident to Public Safety Dispatch and directing emergency responders to the scene, or the actions may be as complex as participating in a Unified Command with multiple agencies, depending on the skills the employee possesses (from required training and experience) and the scale of the emergency.

The Incident Commander should use the facility or site-specific emergency plan to guide his or her decisions. The Incident Commander, at minimum will:

1. Ensure overall incident safety.
2. Provide information to his or her supervisory staff and LCRA Public Safety.

3. Ensure contact with other responding agencies when present (usually the local first responders).

An LCRA employee who arrives at an incident scene before other emergency response personnel shall assume the role of Incident Commander and continue until relieved by someone who is more qualified. The employee shall take actions commensurate with his or her level of training. An LCRA employee who arrives at an incident scene after other agency emergency response personnel have established incident command shall assume the role of LCRA's representative in the Unified Command structure until relieved by someone who is more qualified.

Ideally, the LCRA employee ultimately serving as the Incident Commander should have the authority to make decisions, assume command, assess the situation and determine response strategies. The Incident Commander has overall responsibility for managing the incident by establishing objectives, planning strategies and implementing tactics.

The Incident Commander sets the plan of action. Every incident action plan answers these four questions:

1. What do we want to do?
2. Who is responsible for doing it?
3. How do we communicate with each other?
4. What is the procedure if someone is injured?

The Incident Commander will call for additional resources and outside assistance when needed (or relay those needs to incident management in the EOC, if activated).

As an incident grows, the Incident Commander will delegate tasks and responsibilities to other workers. Safety is LCRA's number one priority. One of the first delegations is to appoint a Safety Officer. The Safety Officer monitors overall safety at the incident and assess safety hazards associated with the response and determines the measures necessary to protect the safety of response personnel. The Safety Officer has the authority to bypass the chain of command if necessary to immediately correct unsafe acts or situations or stop dangerous operations. The Safety Officer may work with other safety personnel on the incident site to obtain overall safety awareness.

Lastly, the Incident Commander is the person best positioned to declare an end to emergency operations.

Required Training

LCRA employees designated to interact with local, state and federal emergency management officials during emergencies need FEMA National Incident Management System training. These designated individuals specifically need to take:

1. IS-700, An Introduction to the National Incident Management System.
2. IS-800, National Response Framework, an Introduction.

3. IS-100, Introduction to the Incident Command System, ICS 100.
4. IS-200, ICS for Single Resources and Initial Action Incidents.

Public Utility Commission of Texas Rule Ch. 25, Sub Ch. C, Section 25.53 is the primary driver for this requirement. Each course will take 30 minutes to a few hours to complete, on average. All are readily available through FEMA's website:
<https://training.fema.gov/is/>

Additionally, federal regulations (Title 29 of the Code of Federal Regulations, 1910.120 – Hazardous Waste Operations and Emergency Response, among others) require *potential* Incident Commanders of a hazardous materials incident to complete a series of training courses. LCRA site managers at each facility containing hazardous materials are responsible for ensuring qualified individuals are trained to fill this role.

LCRA staff members expected to work in an external incident command structure or EOC must complete IS-300 and IS-400 or as appropriate to their responsibility.

Public Safety recommends LCRA Incident Management Team members take IS-700 and 100, at minimum.

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APPENDIX 7 – SUMMARY OF FEDERAL EMERGENCY MANAGEMENT DIRECTIVES

The president of the United States issued Homeland Security Presidential Directive-5 on Feb. 28, 2003, which directed the secretary of Homeland Security to develop and administer a National Incident Management System. The goal was to provide a consistent nationwide template to enable all levels of governments, the private sector and nongovernmental organizations to work together to prevent, prepare for, respond to, recover from and mitigate the effects of incidents regardless of cause, size, location or complexity.

HSPD-5 requires all federal departments and agencies to adopt NIMS and use it in their individual incident management programs and activities, as well as employ it to support all actions taken to assist state and local governments. The directive also makes NIMS compliance a standard requirement for any organization to receive federal preparedness grants, contracts, etc.

NIMS is not an operational response plan. It represents a core set of concepts, doctrines, principles, terminology and organizational processes that enable effective, efficient and collaborative incident management at all levels.

HSPD-5 also required the secretary of Homeland Security to develop the National Response Plan, which the National Response Framework superseded in January 2008. The NRF is a guide to how the nation conducts incident management. The NRF establishes a comprehensive, national, all-hazards approach to domestic incident response. The framework identifies the key response principles, as well as the roles and structures that organize national response.

NIMS integrates best practices into the NRF document for emergency management/response personnel in an all-hazards context. The primary tactical field component and most recognized core competency of NIMS is the ICS.

NIMS calls for institutionalizing the use of ICS, which means government officials, incident managers and emergency response organizations at **all** jurisdictional levels must adopt the ICS at policy and organizational/operational levels.

ICS must be adopted at the policy level through executive order, proclamation or legislation as the official incident response system. Incident managers and response groups must train, exercise and use the ICS in response operations. The State of Texas adopted ICS through the Governor's Executive Order (RP-40) Relating to National Incident Management System as the system for the State of Texas.

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APPENDIX 8 – RELATIONS WITH GOVERNMENT ENTITIES

Assistance to Local Governments

Local and state officials may request LCRA personnel and equipment to assist with response and recovery activities during some disasters and emergencies. LCRA will provide such assistance in accordance with policies established by each LCRA department if the request is limited in scope and location and can be provided by the resources available to a single LCRA department. Procedures for authorizing such assistance and provisions for covering the costs are developed by each department. Departments should notify LCRA emergency management regarding any activity or participation in a mutual aid request. The LCRA EOC needs to coordinate assistance if the magnitude of the event requires resources and support from more than one department.

Generally, mutual aid requests come to LCRA through the State Operations Center or local emergency management coordinator to Public Safety. After coordinating with the appropriate LCRA department, the LCRA emergency management coordinator will reply to mutual aid requests by communicating to and through the emergency management coordinators of the affected jurisdictions or directly with the State Operations Center.

LCRA personnel will cooperate with local, state and federal officials and will actively participate in the local incident management structure when LCRA provides support to local government, but will do so in accordance with the mission and provisions of LCRA policies and procedures. LCRA personnel will remain under operational control of a field supervisor designated by the LCRA Incident Manager.

Policy decisions will be made at the general manager's level with guidance and approval from LCRA's Board of Directors in instances where a local government entity requests financial assistance from LCRA. Any such request will be evaluated based on the scope of the incident, the jurisdiction, and LCRA's capability to meet the need while remaining within its scope and mission.

Summary of Government Roles

Local Government

Local governments include cities, counties and special districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdictions. Each local emergency management agency is required to prepare and keep a current and National Incident Management System-compliant emergency management plan that addresses preparedness, response and recovery.

Chapter 418 of the Local Government Code designates the mayor of each municipality or the county judge of each county as the emergency management director for their

respective jurisdictions. They may designate an emergency management coordinator to administer the jurisdiction’s emergency management program.

Mayors, judges and their emergency management coordinators are responsible for:

- Equipping and training local emergency responders and officials and providing appropriate emergency facilities.
- Declaring a local state of disaster, issuing orders or proclamations after such declaration, and invoking specific emergency powers of those granted to the governor in the Texas Disaster Act.
- Directing the local response to emergency situations using local resources, resources from other jurisdictions covered by mutual aid agreements and/or the Statewide Mutual Aid System, and any other on-call emergency resources with which the local government may have contracted.
- Requesting external assistance if local resources are inadequate. The county should be the first source of external assistance for a city. The chief elected official should make requests for state assistance to the local disaster district committee chair.
- Keeping the public and the local DDC informed.
- Overseeing recovery programs and related hazard mitigation programs.

Texas State Government

State government manages state resources in response to the emergency needs at the local or regional levels, manages and coordinates mutual aid among the regions, and serves as the coordination and communication link to the federal government.

Disaster Districts

The state response structure is organized into seven regions and 24 disaster districts, which respond to requests for state resources. Each disaster district committee is chaired by a Texas Department of Public Safety captain or lieutenant and has a civilian district coordinator. Together, they facilitate local access to state resources.

At the regional level, a regional coordinator ensures the resources flow from the state to the districts in a timely fashion. If a local request for assistance cannot be satisfied with resources available to the disaster district, the coordinator will forward the request to the State Operations Center. In specific instances where resource conflicts or multiple regions are affected by a statewide incident, LCRA emergency management may opt to route resource requests directly to the State Operations Center. This should be an exceptional circumstance performed in close coordination with the Region 6 district coordinator.

Texas Division of Emergency Management

The Texas Division of Emergency Management is a function of the Governor’s Office. TDEM is charged with carrying out a comprehensive all-hazards Emergency Management program for the state. TDEM also is responsible for supporting development of the state’s Homeland Security strategy and implementing programs and projects to achieve state Homeland Security goals and objectives.

TDEM operates the State Operations Center, monitors incidents throughout the state on a continuous basis, coordinates and supports response activities during major emergencies and disasters, and provides situation reports to senior state officials.

The Governor

The governor may declare a state of disaster and exercise emergency powers set out in the Texas Disaster Act. If state resources are inadequate to resolve an emergency situation, the governor may request assistance from other states pursuant to interstate compacts. The governor also may request specific assistance from the federal government or request that the U.S. president issue federal emergency or disaster declarations that activate a variety of federal assistance programs.

