

2018 Emergency Response Plan Exercise

3/9/2018

- vii. Logistics (lodging, meals, etc.) and orientation of outside crews was challenging due to the extent of the outage, the staged arrival of outside crews, and the availability of lodging.
 - viii. The storm characteristics made determining estimated restoration times difficult/impossible to predict, and errant external communications also occurred as a result.
 - b. The Cooperative's resources, guidelines, and procedures are properly established/resourced to handle the situation described; however, improvements and additions can be made to make the Cooperative's response capability more efficient and effective. A list of the improvements/additions is included below in The Actionable Items list.
- 2) Does the Cooperative's Emergency Response Plan address the listed situation?
- a. The Cooperative's Emergency Response Plan does address the situation described.
- 3) What updates are needed to be made to the Emergency Response Plan as a result of this test?
- a. Updates to the Emergency Response Plan are included in The Actionable Items List below, and the ERP Tab is included where applicable.
- 4) What updates/modifications to United's resources, processes and procedures are needed as a result of this test?
- a. See Actionable Items List.
- 5) Is this situation addressed in the VRA?
- a. Yes – ice storms are addressed in the Cooperative's VRA.
- 6) What updates/modification should be made to United's VRA as a result of this test?
- a. None required.

Actionable Items List:

1. Add a Section to the Emergency Response Plan dedicated to ERP Implementation procedures and Operational/Power Restoration processes and procedures. (Quentin Howard and Jared Wennermark) – Include in New Tab of the ERP.
2. Develop a list of triggers to initiate the ERP. (Quentin Howard, Jared Wennermark, Ed Nunez – all departments) – Include in New Tab of the ERP
3. Develop a list of triggers/benchmarks to initiate damage assessment. (Quentin Howard, Ed Nunez, Cory Menzel – all departments) – Include in New Tab of the ERP
4. Develop a process for identifying specifically what is needed from contractors and/or other Coops when asking for assistance: (Quentin Howard and Ed Nunez – Operations and System Engineering) – Include in New Tab of the ERP
 - a. Crew size
 - b. Equipment type
 - c. Special needs (hand held programmable radios, tablets/iPhones, specialty tools?, etc.)
5. Review damage assessment tools to ensure that the information that is to be gathered is what is needed. (Cory Menzel and Jason Dillard) – Tab 11 of the ERP

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6. Develop "sample information packets" for assisting Cooperatives that includes: (Blake Beavers and Russell Young – all departments) – Include in Tab 15 of the ERP
 - a. Accounting – Billing information, how to keep track of work
 - b. Warehouse – Instructions on how to get materials, where to direct questions, etc.
 - c. Safety
 - d. Housing and food information
 - e. Credentialing requirements, identification in the field, etc.
7. Create a Process for addressing credit card limits (Russell Young)
8. Develop a credentialing process (Quentin Howard, Robert Bernhoft, and Mauri Montgomery) – Include in New Tab of the ERP
 - a. Include tracking credentials
 - b. Sample access letter/letter of invitation
 - c. Placards
9. Outage Viewer/Dashboard - Educate the MSRs on what the legend and hard hats mean. Crews assigned versus crews actually working in that area. Research development of better ways to visually represent outages on a map. (Jared Wennermark, Cory Menzel, and Landy Bennett).
10. Review restoration scripts. (Cory Menzel and Marty Haught)
11. Develop a process of when to use extended hours for MSRs to help alleviate high call volume issues and handling unresolved calls. (Landy Bennett)
12. Formulate a better way to handle internal communications and management of "lines down", "broken poles", etc. calls (Cory Menzel and Jared Wennermark)
13. Develop a process for better management of contractors and contractor assignments to optimize utilization. Also develop a contract specifically for smaller contract teams that are better suited for outage restoration. (Quentin Howard and Ed Nunez)
14. Improve process for PrePower - determination of disabling PrePower versus running normal operations, and determine how to consistently handle pre-power accounts and its effect on dispatch. (Robert Bernhoft and Gynger Gossett)
15. Perform an equipment and training assessment – make needed improvements in future budgets and training schedules: (Ed Nunez, Robert Sherman, and Jason Dillard)
 - a. 4 wheel drive buckets, diggers
 - b. UTV could be utilized effectively to do assessment – Rental?
 - c. Track machine(s)
 - d. Training for Reps on Sectionalizing
 - e. Training for Operations on trimming practices
 - f. ¾ ton vehicle(s) for warehouse
 - g. CDLs for warehouse?
16. Develop a process for handling logistics and tracking needs better – i.e. tracking housing and meals needs as the help is offered and communicate that from the Operations Center to the Logistical Team earlier. (Russell Young, Landy Bennett, and Blake Beavers) – Include in Tab 15 of the ERP
 - a. Work on organizing the room assignments better.
 - b. Lodging for UCS employees