Federal Government

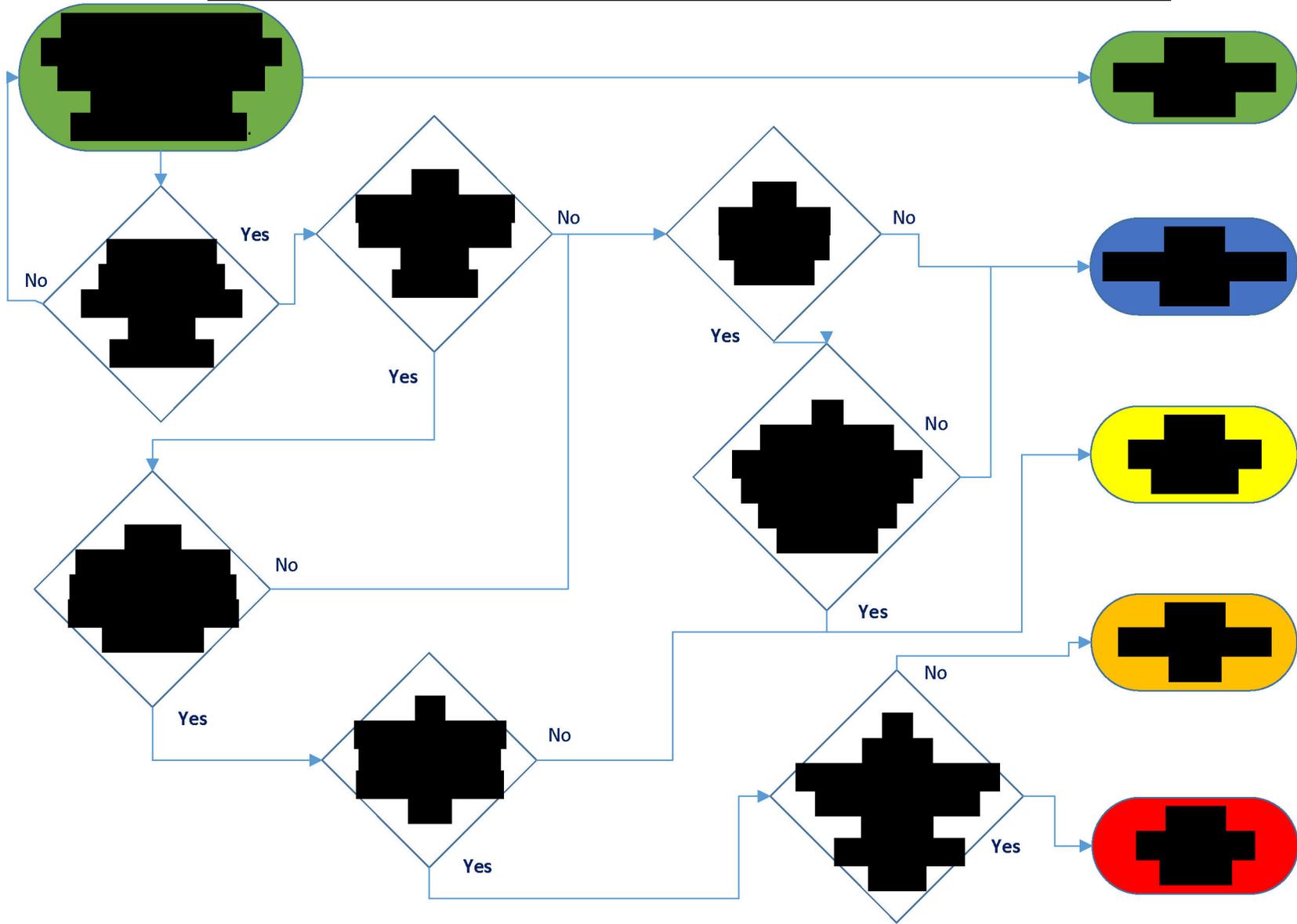
The Department of Homeland Security is the primary federal agency with overall responsibility for the national Homeland Security and Emergency Management. The Federal Emergency Management Agency is an operational element of the DHS and oversees federal emergency management efforts nationwide. FEMA's national headquarters is in Washington, D.C., and the agency has 10 regional offices. FEMA Region VI includes Texas and is located in Denton.

FEMA's responsibilities include, but are not limited to, the following actions:

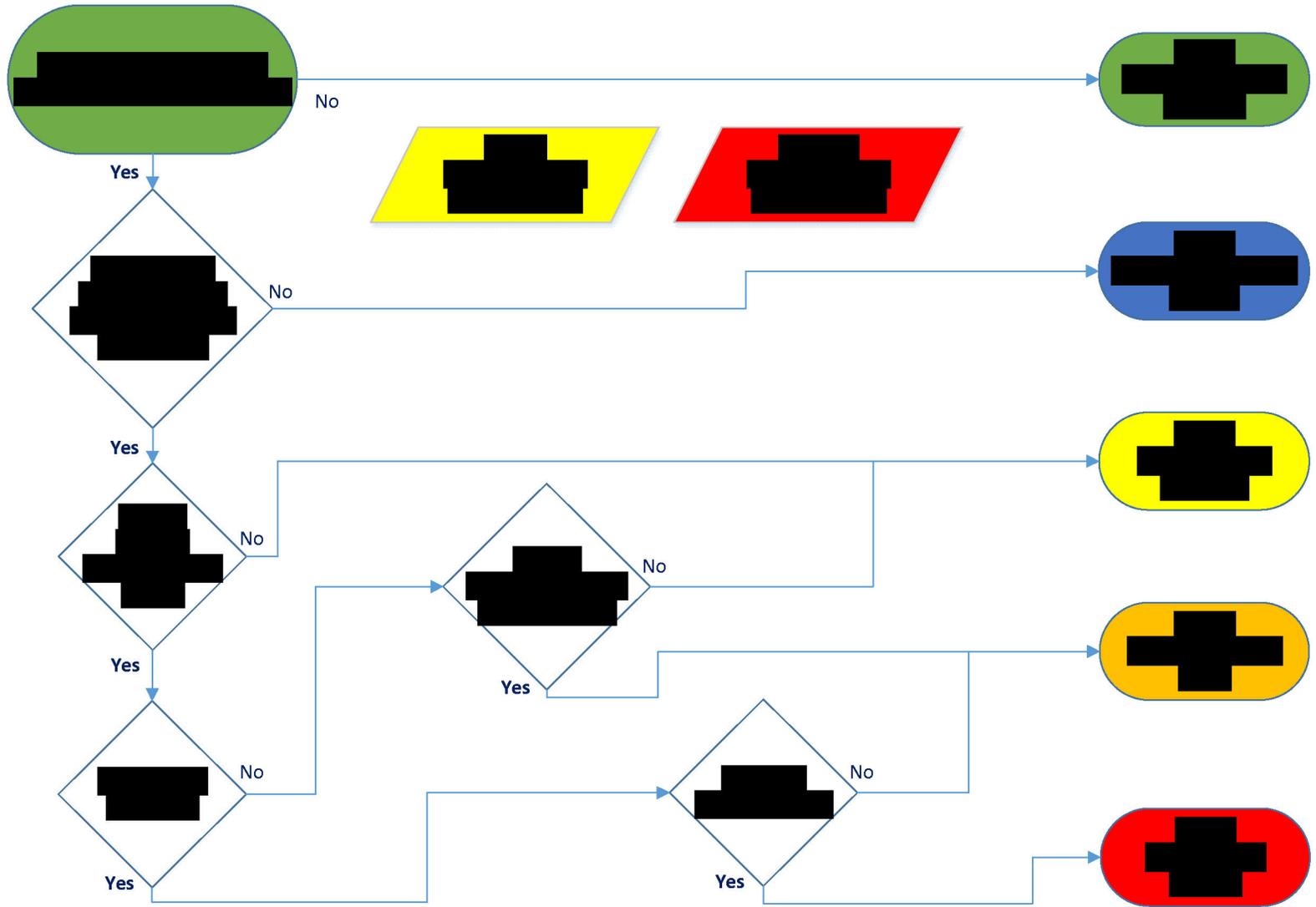
- Reducing the loss of life and property and protecting institutions from all hazards. This task is accomplished through the use of the National Response Framework and Incident Command System nationwide.
- Coordinating the federal response to disasters that exceed the capabilities of state and local governments and assisting communities in recovering from such disasters.
- Assisting in the development of mitigation programs directed at reducing the impact of disasters and providing technical assistance, training and grants to government agencies for researching, developing and implementing such programs.
- Operating the Federal Insurance Administration, which makes flood insurance available to communities that agree to adopt and enforce sound floodplain management practices.

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APPENDIX 9 – [REDACTED]



APPENDIX 9 – [REDACTED]





LOWER COLORADO RIVER AUTHORITY Emergency Management Master Plan

Annex A:

Emergency Operations Center Standard Operating Procedure

CONFIDENTIAL

This document should be treated as confidential and protected from disclosure under provisions of the Critical Infrastructure Information Act of 2002 and Chapter 421, Texas Government Code on Homeland Security.

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PURPOSE

This document provides procedures for operating the LCRA Emergency Operations Center in accordance with the Emergency Management Master Plan.

ACTIVATION AND NOTIFICATION

The EOC may be activated in support of an incident preparedness or response effort and at the direction of Public Safety or executive leadership. [REDACTED]

Although not directly tied to the LCRA Emergency Response Levels (outlined in the EMMP), the EOC activates based on the same criteria which drives changes to the response levels. The typical parallels are as follows:

- [REDACTED]
- [REDACTED]
- [REDACTED]

Utilize the EOC setup punch list on page A-7 and the setup diagram on page A-8 to open the EOC.

EMERGENCY OPERATIONS CENTER LOCATIONS

Primary EOC

[REDACTED]

Alternate EOC Sites

[REDACTED]
Additional options include [REDACTED]

should include an activity summary of the past shift and a clear expectation for completing any outstanding tasks.

DEACTIVATION

The EOC will be deactivated when incident management concludes that operations and coordination can continue under normal LCRA business practices. [REDACTED]

MAINTENANCE

Emergency management will perform the following tasks to maintain a constant state of EOC/WCC readiness.

Ongoing:

- Monitor the status of utilities, furniture, audiovisual, network, etc.
- Monitor for support staff and contact information changes.
- Update and maintain EOC computers, software and other equipment.
- Plug in and test the EOC radios, phones, and mics.

Quarterly:

- Send reminders for IMT member updates.
- Update the IMT roster on IMT SharePoint site.
- Test EOC setup and activation notification scenarios.

RUNNING A BRIEFING/CONFERENCE CALL

- Focus on efficiency.
- Seek timely and accurate information from department, workgroups and field reports.
- Information sharing should be directed toward decision making efforts.
- Determine how to provide for any unmet needs.
- Track resource requests and expenditures.

To utilize the [REDACTED]

Utilize the EOC briefing agenda on page A-6 (modify as needed).

EOC BRIEFING AGENDA – BASIC

Confidentiality and Security Reminder

Incident Manager/Unified Management Team

- Response Level

- EOC Representatives

- Rollcall (if warranted, to ensure critical staff are present or on the call)

Weather or Impending Threat Update

Incident Commander(s) Field Report

Operational and Service Impacts/Updates (call on most affected Business Unit first)

- Transmission

- Water

- Wholesale Power

- CAO (operational groups only – Parks, Digital Services, etc.)

Affected or Involved Workgroups

- Public Affairs

- CAO

- Public Safety

- Safety

Coordination

- Emergency Management

- State and County Reports

Call for Other Updates/Concerns (Legal, Audit, Environmental, Compliance, Finance, HR, etc.)

Discuss resource request coordination and cost tracking

Review of Any Mentioned or Outstanding Needs

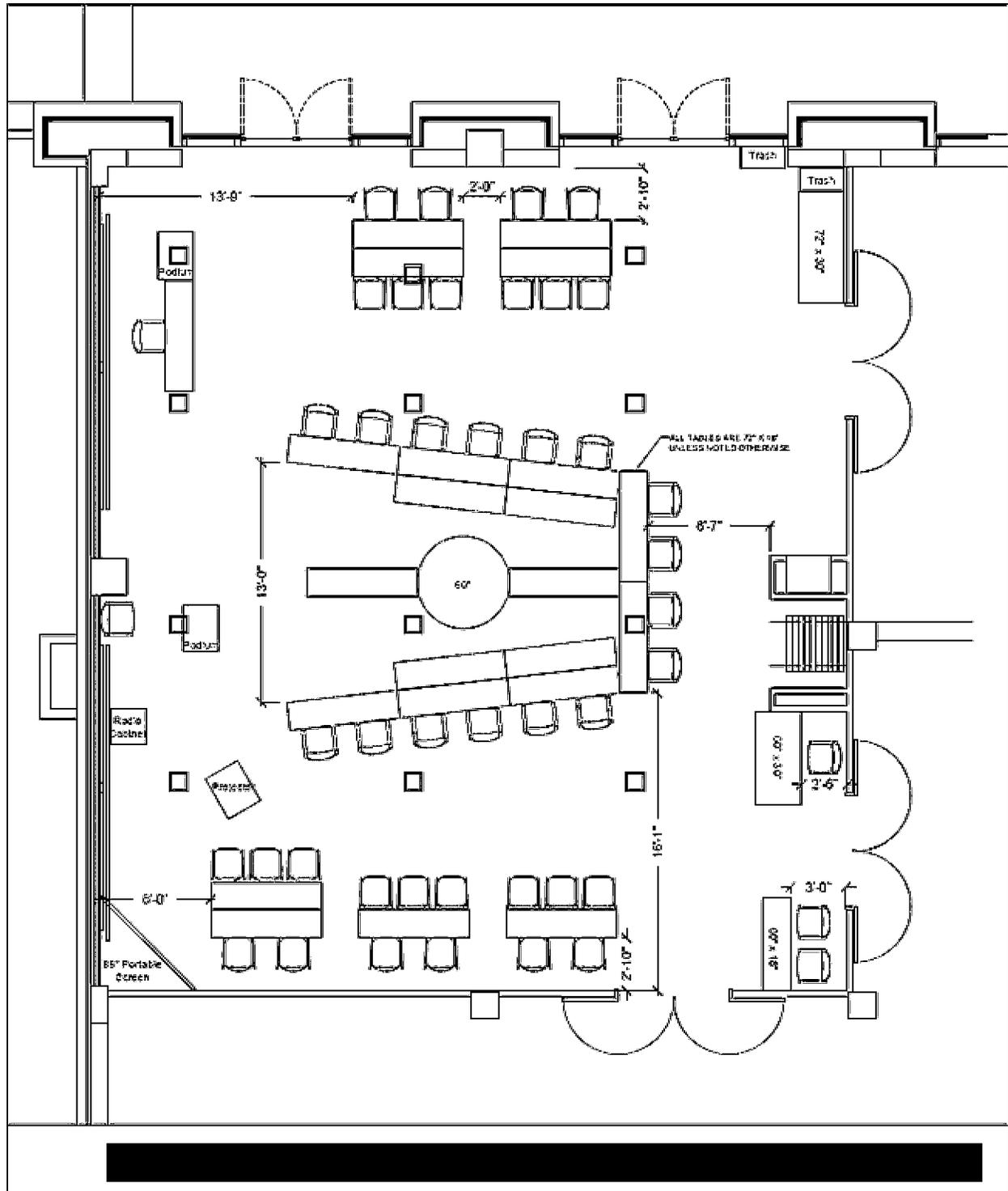
Next Steps

Details for Next Briefing (date/time/attendance instructions)

SETUP PUNCH LIST

- Log all significant events, resource requests, key decisions/actions; include time and date.
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Bring up needed audiovisual displays, which may include:
 - LCRALive
 - Maps/graphics/video feeds
 - Damage assessment
 - Situation reports
 - Weather
 - Security Cameras
- Prep the conference call manager application.
- [REDACTED]
- Set out name tents, WiFi phones, power strips, charging blocks, etc.
- Set out sign-in sheets.
- [REDACTED]
- [REDACTED]
- Contact Meeting Services and request coffee, water, meals and snacks be available for the duration of the activation.
- Contact Communications Services and request a writer to help capture briefing minutes and prepare situation reports.

EOC SETUP DIAGRAM





LOWER COLORADO RIVER AUTHORITY Emergency Management Master Plan

Annex B: Emergency Communications

CONFIDENTIAL

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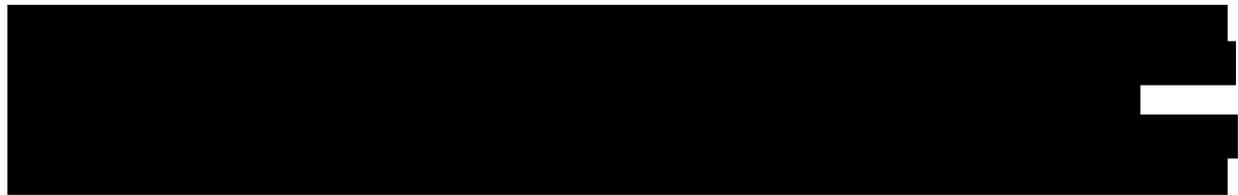
PURPOSE

This document provides emergency communications procedures for the following situations:

1. Sending emergency notifications to key personnel.
2. Normal communication methods are disrupted or unavailable.

Additionally, a table of key operations telephone contact information is on page B-6.

ACTIVATION

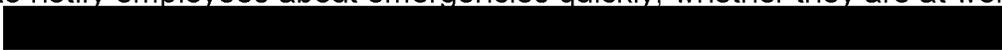


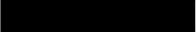
Additionally, emergency communication procedures are automatically activated whenever normal communication methods are disrupted or unavailable. By their very nature, communication outages affect the ability to notify staff of an outage.

EMERGENCY COMMUNICATIONS

Emergency Notifications

Emergency notifications are for situations requiring urgent alerts to LCRA campuses, workgroups, management, key personnel or individual employees. Emergency notifications are sent for many reasons, including threats of physical danger to LCRA employees, a facility closure, fires, chemical leaks, utility failures (such as gas, electrical or water) and extreme weather conditions which could threaten a facility or employees (e.g. snow/ice storms, tornado).

LCRA needs to notify employees about emergencies quickly, whether they are at work or afterhours. 

 Messages are often crafted in collaboration with Public Safety, Public Affairs, Human Resources, or the General Manager's Office or other executives.

LCRA Alert



Communication Methods

LCRA uses multiple communication devices and means to share information during an emergency:

- Telephones (landline, mobile and satellite)
- LCRA Alert
- LCRA Radio System
- Broadcast email
- Inside LCRA
- LCRA.org
- FAST Members
- Emergency Hotline
- Fire alarms
- Public address system
- Social Media
- Public media outlets

The most expedient available method of communication should be used to report an emergency or convey emergency information. In a single broadcast, for example, a radio transmission provides the same information to all radio users on a talk-group.

[REDACTED] if at all. Yet, it is integral to emergency communications, so a description is provided below.

LCRA Radio System

LCRA owns and operates the [REDACTED] are the principal alternative for communicating during phone network outages or other emergencies. This radio network covers the LCRA service territory and is interconnected to several other radio systems in Texas. [REDACTED]

[REDACTED] LCRA is able to open or share radio channels with each agency and interconnected radio system.

[REDACTED]

Contact the Telecommunications Operations Control Center (TOCC) to discuss additional radio assignments and programming.

[REDACTED] in and coordinating efforts during emergencies.

The following table lists the name and description for each [REDACTED]:

Talk-group Name	Description
[REDACTED]	[REDACTED]

**These talk-groups are shared with external agency partners.

[REDACTED] The [REDACTED] are assigned by Dispatch as an incident unfolds. As a standard, when two or more workgroup/business unit talk-groups are being used in an emergency operation, those talk-groups can be patched with [REDACTED] forming one large talk-group. Dispatch will assign additional emergency management talk-groups to serve incident communications as needed.

Linking two or more talk-groups together so they operate as one is called patching. [REDACTED]

There are limits to the number of groups that can be patched, therefore using common talk-groups (such as the emergency management talk-groups) is preferred to patching.

[REDACTED] The remaining [REDACTED] are shared with external agency partners, such as county and city emergency management coordinators, the National Weather Service Austin-San Antonio office, and Texas Department of Public Safety Disaster District Coordinator. These [REDACTED].

Radio Use Rules

1. Discussion on emergency management talk-groups should be limited to essential information only.
2. [REDACTED].



LOWER COLORADO RIVER AUTHORITY Emergency Management Master Plan

Annex C:

Employee Serious Injury and Fatality Standard Operating Procedure

CONFIDENTIAL

This document should be treated as confidential and protected from disclosure under provisions of the Critical Infrastructure Information Act of 2002 and Chapter 421, Texas Government Code on Homeland Security.

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PURPOSE

This document is the procedure to respond and coordinate an on-the-job death or serious injury of a Lower Colorado River Authority employee. LCRA seeks to meet the needs of the employee's family and co-workers and any investigating bodies in a helpful, caring and professional manner.

NOTIFICATIONS

Notification of an on-the-job death or serious injury of an employee should follow Employee Policy which requires an initial call to the Public Safety Communications Center.

LCRA Notifications

Dispatcher will notify first responders and Public Safety department command staff.

The Chief of Public Safety (or designee) will notify Legal, Public Affairs, the Public Information Officer, Safety, Human Resources, the line of business executive and, if in a different chain of command, the site manager.

The line of business executive or Legal will notify the General Manager.

Employee Family Notification and Care

Official notification to the employee's family of a death or serious injury should be made by a trained law enforcement officer. When possible, and after consultation with Legal and the executive responsible for the line of business, an LCRA Ranger should make the notification in person. Family contact information should be verified by a Public Safety dispatcher and the intel analyst. If a Ranger is unavailable at the time, a local law enforcement officer may be called upon for assistance with the notification. If circumstances allow, an employee with a close personal relationship to the victim may be identified to provide assistance to the responding officer.