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17. Develop a “grocery list” for items to buy (Robert Bernhoft, Robert Sherman, and Paula Cupps) – Include in Tab 15 of the ERP
18. Develop a process for house-keeping and clean up functions (Robert Sherman). - Include in Tab 15 of the ERP

2018 Emergency Response Plan Exercise

11/30/18

Date/Time/Location

The preparedness review and test was held at the Cleburne office of United Cooperative Services in the Community Room, on October 10, 2018 beginning at 10:00am.

Invited/Notified

The Emergency Response Plan preparedness test information was filed with the Public Utility Commission. In addition, Mr. Brian Brumfield, the Texas District Coordinator for District 4A of Texas Department of Emergency Management was notified and invited to attend the test.

Attendees

Kevin Keesee, David Stone, Heather Wigington, Gynger Gossett, Quentin Howard, Jared Wennermark, Marty Haught, Mark Dixon, Seth Rosser, Robert Sherman, Robert Bernhoft, Russell Young, Blake Beavers, Ed Nunez, and Jason Dillard

Background

United Cooperative Services' Annual Meeting is being held at the Glen Rose High School Auditorium. As the actual meeting portion of the meeting begins (approximately 1:00PM), two heavily armed gunmen enter the front of the auditorium (near the area where the registration is held) and begin shooting.

Issues to be Tested:

- 1) Does United have proper resources, guidelines and procedures in place to handle the situation described?
 - a. Key points of this scenario include:
 - i. Security planned prior to the event
 1. We need to add additional hired security and coordinate their assignments with the Safety Department
 2. Reinforce the need for additional awareness by the employees and make sure they understand to bring in those with expertise if a threat is identified
 - ii. Employees trained on awareness, but Members not
 1. Reinforce active shooter awareness training with the employees
 - iii. Identifying the threat – what do we look for
 1. Reinforce active shooter awareness training with the employees, and remind the employee group to notify security of any suspicious activity
 - iv. Early detection of the threat – how do we handle the crowd inside?
 1. Focus on communication as the primary response. Develop a communication plan for the event to include in the ERP update.
 2. Review a plan for securing the lesser used doors once the meeting begins?
 3. Supply flashlights for employees at each doorway.
 - v. Evacuation?
 1. Notify the Membership of the exits prior to the beginning of the meeting.
 - vi. Crowd control/Order control
 1. Supply flashlights for employees at each doorway.
 2. Reinforce the active shooter training with the employees and refresh them on the Run, Hide, Defend practices.
 - vii. Assisting wounded

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1. Reinforce proper procedures for active shooter training with the employee group.
 2. Refer any triage to the properly trained employees and assist where possible once the active shooter threat is removed.
- 2) Does the Cooperative's Emergency Response Plan address the listed situation?
 - a. No - Active Shooter information will be added to the ERP during the update.
- 3) What updates are needed to be made to the Emergency Response Plan as a result of this test?
 - a. Add active shooter information
- 4) What updates/modifications to United's resources, processes and procedures are needed as a result of this test?
 - a. Key points of this scenario include:
 - i. Security planned prior to the event
 1. We need to add additional hired security and coordinate their assignments with the Safety Department
 2. Reinforce the need for additional awareness by the employees and make sure they understand to bring in those with expertise if a threat is identified
 - ii. Employees trained on awareness, but Members not
 1. Reinforce active shooter awareness training with the employees
 - iii. Identifying the threat – what do we look for
 1. Reinforce active shooter awareness training with the employees, and remind the employee group to notify security of any suspicious activity
 - iv. Early detection of the threat – how do we handle the crowd inside?
 1. Focus on communication as the primary response. Develop a communication plan for the event to include in the ERP update.
 2. Review a plan for securing the lesser used doors once the meeting begins?
 3. Supply flashlights for employees at each doorway.
 - v. Evacuation?
 1. Notify the Membership of the exits prior to the beginning of the meeting.
 - vi. Crowd control/Order control
 1. Supply flashlights for employees at each doorway.
 2. Reinforce the active shooter training with the employees and refresh them on the Run, Hide, Defend practices.
 - vii. Assisting wounded
 1. Reinforce proper procedures for active shooter training with the employee group.
 2. Refer any triage to the properly trained employees and assist where possible once the active shooter threat is removed.
- 5) Is this situation addressed in the VRA?
 - a. Yes
- 6) What updates/modification should be made to United's VRA as a result of this test?
 - a. N/A