The employee's executive should also appoint a single point of contact with the LCRA for the family as quickly as possible. This will most likely be a senior leader in the employee's chain of command. The business unit contact will support the family concerning every topic except benefits, which will be handled by Human Resources and conveyed to the family via the appointed HR representative.

Notification and care for the employee's co-workers

After the family, authorities and LCRA management have been notified, the executive should inform the employee's co-workers of what has happened. The executive should

determine the appropriate timing and method to share this information.

Caring for co-workers is a sensitive area that should be shared by the entire leadership team in the line of business. Managers and supervisors play a critical role in assessing the mental health and condition of the employee's co-workers. They should watch closely for signs of employees who are having difficulty or experiencing distress, and facilitate assistance through the Employee Assistance Program ("EAP") as quickly as possible.

Managers and supervisors may want to hold group or individual sessions with employees, based on the climate and culture of the department and other factors. Managers and supervisors should consult with HR in these cases.

Managers and supervisors should work with HR to ensure EAP assistance is available for any employee who may need it. Employees may consult with EAP privately if they desire.

Notification of Organization and Board of Directors

Broad communication about the incident with LCRA as a whole should be done at the executive or general manager level. This communication should be geared toward all employees and should only include information that can be shared with the public.

The general manager's office will notify the LCRA Board of Directors.

Regulatory Notification

After consultation with Legal, the regular points of contact for regulatory agencies should handle reporting of a fatality to the appropriate regulatory entities. Investigators will work with Legal and Regulatory Affairs to ensure that LCRA complies with all reporting requirements.

INVESTIGATIVE RESPONSE

Any investigation of an incident should begin with Legal, which will facilitate the gathering of necessary personnel and information. The investigation of the incident will include multiple departments, including LCRA Public Safety, LCRA Safety, Human Resources, and potentially a subject matter expert designated by the executive for the line of business. These teams should be dispatched to the scene of the incident as quickly as possible and should work together to preserve evidence from each perspective. Safety investigators should defer to law enforcement when necessary to preserve evidence for any law enforcement investigations.

To comply with state law¹, Public Safety Rangers or local law enforcement officers must

1. Chapter 49 of the Texas Code of Criminal Procedure.

secure any scene where a death has occurred until directed otherwise by the office of the medical examiner or justice of the peace. Moreover, the Rangers or officers may be ordered to participate in an ensuing inquest. The scene must remain undisturbed by anyone not duly appointed by law enforcement or medical examiner/justice of the peace personnel.

Investigators from Public Safety and Safety should share information whenever possible to capture a well-rounded picture of what happened and what might have caused the incident. These investigations do not replace a root cause analysis that may be required by department policy or a regulatory agency. When Public Safety has determined there is no criminal nexus or violation of law, Safety may transition into the investigative lead.

All records related to the investigation will be maintained in accordance with LCRA records retention policies and standards of practice for LCRA Public Safety and LCRA Safety.

COMMUNICATION

Communications will write and update talking points on the event as appropriate. Media inquiries should be directed to the Public Information Officer. Regional and Governmental Affairs and Public Safety personnel should use talking points developed by Legal and Communications to ensure accurate, consistent information is being passed along to other agencies and the public.

In the initial aftermath of an incident, there likely will be little information available to share with external sources. As the incident progresses, Communications should work closely with Legal, Public Safety and Safety on the information to be released so as not to compromise the ongoing investigation.

Talking points regarding the incident may be prepared for different audiences, if appropriate. Updates should be provided for the Board of Directors and executive leadership. Assistance with communications for the certifying agency(s) may be requested by Legal and Regulatory or the line of business at the conclusion of the investigation to summarize the incident and steps being taken to prevent its recurrence.

HUMAN RESOURCES

Human Resources should immediately compile information about available benefits for the employee's family, including life insurance that can be used to pay for funeral expenses. Once notification to the family has been made and the single point of contact has let the family know they will be hearing from Human Resources, the HR benefits specialist should coordinate with Legal and share information about available benefits with the family as quickly as possible. The benefits specialist should remain available to

both the family and the management team throughout the course of the incident.

Human Resources should engage the EAP as early as possible to provide emotional and other support for LCRA employees, and particularly for the employee's co-workers. The EAP should be available to any employee who has a need, with mandatory participation for anyone who attended an employee at the time of death. Determination about the duration and EAP availability on site and additional mandatory participants should be done on a case-by-case basis.

In some instances, use of Critical Incident Stress Management (CISM) may be appropriate for responders at the scene of the incident or for Public Safety staff involved in the response.

From CISM International

“Critical Incident Stress Management, or CISM, is an intervention protocol developed specifically for dealing with traumatic events. It is a formal, highly structured and professionally recognized process for helping those involved in a critical incident to share their experiences, vent emotions, learn about stress reactions and symptoms and given referral for further help if required. It is not psychotherapy. It is a confidential, voluntary and educative process, sometimes called 'psychological first aid'.

First developed for use with military combat veterans and then civilian first responders (police, fire, ambulance, emergency workers and disaster rescuers), it has now been adapted and used virtually everywhere there is a need to address traumatic impact in people's lives.

There are several types of CISM interventions that can be used, depending on the situation. Variations of these interventions can be used for groups, individuals, families and in the workplace.”

CONCLUSION

Following the completion of the root cause analysis (if needed and appropriate) and investigation, the results will be presented at an after-action conference including the executive for the line of business, Legal, Public Safety, Safety, the managers and supervisors of the employee, and others identified as appropriate stakeholders to the incident. The purpose of this after-action conference will be to provide a verbal overview of the investigative conclusions and any policies, procedures, protocols or practices that should be modified to prevent a recurrence.

ACTION ITEMS

LCRA Notifications

Public Safety Dispatch will notify Public Safety's command staff:

- Chief of Public Safety
- Ranger Captain and Manager of Critical Infrastructure Protection
- Public Safety Support Manager
- Investigations Sgt.
- Emergency Management Coordinator and Intel Analyst

Chief of Public Safety or designee will notify:

- Legal
- Public Affairs and PIO
- Line of Business Executive
- Safety
- Human Resources

Line of Business Executive or Legal will notify the General Manager

Family

- Public Safety Investigator Sgt. will verify family contact information with Dispatch and Intel Analyst
- Assign Point(s) of contact from

LOB: _____

HR: _____

Investigation Team

- General Counsel and/or designee: _____
- Public Safety investigator: _____
- Safety investigator: _____
- Subject matter expert: _____
- Human Resources representative: _____

Company

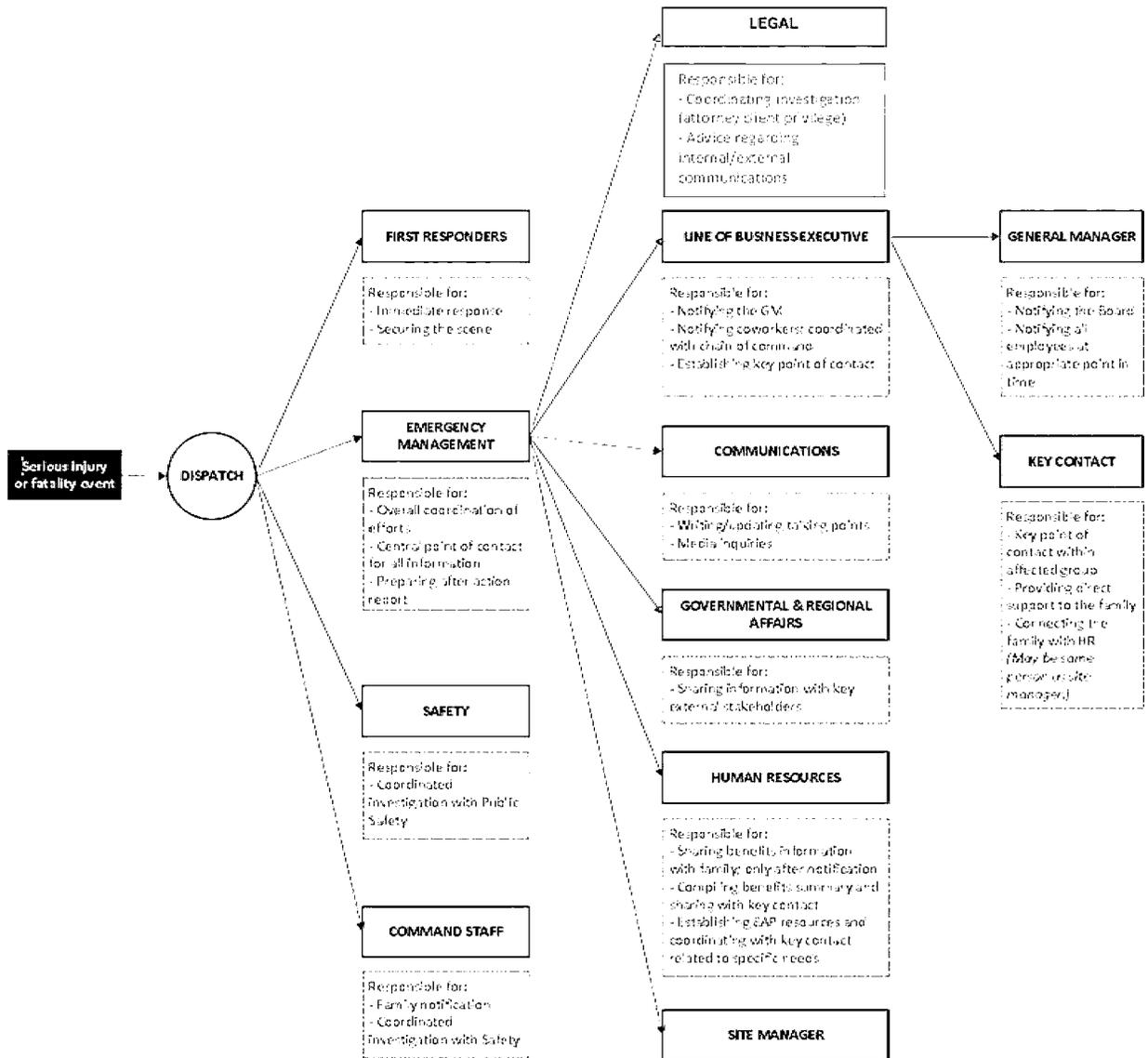
- Employee Assistance Program
- Critical Incident Stress Management
- Department/working group
- Companywide communication

Regulatory

Conclusion

- Root cause analysis (see sample on page C-11)
- After-action conference (see sample on page C-10)

PROCESS OVERVIEW



REVIEW SCHEDULE

This procedure will be reviewed annually and revised as needed. All changes will be approved by the procedure owner, the Chief of Public Safety.

RECORD OF CHANGES

Revision	Date	Summary	Pages Affected
0	8/12/2016	Original	N/A
1	1/03/2017	Incorporated legal review comments	All
2	5/26/2017	Added review schedule, SOP owner and record of changes	Page 9
3	7/14/2017	Incorporated executive feedback	Page 1, 5
4	2/8/2019	Added description of law enforcement investigation, Updated department and workgroup names. Updated page numbers. Reformatted as Emergency Management Master Plan, Annex C	Page 2; Page 12; Page 7; All

SAMPLE AFTER-ACTION CONFERENCE AND REPORT

1. Include the items appropriate to the situation:
 - a. Summary of response
 - b. Conclusions and Legal Considerations
 - c. Recommendations (will be summarized at the end)
 - i. Field/department response level
 - ii. Command
 - iii. Operations
 - iv. Logistics (includes communications)
2. Notification/interaction
3. Family
4. Department/working group
5. Line of business
6. Executives
7. Board
8. Legal and Regulatory
9. Local government level
10. Interaction with state (discuss as appropriate)
11. Interaction with federal agencies (discuss as appropriate)
12. Interacting systems, agencies and programs
 - a. Mutual aid systems (law enforcement, fire and rescue, medical and others, if used)
 - b. Telecommunications and information processing
 - c. Media interactions
13. Training needs (consider all levels)
14. Recovery activities to date
15. Summary of principal recommendations
 - a. References
 - i. Maps
 - ii. Charts
16. Other Items (as appropriate)
17. Improvement plan:
 - a. Description of actions to be taken
 - b. Assignments
 - c. Associated costs and budget
 - d. Timetable for completion
 - e. Follow-up responsibility

SAMPLE ROOT CAUSE ANALYSIS (RCA)

Public Safety

Disruption Date: [Publish Date] Affected Service: _____ Incident Classification: _____

Introduction

Event Description

Impact Analysis

Chronology of Events / Timeline

Date / Time	Description

Findings and Root Cause

Corrective Actions

The lessons (see issues) and corrective actions along with target dates and action owners are listed below.

No	Category	Issue (Lesson)	Corrective Action	Target	Owner
1					
2					
3					

4					
5					
6					
7					

Investigative Team

The investigative team for this RCA included participants from Legal, Safety, Digital Services, CISO, Public Safety, and Human Resources as listed below.

Name	Title	Organization



LOWER COLORADO RIVER AUTHORITY Emergency Management Master Plan

Annex D: LCRA Pandemic Response Plan

CONFIDENTIAL

This document should be treated as confidential and protected from disclosure under provisions of the Critical Infrastructure Information Act of 2002 and Chapter 421, Texas Government Code on Homeland Security.

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PURPOSE

This document describes activities necessary to prepare for and respond to an infectious disease outbreak. This plan meets the requirements of PUC Sub Rule §25.53.

TERMS AND DEFINITIONS

Epidemic vs. Pandemic

An epidemic is an outbreak of a contagious disease rapidly affecting many people in an area or population. A pandemic is an epidemic spreading over a wide geographic area affecting a larger proportion of the population; possibly globally.

Infectious Disease Outbreak

The sudden and increasing occurrence of infectious, human-to-human (i.e. communicable) disease beyond what would normally be seen in a given community or population.

Influenza

Influenza (flu) is a contagious respiratory illness caused by flu A and B viruses that infect the human respiratory tract. Annual flu epidemics occur among people worldwide. A flu pandemic is a global outbreak of a new flu A virus in people that is very different from current and recently circulating seasonal flu A viruses.

PRESUMPTIONS

This plan will be implemented in accordance with the Concept of Operations section in the LCRA Emergency Management Master Plan. [REDACTED]

[REDACTED] This plan also presumes:

1. [REDACTED]

PLANNING AND PREPARING FOR A PANDEMIC

Plan for the Effects of an Infectious Disease Outbreak on Your Workgroup

A pandemic is one of many scenarios which could result in a sudden decrease in a workgroup's available staff, production or services. As with other workforce disruption scenarios,

[REDACTED]

Then:

- List [REDACTED]
 - List [REDACTED]
- [REDACTED]

After [REDACTED]

Plan for [REDACTED]

[REDACTED]

Prepare to Mitigate those Effects

Based [REDACTED]

[REDACTED]

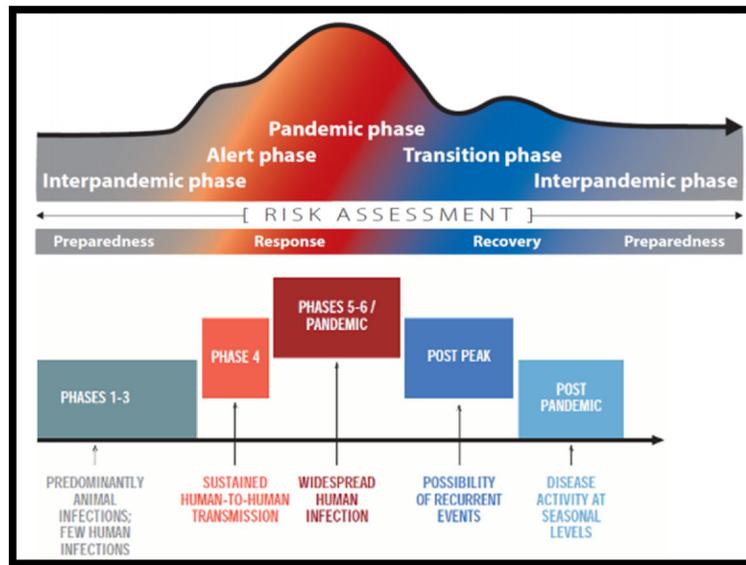
[REDACTED]

[REDACTED]

ACTIVATION AND NOTIFICATION

The World Health Organization categorizes pandemic influenza outbreaks into the following phases, and even though a pandemic may result from a disease other than

influenza, these phases provide applicable triggers for monitoring and initiating any pandemic response:



Public Safety continually monitors WHO and CDC updates along with other intelligence sources for outbreak information.

RESPONSIBILITIES DURING A PANDEMIC RESPONSE

Employees

Employees must report to their supervisors any potential or actual exposure and if they are exhibiting symptoms of infectious disease. Employees should follow their departmental work-from-home practices in coordination with their supervisors.

Supervisors and Managers

Supervisors and managers must notify Human Resources when employees may be exposed to or if they exhibit infectious disease symptoms. Supervisors and managers will implement the expected emergency measures as directed (described below).

Facilities

Facilities provides additional hygiene supplies and activities at worksites to reduce the likelihood of contamination to employees. Facilities coordinates proper contaminated bio-waste removal from worksites.

Human Resources

HR plans for the impact of an infectious disease outbreak on LCRA employees. HR coordinates all medical and leave benefits as well as vaccination distribution when applicable.

Safety

Safety develops programs and disseminates materials on infectious disease fundamentals (e.g., signs, symptoms, disease transmission, etc.), and personal and family protection strategies. Safety allocates personal protection equipment and other resources to help protect LCRA employees.

Public Safety

Emergency management collaborates with response partners and coordinates protective measures. Emergency management produces situation reports associated with an outbreak and should be included in infectious disease outbreak training and drills.

EXPECTED EMERGENCY MEASURES

Depending on the nature of the infectious disease, outbreak response efforts at LCRA will require multiple activities and strategies. Four key elements will form a comprehensive response strategy:

Coordinating Efforts at All Worksites

The LCRA IMT will identify coordinators at each campus and worksite. These coordinators will work to inform all employees of LCRA and site specific response efforts, share health and risk information, and aid in tracking illnesses.

Tracking and Sharing Health Information

Tracking illness is critical to knowing the effectiveness of interventions and for making decisions on additional efforts and protective measures. HR must be alerted when an employee is sent home or is absent related to illness.

Communicating Risks

Fear and anxiety amongst employees and their families is expected, along with misinformation in public and social media. LCRA will communicate accordingly with employees and customers, providing health and disease specific information and direction from medical authorities. Educational materials (such as hand washing posters, etc.) promoting hygiene and cough etiquette will be displayed.

Health Interventions

The frequency and type of face-to-face contact among employees and between employees and customers will be modified. Business travel to affected areas may be restricted. Telecommuting, flexible work hours, teleconferencing and other social distancing measures may be enacted.

Employee absences are expected during an infectious disease outbreak due to personal illness, family member illness, community containment measures and quarantines, school and/or business closures, and public transportation closures. The following excerpt from the Employee Policy Manual addresses Infectious Disease Outbreak Leave.

In the event an infectious disease outbreak is declared by a designated public health authority or an employee has been identified for monitoring by a public health authority, the chief administrative officer may approve infectious disease outbreak leave (IDOL) for any LCRA employee. Employees who qualify for IDOL will not be required to use vacation and/or sick leave.

Employees may be directed to remain at home if they exhibit symptoms or have been exposed to the illness. Prominent notices may be set up at building entrances, advising employees and visitors not to enter if they have symptoms.

Sufficient and accessible infection control supplies may be procured and provided, including alcohol gel hand-hygiene dispensers, facial tissues and disposal receptacles, sanitizing wipes and N95 masks. Employee work areas (keyboard, mouse, telephone, work surface) should be disinfected with a sanitizing wipe.

RECORD OF CHANGES

Description	Date
Created	9/16/2009
Revised	2/07/2012
Minor Revision, Don Kiser changed to Tommy Burns (M. Turner)	1/10/2013
Minor Revision M Turner added "Major changes to this plan must be filed with the Public Utility Commission within 30 days of the change. Please contact Compliance at X6281 or X6048." to the header.	6/4/2014
Major revision, incorporating changes to include all infectious diseases and all of LCRA.	10/21/2014
Total rewrite to align with the EMMP Rev. 9.	2/20/2019



LOWER COLORADO RIVER AUTHORITY Emergency Management Master Plan

Annex E:

Emergency Action Plan for LCRA Dams

CONFIDENTIAL

This document should be treated as confidential and protected from disclosure under provisions of the Critical Infrastructure Information Act of 2002 and Chapter 421, Texas Government Code on Homeland Security.