Date/Time/Location

The preparedness review and test was held at the Stephenville office of United Cooperative Services in the Board Room, on October 16, 2019 beginning at 10:00am.

Invited/Notified

The Emergency Response Plan preparedness test information was filed with the Public Utility Commission. In addition, Mr. Brian Brumfield, the Texas District Coordinator for District 4A of Texas Department of Emergency Management was notified and invited to attend the test.

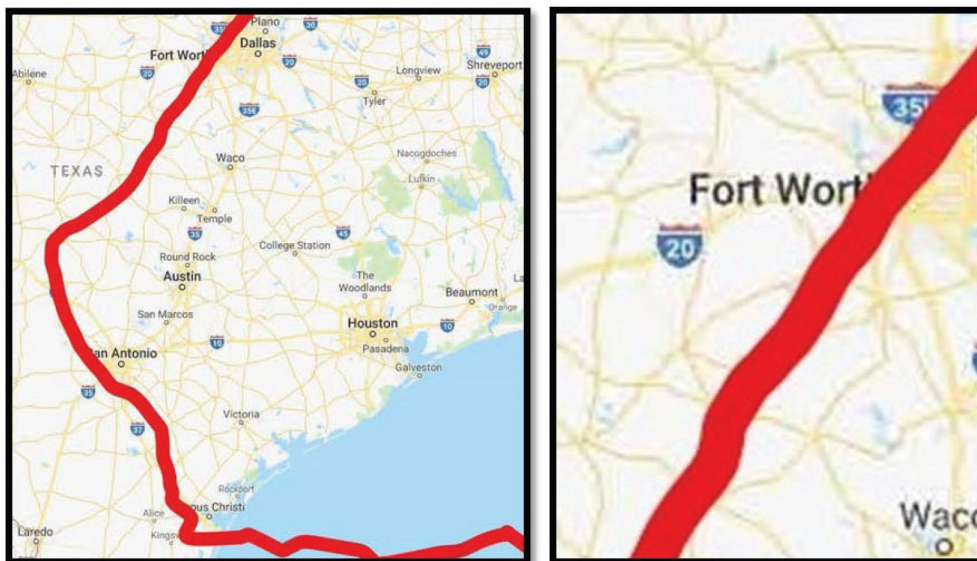
Attendees

Quentin Howard, Jared Wennermark, Kevin Keesee, Jason Dillard, Mark Buckner, Cory Menzel, Jerry Scott, Mark Dixon, Brody Weems, Jeremy Yarber, and Robert Sherman

Background

The 2019 Atlantic Hurricane Season was extremely active, especially in the western Gulf of Mexico Region. On August 13, 2019 a Category 2 Hurricane (Gabrielle) made landfall due south of Lafayette, Louisiana. Gabrielle was followed by a Category 3 Hurricane (Humberto) which made landfall southeast of Beaumont, Texas on September 6, 2019. Additionally, a massive Category 5 Hurricane (Karen) made landfall southwest of Corpus Christi, Texas on October 1, 2019. While United Cooperative Services was not directly affected by Gabrielle or Humberto, the Cooperative did send a crew to assist with the damage caused by each storm. The crew that was sent to southeast Texas to assist with the damage caused by Humberto was still assisting with the damage when Karen made landfall.

Hurricane Karen formed on September 28, 2019 in western Gulf of Mexico and rapidly increased in intensity before making landfall and maintained intensity throughout its trek through Texas. Karen entered United's territory as a Category 3 Hurricane (sustained winds of 123 mph) on the morning of October 3rd north of Hamilton; and exited the Cooperative's territory early on the morning of October 4th on the west side of Mansfield as a Category 2 Hurricane (sustained winds of 101 mph). Due to her intensity and the path taken, Karen caused extensive damage to the Cooperative's infrastructure. The Cooperative lost power to 20,000 meters at the apex of the storm, with extensive losses of poles and wire (exact damages unknown at the time of the test).



Issues to be Tested:

- 1) Does United have proper resources, guidelines and procedures in place to handle the situation described?
 - a. Key points of this scenario include:
 - i. Resources will be very limited (both contractor and in-house).
 - ii. Mutual aid would be limited, and possibly unavailable.
 - iii. Tornadoes are likely on the east side of the storm.
 - iv. There is a high probability that environmental clean-up and reporting will be required.
 - v. Communications with Brazos will need to be immediate so that they can begin mobilizing their work.
 - vi. Mobility and access will most likely be very limited due to debris.
 - vii. Coordination with Emergency Management teams and other first responders will be critical.
 - viii. It will need to be handled as a FEMA event.
 - ix. Damage assessment and restoration efforts will need to be coordinated.
 - x. Internal and external communications may be effected or could be non-existent for several days.
 - xi. Material routing may be cut-off from various regions of the country.
 - xii. Temporary housing, food, and supplies would be very limited and possibly not available.
 - xiii. Local commercial and industrial resources may be greatly affected or destroyed.
 - xiv. Curfews may be invoked.
 - xv. Fuel availability will be limited or non-existent.
 - b. Does United have proper guidelines and procedures in place to handle the situation described?
 - i. Resources will be very limited (both contractor and in-house). – Yes, we have multiple contractors, Mutual Aid agreements with other Cooperatives, and the right to recall current contractors.
 - ii. Mutual aid would be limited, and possibly unavailable. – Yes, United has working relationships with Cooperatives in Oklahoma and Arkansas that could be called on for assistance.

- iii. Tornadoes are likely on the east side of the storm. – Yes, the ERP addresses restoration efforts for tornadoes.
- iv. There is a high probability that environmental clean-up and reporting will be required. – Yes, processes are in place to address the reporting and clean-up procedures, as well as the insurance reporting requirements that may be needed. Relationships have been established with environmental contractors with an immediate response availability.
- v. Communications with Brazos will need to be immediate so that they can begin mobilizing their work. – Yes, regular communications with Brazos occur regularly and their SCADA system will provide them with immediate notification. Protocols are in place to facilitate mobile substation utilization.
- vi. Mobility and access will most likely be very limited due to debris. – Yes, the Emergency Response Plan addresses the use of bulldozers and other clearing equipment to assist with access, as well as contact lists for additional contractors to assist as needed. Communications with local and State authorities will also be key to facilitate access to areas where access is limited.
- vii. Coordination with Emergency Management teams and other first responders will be critical. – The Emergency Response Plan details coordination procedures with the emergency management personnel. In addition, the National Incident Management System (NIMS) is specifically designed to facilitate coordination with emergency management and United's Emergency Response Coordinator has participated in NIMS training.
- viii. It will need to be handled as a FEMA event. – Yes, the Emergency Response Plan details FEMA protocols which will be utilized at the beginning of a major disaster. In addition, NIMS training addresses FEMA protocols as well.
- ix. Damage assessment and restoration efforts will need to be coordinated. – Yes, damage assessment and restoration efforts are well established in Tab 11 of the Emergency Response Plan.
- x. Internal and external communications may be effected or could be non-existent for several days. – Yes, internal and external communications are covered extensively in the ERP.
- xi. Material routing may be cut-off from various regions of the country. – Yes, United has relationships with vendors throughout the United States, so materials could be re-routed through non-effected regions.
- xii. Temporary housing, food, and supplies would be very limited and possibly not available. – Yes, the ERP covers a number of various methods to supply temporary housing and other logistical needs.
- xiii. Local commercial and industrial resources may be greatly affected or destroyed. – Yes, the ERP covers a number of various methods to supply temporary housing and other logistical needs.