The Emergency Action Plan for LCRA Dams is Annex E of the Emergency Management Master Plan. It is published as a separate document to restrict distribution and because of its size.

The Emergency Action Plan details procedures to be followed in the event of significant distress, failure or maximum design spillway discharge at an LCRA dam. The plan identifies emergency situations that could threaten LCRA dams and details plans for an expedited, effective response to prevent failure of the dam or minimize downstream impacts to life and property should a failure occur. The plan identifies notification procedures to be followed in the event of a potentially hazardous situation.

The electronic version may be requested and viewed on the [REDACTED]
[REDACTED] Contact the LCRA emergency management coordinator for additional information.



LOWER COLORADO RIVER AUTHORITY Emergency Management Master Plan

Annex F:

Procedures for LCRA Lake Closures and Restricting Lake or Land Activity

CONFIDENTIAL

This document should be treated as confidential and protected from disclosure under provisions of the Critical Infrastructure Information Act of 2002 and Chapter 421, Texas Government Code on Homeland Security.

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PURPOSE

LCRA at times needs to close or restrict activity in the Highland Lakes or LCRA property. This document describes the procedure for writing and approving closure or restriction orders. LCRA Public Safety Rangers must have a signed order from the LCRA general manager or their designee to enforce any closures or restrictions on LCRA property.

AUTHORITY

LCRA Land and Water Use Regulations are adopted and promulgated under the authority vested in the LCRA Board of Directors and laws of the State of Texas, including but not limited to, the LCRA Act Chapter 51 of the Texas Water Code and Chapter 31 of the Texas Parks and Wildlife Code which allow LCRA to close or restrict activity on LCRA land or water, other than Lake Austin.

Regulation 7, Emergency Restrictions

In the case of extreme flooding, water contamination, or other emergency or natural disaster, the general manager is authorized to declare restrictions on the use of all or any portion of LCRA Water as deemed necessary and convenient for purposes of public health, safety and welfare. No person shall engage in any activity that violates such restrictions.

Regulation 17, Restricted Areas

- A. To ensure the safety and health of the public and to provide for the security, safeguarding, and preservation of property and improvements, the general manager is authorized to designate areas of LCRA Land that the public is prohibited from entering or in which certain activities are prohibited. Such areas will be clearly marked by signs indicating the prohibition.
- B. The general manager is authorized to designate certain areas of LCRA Water as fishing, swimming or otherwise restricted areas. Such areas will be marked by buoys or signs.
- C. No person shall enter into such prohibited areas or engage in any activity that violates a posted prohibition or restriction, sign or buoy.
- D. The use of drones or other types of surveillance equipment is strictly prohibited near LCRA's core infrastructure such as dams, power plants, substations, natural gas facilities, power lines and other designated areas.
- E. This section shall not apply to authorized maintenance, patrol or rescue activities.

CLOSING OR RESTRICTING ACTIVITY ON A LAKE

LCRA may close or restrict activity on lakes Buchanan, Inks, LBJ, Marble Falls, Travis, Bastrop or Fayette for public health, safety and welfare. When a restriction may be

merited, LCRA emergency management will coordinate a discussion among the General Manager's Office, Water, Legal, Public Affairs/Communications, Public Safety and other workgroups as appropriate. When possible, the discussion should occur after current conditions are evaluated by Public Safety and/or Water Surface Management.

If the group determines the closure/restriction is needed, Legal will draft and submit an order to the general manager/designee. Once the order is signed, the general manager/designee will provide the order to Legal, which will keep the original order and supply a copy to emergency management for distribution to internal stakeholders (Water, Public Safety, Public Affairs, Parks and others, as appropriate.)

CLOSING OR RESTRICTING ACTIVITY ON LCRA (NON-PARK) LAND

LCRA may close or restrict activity on LCRA property for public safety or other reasons enumerated in Regulation 17 of the Land and Water Use Restrictions. This may include permanent restrictions near LCRA dams, power plants, substations and other infrastructure, as well as temporary restrictions on other LCRA-owned property as the need arises. Only closures or restrictions that have been signed by the general manager/designee can be enforced by LCRA Public Safety.

- For permanent closings such as land near dams, power plants, substations and other infrastructure:
 - Public Safety will notify Legal of the need for a permanent order.
 - Legal will draft an order and supply it to the general manager's office for signing.
 - The general manager/designee will supply the signed order to Legal, which will keep the original order and supply a copy to Public Safety for distribution.
- For temporary closings or activity restrictions:
 - The site owner or Public Safety will notify emergency management of the need for an order.
 - Emergency management will coordinate a discussion among the general manager's office, Legal, Public Affairs/Communications, Public Safety and any other affected workgroups, as appropriate.
 - Legal will draft and submit an order to the general manager's office for signing.
 - The general manager/designee will supply the signed order to Legal, which will keep the original order and supply a copy to emergency management for distribution.

CLOSING OR RESTRICTING ACTIVITY ON LCRA PARK LAND

LCRA may close or restrict activity on LCRA park property for public health and safety reasons. This process is slightly different as the general manager has delegated authority to the VP, Community Resources.

- For temporary closings or activity restrictions:
 - VP, Community Resources or their designee will notify emergency management of the need for an order.
 - Emergency management will notify Legal and Legal will draft the order for VP, Community Resources or their designee's signature.
 - Emergency management will supply the signed order to Public Safety and Public Affairs/Communications for distribution.

RESPONSIBILITIES

Emergency Management

- Coordinates internal discussions about potential closure/restrictions.
- Distributes signed orders to appropriate LCRA teams.
- Notifies local emergency management coordinators of any orders regarding activity on the lakes.

General Manager's Office

- Provides draft orders to the general manager or designee for a signature.
- Provides signed orders to Legal and ensures a written delegation is available, if needed.

Legal

- Drafts lake closure or activity restriction orders. This should include developing templates in advance to ensure consistency.
- Provides draft orders to the general manager's office.
- Delivers signed orders to emergency management for distribution.
- Retains signed orders for records retention.

Public Affairs/Communications

- Writes public communication regarding the closures/restrictions.
- Notifies the public and local elected officials of the closures/restrictions, as needed.
- Writes and distributes talking points on lake closures/restrictions to appropriate LCRA teams.

Public Safety

- Notifies Legal of the need for orders to close or restrict activity on LCRA land.
- Notifies emergency management of the need for any lake closure or restriction.
- May evaluate lake conditions before a lake closure recommendation is made.
- Enforces signed restrictions.
- Notifies emergency management when the need for a lake closure/restriction has lessened.

Water

- Notifies emergency management of the need for any lake closure or restriction. (This typically originates from Water Surface Management.)
- May evaluate lake conditions before a lake closure recommendation is made.
- Notifies emergency management when the need for a lake closure/restriction has lessened.

Community Resources,

- Notifies emergency management of the need for a temporary closure or activity restriction.
- Serves as the primary point of contact for LCRA park land closures.
- Provides signed order.

Facility or Property Manager

- Notifies emergency management of the need for a temporary closure or activity restriction.

LIFTING A RESTRICTION

When the need for a lake closure/restriction lessens or abates, emergency management will follow the same process it did to enact the order, beginning with facilitating a conversation with appropriate LCRA teams to determine when/if the order should be lifted. If the group determines the closure/restriction is no longer needed, Legal will draft and submit an order to the general manager/designee for signing. Once the order is signed, the general manager/designee will provide the order to Legal, which will keep the original order and supply a copy to emergency management for distribution to stakeholders.

When the owner of LCRA non-park land that is the subject of a closure or restricted activity order determines the order can be lifted, the owner notifies emergency management, which will ask Legal to draft an order lifting the restriction. Legal will draft and submit an order to the general manager's office for signing. Once the order is signed, the general manager's office will provide the order to Legal, which will keep the original order and supply a copy to emergency management for distribution to stakeholders.

When LCRA park land is temporarily closed, the order will typically identify a reopening date or suggest closure until the public's safety can be ensured.

CONSIDERATIONS AND CONTEXT FOR RESTRICTIONS

- Under the Land and Water Use Regulations:
 - “LCRA Land” includes any real property owned or leased by LCRA.
 - “LCRA Water” includes the Highland Lakes along the Colorado River from Mansfield Dam to the 1,020-feet-above-mean-sea-level line above Lake Buchanan and any other lakes under LCRA's control.
 - “Highland Lakes” for purposes of these regulations means lakes Travis, Marble Falls, LBJ, Inks and Buchanan collectively.
- The Austin fire chief has authority to close or restrict activity on Lake Austin and Lady Bird Lake. The city typically issues a watercraft ban when LCRA has floodgate operations underway at Mansfield and Tom Miller dams, and over holidays.
- High-water levels or fast-moving floodwaters may warrant closing a lake or establishing a no-wake zone on all or part of a lake.
- Navigational hazards and/or hard to see debris may warrant restrictions, such as establishing a nighttime no-wake zone.
- The presence of debris may warrant banning recreational boating.
- Wirtz Dam floodgate operations may warrant a ban on recreational boating on Lake LBJ from the Horseshoe Bay lighthouse to Wirtz Dam, and on Lake Marble Falls from the Highway 281 Bridge to Starcke Dam.
- Bacteria levels are generally higher during a storm event and for a period after a storm passes. High bacteria levels may be a hazard to public safety. LCRA has been contacted in the past with an expectation of issuing an advisory or to close a lake. LCRA has the authority under its enabling statute (Chapter 8503.004(q)) to “adopt by ordinance rules with regard to pollution, both artificial and natural, and possesses police power to enforce its rules.” In such instances, LCRA would typically partner with another agency such as TCEQ and/or DSHS.



LOWER COLORADO RIVER AUTHORITY Emergency Management Master Plan

Annex G:

Disaster Event Reimbursement Plan

CONFIDENTIAL

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PURPOSE

This document provides the disaster reimbursement procedures for an emergency or a disaster that occurs affecting LCRA owned assets. LCRA must be prepared to track, calculate and justify all costs of an emergency or disaster.

ACTIVATION AND NOTIFICATION

An emergency occurs that affects LCRA owned assets.

The LCRA Emergency Operations Center may be activated and staffed with the LCRA Incident Management Team (IMT) and EOC representatives across the enterprise at the direction of executive leadership, in support of the incident or response effort. Information is obtained through verbal briefings, and Emergency Management will generate IMT Situation Reports.

In coordination with the LCRA Emergency Management Coordinator, LCRA Vice President of Resilience or Director of Risk and Insurance will establish contact with the LCRA General Manager or LCRA Chief Administrative Officer to establish a disaster event has occurred and to activate the Disaster Event Reimbursement Plan (this plan).