- xiv. Curfews may be invoked. – Yes, credentialing is covered in the Emergency Response Plan.
- xv. Fuel availability will be limited or non-existent. – Yes, the Emergency Response Plan covers accessing fuel resources in an emergency.

2) Does the Cooperative's Emergency Response Plan address the listed situation?

- i. Resources will be very limited (both contractor and in-house). – Yes, ERP Tab 2, and Tab 3 cover this topic.
- ii. Mutual aid would be limited, and possibly unavailable. – Yes, Tab 2 addresses this issue.
- iii. Tornadoes are likely on the east side of the storm. – Yes, Tab 1 covers this issue.
- iv. There is a high probability that environmental clean-up and reporting will be required. – Yes, Tab 3 addresses environmental clean-up.
- v. Communications with Brazos will need to be immediate so that they can begin mobilizing their work. – Yes, Tab 2 has references and contact information for Brazos.
- vi. Mobility and access will most likely be very limited due to debris. – Yes, Tab 2 includes information related to acquiring bulldozers and other debris removal contractors.
- vii. Coordination with Emergency Management teams and other first responders will be critical. – Yes, the Emergency Response Plan Tab 2, 4 and 5 cover FEMA related issues.
- viii. It will need to be handled as a FEMA event. – Yes, Tab 4 includes all the data and information required for a FEMA event.
- ix. Damage assessment and restoration efforts will need to be coordinated. – Yes, damage assessment is covered under Tab 1 of the ERP.
- x. Internal and external communications may be effected or could be non-existent for several days. – Yes, Tabs 1, 2, and 3 cover communications in the ERP.
- xi. Material routing may be cut-off from various regions of the country. – Yes, purchasing and warehouse recovery are covered under Tab 3 or the ERP.
- xii. Temporary housing, food, and supplies would be very limited and possibly not available. – Yes, Tab 1 and Tab 2 cover the business continuity and logistics for the Cooperative.
- xiii. Local commercial and industrial resources may be greatly affected or destroyed. – Yes, Tab 1, 2, and 3 cover this issue in the ERP.
- xiv. Curfews may be invoked. – Yes, credentialing is covered under Tab 1 of the ERP.

xv. Fuel availability will be limited or non-existent. – Yes, Tab 3 covers fleet leasing and fuel in the ERP.

- 3) What updates are needed to be made to the Emergency Response Plan as a result of this test?
 - a. Other than the annual updates (i.e. contractor lists, employee contact information, etc.) no additional updates are required as a result of this test.
- 4) What updates/modifications to United's resources, processes and procedures are needed as a result of this test?
 - a. Other than the annual updates (i.e. contractor lists, employee contact information, etc.) no additional updates are required as a result of this test.
- 5) Is this situation addressed in the VRA?
 - a. Yes
- 6) What updates/modification should be made to United's VRA as a result of this test?
 - a. No updates are needed.

Date/Time/Location

The preparedness review in preparation for COVID-19 preliminary meeting was held at the Burleson office of United Cooperative Services in the Community Room, on March 16, 2020 beginning at 1:30pm. A follow up meeting was held in the Burleson Community Room on June 8, 2020.

Invited/Notified

Since this was an actual event, the preparedness information was not filed with the Public Utility Commission or with Mr. Brian Brumfield, the Texas District Coordinator for District 4A of Texas Department of Emergency Management prior to the meeting. However, both parties have been notified of the preparedness meeting and supplied with a copy of these notes.

Attendees

Quentin Howard, Cameron Smallwood, Marty Haught, Heather Wigington, Melissa Seabourn, Russell Young, Blake Beavers, Mark Buckner, Gynger Gossett, Mauri Montgomery, Mark Dixon, Lindsey Mobley, Jared Wennermark, Ed Nunez, Jerry Scott, Kevin Keese, Jason Dillard, Robert Sherman, Landy Bennett, Marcellus Nixon, Zane Hackler, and Robert Bernhoft

Background

In late February/early March 2020, the United States began to feel the real effects of the COVID-19 virus. While responding to a pandemic was addressed in United's Emergency Response Plan, there was not a specific Pandemic Response Plan included in the ERP. Due to this fact, the Cooperative's Staff called a meeting to begin preparing for the effects of the spread of COVID-19, and to develop a plan for pandemics going forward.