Project ID Activation

To occur immediately following activation of the Disaster Event Reimbursement Plan.

The Director of Risk and Insurance will notify the Senior Director of Financial Planning and Analysis and the Director of Asset Analysis of the disaster and the initiation of the Disaster Event Reimbursement Plan by email. Request Financial Planning immediately activate existing disaster Project IDs.

- Project IDs that have been created by Asset Analysis should cover the vast majority of all future operations and maintenance (O&M) disaster project IDs.

work order (WO) subject matter experts (SMEs) should be notified of active Project IDs by email from enterprise Risk Management staff (sample attached) and informed that if they need additional Project IDs to immediately contact LCRA Asset Analysis for assistance.

WO-SME Notification and Work Order Creation

To occur as soon as possible after the activation of Project IDs.

Validate by email with the Director of Asset Analysis that Project IDs have been activated and are ready to have work orders created.

- This can take one overnight cycle of the financial planning system.

Notify senior Director of Financial Planning and Analysis and Director of Asset Analysis of the intent by the Director of Risk and Insurance to immediately notify business unit WO-SMEs affected by the disaster.

Email current WO-SMEs from the affected business unit and provide instructions. (Sample Email Template attached.) The WO-SME MS Outlook Email Group is labeled "MAXIMO SMEs". Alternatively, it can be found at: <http://team.lcra.org/sites/maximo/mwg/layouts/15/start.aspx#/SitePages/Home.aspx> If the WO-SME list is not accessible, it can be provided by request from LCRA SERVICE NOW.

The email notification to the WO-SMEs should include, at a minimum:

- Notification of the name of the event.
- Relevant active Project IDs.
- Instructions for the creation of new Project IDs.
- Operations included.
- Repairable cost limits.
- Contact instructions.

The above instructions will be included in the IMT Situation Reports.

DAMAGE ASSESSMENT

To occur as soon as it is safe to do so during the event and continuing beyond.

The Director of Risk and Insurance will contact LCRA business unit leads to complete the following:

- Thoroughly document damage.
- Ensure correct work orders were used and submitted
- Verify labor hours are appropriately billed to each project or capital expense.
- Ensure the appropriate work order is used for ongoing repairs.

Risk and Insurance staff is responsible for submitting a Disaster Summary Outline (DSO) to the Texas Division of Emergency Management.

Notification of Insurance Carriers/FEMA

To occur immediately upon the recognition that damage has occurred. Does not require a complete damage assessment.

The Director of Risk and Insurance will notify all relevant insurance carriers and the Federal Emergency Management Agency (FEMA) that damage has occurred and of the intention to file a claim for reimbursement. Notify the Senior Director of Financial Planning and Analysis by email that the notification of insurance carriers/FEMA has occurred.

FEMA Contact:
Daniella Scott
Unit Chief
Texas Division of Emergency Management
Cell: 737-229-0379
Daniella.Scott@tdem.texas.gov

Preliminary Damage Assessments (PDAs) are conducted with FEMA and the Texas Division of Emergency Management personnel and coordinated with LCRA's Property Insurance. The PDAs may be conducted before or after a Presidential Disaster Declaration.

Initiate Adjuster Assessment

To occur as soon as possible after the completion of the LCRA Damage Assessment.

Points of contact

The first point of contact for any potential claim and/or disaster should be in the following order:

Robby Geurin – Director of Risk & Insurance
512-578-3003 or 281-536-6737
Robby.geurin@lcra.org

Andrea Rogers – Risk & Insurance Program Manager
512-578-3290 or 713-201-4001
Andrea.rogers@lcra.org

Tanner Baker – Risk & Insurance Program Manager
512-578-1891 or 832-316-9841
Tanner.baker@lcra.org

The Director of Risk and Insurance shall be notified for any potential claim and/or disaster. The Director will notify all relevant insurance carriers and the Federal Emergency Management Agency (FEMA) of the initial damage assessment and request any appropriate Insurance/FEMA adjuster review. Schedule and coordinate this review with the appropriate LCRA business unit staff, to include:

Executive VP of Water
VP of Water Operations
VP, Water Resources
Director Strategic Water Initiative

Executive VP of Transmission
VP, Transmission Strategic Services
VP of Transmission
VP of Transmission Asset Optimization

Senior Director of Business Performance
VP, Transmission Design & Protection

Executive VP of Generation
Senior VP, Generation
VP, Generation Reliability
Senior VP, Commercial Operations

EVP of Parks

EVP of Enterprise Operations

All insurance policies are placed by LCRA's insurance broker, McGriff, Seibels & Williams (MSW). If unable to reach LCRA Risk Management Points of Contact listed previously, contact MSW for all claims and any questions:

Rob Logan – Senior Vice President of Energy
469-232-2150 or 512-917-6273
Rlogan@mcgriff.com

David Petersen – Senior Vice President, Claims Manager
713-402-1490 or 713-213-9950
djpetersen@mcgriff.com

Validate Reimbursable Costs

Ongoing until final reimbursement is complete.

Once the president declares a major disaster and authorizes the Public Assistance (PA) program, FEMA provides federal grant assistance through designated categories. Categories of work are: A.) Debris removal B.) Emergency protective measures C.) Road and bridges D.) Water control facilities E.) Building and contents F.) Public utility system G.) Parks, recreational, and other facilities.

FEMA Public Assistance grants are passed through the Texas Division of Emergency Management (grantee) to the LCRA (sub-grantee). Following the presidential disaster declaration, LCRA is eligible for reimbursement *typically* at a 75%/25% cost share to return our property and assets to pre-disaster condition.

FEMA reserves the right to inspect all repairs and audit any records related to the claim. If LCRA is unsatisfied with FEMA's decision/action, we reserve the right to appeal within 60 days. FEMA reserves the right to expand or reduce the guidelines as the claim moves toward settlement.

The Director of Risk and Insurance will validate damages are covered by insurance policies and be the primary point of contact with insurance carriers/FEMA on any

disagreement to policy coverage. Risk and Insurance staff will provide any requested documentation to insurance carriers/FEMA.

Risk and Insurance staff will continue to validate insurance carrier/FEMA adjuster assessment findings with LCRA Business unit senior managers and staff to ensure all damages were captured accurately.

The Director of Risk and Insurance will periodically notify the lead project manager of the affected business units to ensure they are tracking insurable damages.

The director of Risk and Insurance will report to all executives and Finance on the status and totals of reimbursement.

Post-Insurance/FEMA Adjuster Approval and LCRA Risk and Insurance Validation

To occur immediately upon LCRA Risk and Insurance Validation of approval.

The Director of Risk and Insurance will periodically notify executive management via the memo titled “Executive Damage and Claims Report” and conduct meetings with the appropriate business unit SMEs to explain the details of the reimbursement process. The relevant LCRA Project Management Office should be included in these meetings. This will include progress reports of repairs and/or replacement, timeline of projects and final inspection.

Any and all recoverable funds are to be wired to Treasury and disbursed to the appropriate business unit.

WO-SME Notification Email Example

March 24, 2022

TO: (XXXXXXX XXXXXX)
FROM: Robby Geurin, Dir. of Risk and Insurance
SUBJECT: XXXXXXXX

Team,

On <DATE OF DECLARATION>, President Joe Biden approved a Major Disaster Declaration for Texas and has authorized FEMA’s Public Assistance program for Categories X. Eligible expenses will be: XYZ. The ERM team and Asset Management created Project IDs for each impacted business area. The Project IDs should be used to create work order numbers to track all expenses associated with the <NAMED EVENT>

Event. LCRA is eligible to submit costs beginning <ELIGIBILITY DATE>. An end date has not been established.

Project IDs have been created using <NAMED EVENT> for the naming convention and are as follows:

Project IDs	SpeedChart	Activity ID Description
Facilities 1025578 - 2021 <NAMED EVENT>	SC00077516	Construction
	SC00077517	Electrical
	SC00077518	HVAC
	SC00077515	Building Maintenance
1025611 – ENT-Feb2021 <NAMED EVENT> INS	SC00077781	OM Project Activity
1025553 – Feb 2021 <NAMED EVENT> - Telecom	SC00077812	OM Project Activity

Public Service:		
1025608 - NRC-Feb2021 <NAMED EVENT>	SC00077782	775 Operations Construction
1025607 - ParksCoastFeb2021 <NAMED EVENT>	SC00077779	775 Operations Construction
1025606 - ParksEastFeb2021 <NAMED EVENT>	SC00077780	775 Operations Construction
1025605 - ParksWestFeb2021 <NAMED EVENT>	SC00077778	775 Operations Construction

Transmission:		
1025546 - Feb 2021 <NAMED EVENT> - Eng		Transmission Operations
		Transmission Maintenance
1025543 - Feb 2021 <NAMED EVENT> - Control	SC00077354	Transmission Miscellaneous
		Transmission Operations
	SC00077349	Transmission Maintenance
1025541 - Feb 2021 <NAMED EVENT> - Sub	SC00077350	Transmission Miscellaneous
		Transmission Operations
	SC00077347	Transmission Maintenance
1025539 - Feb 2021 <NAMED EVENT> - TL	SC00077348	Transmission Miscellaneous
		Transmission Operations
	SC00077351	Transmission Maintenance
1025538 - Feb 2021 <NAMED EVENT> - SOCC	SC00077352	Transmission Miscellaneous
		Transmission Maintenance
	SC00077353	Transmission Operations
1025524 - Feb 2021 <NAMED EVENT>	SC00077335	Transmission Miscellaneous
	SC00077336	Transmission Operations
	SC00077334	Transmission Maintenance

Wholesale Power:		
1025556 - Feb2021 <NAMED EVENT> - WIN	SC00077346	OM Project Activity
1025555 - Feb2021 <NAMED EVENT> - GID C	SC00077345	OM Project Activity
1025554 - Feb2021 <NAMED EVENT> - LP1	SC00077344	OM Project Activity
1025531 - Feb2021 <NAMED EVENT> - SMTHVIL	SC00077343	OM Project Activity
1025530 - Feb2021 <NAMED EVENT> - FPPC	SC00077342	OM Project Activity
1025529 - Feb2021 <NAMED EVENT> - WP INT	SC00077431	OM Project Activity
1025528 - Feb2021 <NAMED EVENT> - TCF	SC00077340	OM Project Activity
1025527 - Feb2021 <NAMED EVENT> - LPPP	SC00077339	OM Project Activity
1025526 - Feb2021 <NAMED EVENT> - GenDesk	SC00077338	OM Project Activity
1025525 - Feb2021 <NAMED EVENT> - HILBIG	SC00077337	OM Project Activity

In cases where operations were, or still are, impacted by an event and require internal overtime and/or material charges to prepare for/respond to this event, assess damages, and/or perform emergency work, use the assigned Project ID number provided. Also, create specific work orders and/or the appropriate SpeedChart to categorize expenses as indicated below:

- A. Saving Lives & Protecting Public Health & Safety
 - a. EOC related costs.
 - b. Emergency access including use or lease of temporary generators for facilities that provide essential community services.
- B. Protecting Improved Property
 - a. Emergency repairs necessary to prevent further damage to prevent infiltration of rainwater.
 - b. Removal and storage of contents from facilities for purpose of minimizing additional damage.
- C. Expenses Related to Operating a Facility or Providing a Service
 - a. Services are specifically related to eligible emergency actions to save lives or protect public health and safety or improved property.
- D. Flood Fighting
 - a. Eligible recovery includes actions related to sandbagging, dewatering behind a levee by breaching or pumping.
- E. Emergency Operations Centers
 - a. Increased utility costs.
 - b. Costs to lease, supply costs and meals.
- F. Emergency Access
 - a. Damage or debris blockage to access routes to an essential community service if the extent of the damage or blockage makes these areas inaccessible, work related to providing service is eligible.
- G. Hazardous Materials
 - a. Separation of hazardous materials from other debris.

- b. Control or stabilization of the hazardous material including clean-up and disposal.
- H. Supplies and Commodities
 - a. Costs related to purchasing supplies or using own stock to perform emergency work, such as safety equipment, radios or power tools.
 - b. Cost of leasing distribution and storage space for the commodities.
- I. Meals
 - a. Provision of meals including beverages and meal supplies for employees in eligible emergency work, provided the individuals are not receiving per diem.
- J. Medical Care
 - a. Triage and medically necessary tests and diagnoses.
 - b. Treatment, stabilization and monitoring.
- K. Safety Inspections
 - a. Post-incident safety inspections for public and private facilities are eligible.
 - b. Inspections must be for safety and not damage assessment.
- L. Demolition of Private Structures
 - a. Emergency demolition of structures located on private property when partial or complete collapse is imminent.
- M. Temporary Relocation of Essential Services
 - a. If LCRA provides essential community services at a facility that is unsafe, inaccessible or destroyed as a result of the incident, temporary relocation of the services may be eligible.
- N. Emergency Repair or Stabilization
 - a. LCRA may be eligible for damage caused during performance of emergency work due to severe conditions resulting from the incident, unavoidable and not due to improper or excessive use. Please remember FEMA guidelines may evolve and could include expansion of coverage or reduction of coverage.

Damage to our property, plant and equipment may not meet the minimum deductible guidelines as established under our policy with FM Global. However, if any LCRA facilities or equipment suffered damages, contact director of Risk & Insurance immediately for further assessment.

Deactivation:

The Disaster Event Reimbursement Plan shall be discontinued for the emergency or disaster at the direction of the Director of Risk & Insurance.

Points of contact

The first point of contact for any potential claim and/or disaster should be in the following order:

Robby Geurin – Director of Risk & Insurance
512-578-3003 or 281-536-6737
Robby.geurin@lcra.org

Andrea Rogers – Risk & Insurance Program Manager
512-578-3290 or 713-201-4001
Andrea.rogers@lcra.org

Tanner Baker – Risk & Insurance Program Manager
512-578-1891 or 832-316-9841
Tanner.baker@lcra.org



LOWER COLORADO RIVER AUTHORITY Emergency Management Master Plan

Annex H: Physical Security

CONFIDENTIAL

This document should be treated as confidential and protected from disclosure under provisions of the Critical Infrastructure Information Act of 2002 and Chapter 421, Texas Government Code on Homeland Security.

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TABLE OF CONTENTS

Introduction	H-4
Purpose	H-4
Scope and Applicability	H-4
Definitions	H-4
Personal Safety	H-5
Prevention.....	H-5
General Security Practices	H-5
Physical Security Systems	H-5
Visitor Management	H-6
Regulatory Requirements.....	H-6
Recognition and Observation.....	H-6
Unusual and Suspicious Activity.....	H-7
Suspicious Mail or Packages.....	H-9
Observing Details for Reporting.....	H-9
Reporting	H-10
Emergencies and Physical Security Incidents	H-11
Violations of LCRA Security Policies	H-11
Physical Security Issues.....	H-11
Response.....	H-11



INTRODUCTION

Purpose

This Annex has been developed to promote consistent expectations on how workers across the organization will handle physical security incidents.

Scope and Applicability

This Annex sets forth the overarching roles and accountability of workers related to physical security incidents. It is presumed to be supplemented by other policies and procedures. In any instance where this Annex conflicts with the LCRA Employee Policy Manual, LCRA Security and Risk Procedures Manual, or LCRA Emergency Management Master Plan, those documents shall take precedence.

LCRA complies with numerous physical security statutory and regulatory requirements, including many focused on specific groups, locations, and systems. All workers entering such locations or using such systems will comply with any additional policies and procedures to meet those requirements.

Definitions

- **Access badge** – An electronic credential card used to gain physical access to an area.
- **Emergency** – Any serious, unexpected, and often dangerous situation that requires immediate action.
- **General access area** – An area to which access is controlled but available to all workers.
- **Physical security incident** – Any event where there is a potential or actual serious breach of security policy or procedure or that may indicate a crime is imminent but does not rise to the level of an emergency.
- **Physical security systems** – Software and hardware used to provide physical security, including security cameras, video recorders, access badge readers, burglar and duress alarm systems, security sensors, electrified lock sets, intrusion detection systems, and associated information technology hardware and software.
- **Restricted area** – An area to which access is strictly controlled and requires special approval to have access.
- **Regulated area** – A restricted area to which access is governed by a regulatory standard or law.
- **Worker(s)** – All LCRA employee and non-LCRA worker classifications, as identified in the LCRA Employee Policy Manual.

Personal Safety

The safety and wellbeing of workers is always the single most important consideration.

Workers are not expected to place themselves in a potentially harmful or dangerous situation in response to a physical security incident. Workers should take immediate action to remove themselves from any situation where their safety is at risk, then make appropriate notifications.

PREVENTION

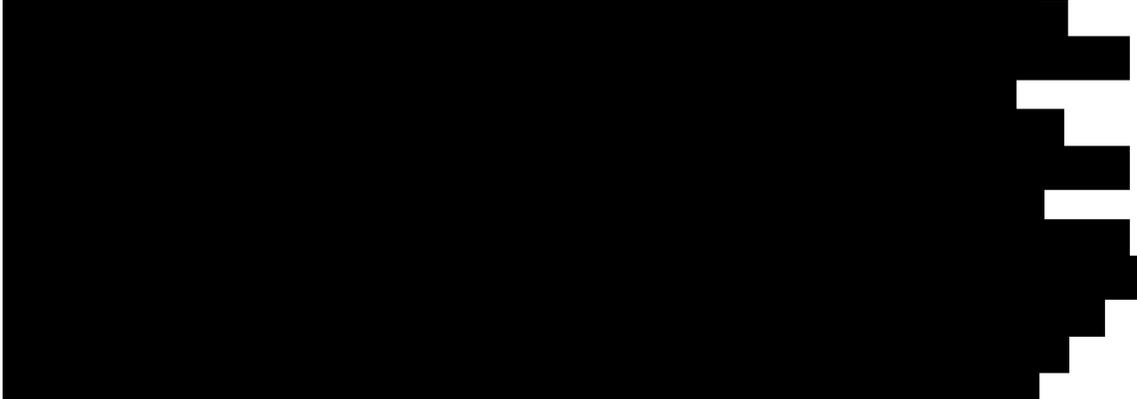
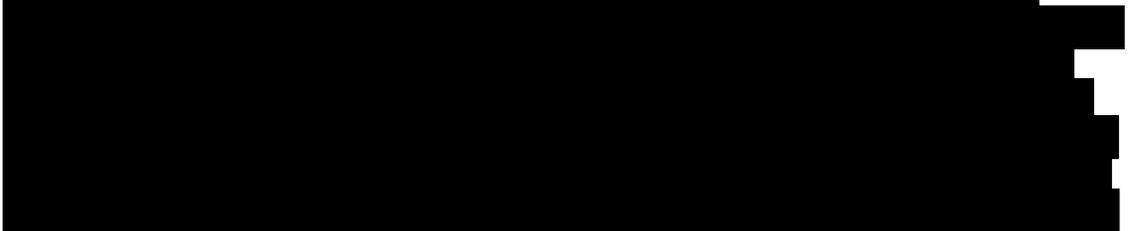
Workers play a key role in ensuring the safety and security of LCRA facilities. Consistent application of prevention measures may prevent a physical security incident from happening or limit the severity of an incident.

General Security Practices

Workers shall comply with all physical security policy and procedure requirements.

Workers are responsible for LCRA equipment and property issued to them. Reasonable precautions shall be taken to prevent the loss, theft, destruction, or unauthorized use of LCRA equipment and property. Valuable items should never be left unattended and must be properly secured. Vehicles and equipment should be locked with the keys removed when left unattended in public. Confidential information shall be properly disposed of by shredding or depositing in a locked shred bin. Workers shall immediately report lost, stolen, or damaged LCRA issued equipment or property to Public Safety Dispatch at 512-730-6322.

Physical Security Systems

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- [REDACTED]
- [REDACTED]

Visitor Management

Workers are responsible for the proper management and accountability of visitors. Workers shall be familiar with the visitor management procedures for facilities where they work.

In most cases, visitors are required to sign a visitor log and obtain a visitor badge. Some restricted facilities require visitors to present official identification, undergo a contractor/visitor background check by Public Safety, and be escorted while in the facility or on LCRA property.

Regulatory Requirements

LCRA complies with numerous physical security statutory and regulatory requirements, including many focused on specific areas and work sites. All workers entering such locations also will comply with any additional policies and procedures to meet those requirements.

RECOGNITION AND OBSERVATION

Most crimes, such as theft, burglary, criminal mischief, will be obvious after they occur. Early recognition of potential security issues is critical to preventing crime. Workers should be aware of their surroundings and recognize other types of suspicious activity that may not be as obvious. Providing detailed description of what you observe is just as important as making the actual notification.