Emergency Response Plan Issues Tested:

- 1) Does United have proper resources, guidelines and procedures in place to handle the situation described?
 - a. Key points of this scenario include:
 - i. See meeting notes from March 16, 2020 attached below.
 - b. Does United have proper guidelines and procedures in place to handle the situation described?
 - i. Yes
- 2) Does the Cooperative's Emergency Response Plan address the listed situation?
 - a. While a pandemic had been the subject that was tested in the past, the Emergency Response Plan does not include a Pandemic Response Plan; however, one is being developed and will be included with the updated ERP that will be submitted to the PUC and reviewed with all of United Cooperative Services' employees in early 2021.
- 3) What updates are needed to be made to the Emergency Response Plan as a result of this test?
 - a. The addition of a specific Pandemic Response Plan is needed.
- 4) What updates/modifications to United's resources, processes and procedures are needed as a result of this test?
 - a. Those updates/modifications specified in the Pandemic Response Plan.

- 5) Is this situation addressed in the VRA?
a. Yes
- 6) What updates/modification should be made to United's VRA as a result of this test?
a. No updates are needed.
-

Emergency Response Plan – COVID -19 Planning Meeting Notes for March 16, 2020:

Items to Consider/Discuss

Notes in **Red** are from the March 16 meeting (1:30pm – 3:30pm in Burleson Community Room)

Notes in **Blue** are from IS&T (Robert Bernhoft)

- COVID-19 – Latest Developments – Current Statistics
- Employees
 - Communications
 - **Emails from the CEO**
 - **Weekly or as needed if news warrants**
 - **Employee Meetings in March as scheduled – Quentin to make a presentation on COVID-19 and Pandemic Preparedness**
 - **Computer messaging on start up about proper hygiene practices**
 - Assistance if the employee or immediate family is confirmed to have COVID-19?
 - **If showing symptoms we will encourage them to work from home (if your jobs permit)**
 - **If an employee is experiencing the symptoms, the Cooperative would require the employee to either work from home or use vacation/sick leave if you are not an employee eligible to work from home**
 - **Affected Leadership Team Members should survey their employees as to availability of internet and the service speeds at their home – survey results shall be turned into Quentin via email by the end of day on Friday, March 20th**
 - Job Modifications:
 - **Suspend Energy Audits; in person DG verifications**
 - **HR – Online Interviews where possible**
 - **Field Personnel – Utilize social distancing, suspend hand shakes, proper sanitation/hygiene**
 - Directions in terms of:
 - **Hygiene/Safety Practices**
 - **Postpone onsite health screenings – to the Fall**
 - **Interaction with Members/Public**
 - **In the office**
 - **Gloves? – Will wait to see if/when a need arises. Mark Dixon will check to see if gloves are available for those who want them.**
 - **In the field (hand shaking on appointments, etc.)**

- Staying home when sick
 - If employees have family members who they are in regular contact with have symptoms or are confirmed, then they should work from home or use sick leave/vacation
- Effects of school closings and day care centers
 - If employee has no other options, work from home can be available if it is feasible. If work from home is not available then vacation/sick leave can be used.
 - Internal baby-sitting service?
- Business Travel
 - Most conferences are already being canceled into May
 - Make sure travel is absolutely necessary before going to States that have higher infections rates (ie California, Washington, etc.)
 - Travel in general should be done only as necessary through April
 - To be evaluated as things progress
- Meetings – utilizing WebEx, Conference Calls, etc. when possible
 - Evaluate larger meetings as the dates get nearer.
 - When possible use WebEx and Conference Calls
 - We have one log in for WebEx username is webex@united-cs.com
 - Blake, Cameron, Quentin have the password.
 - If you need to setup a meeting, let IS&T know so they can add you to the webex@united-cs.com email group.
- Allaying their fears/dispelling rumors
 - Rumors in general are on the rise...communications are key
- Supplies (continuity)
 - Materials
 - We are in good shape right now...we are mitigating risk by stocking up on key items
 - Will communicate with Material/Warehousing to suspend visits with vendor reps when possible
 - Office Supplies
 - Office supplies are well supplied
 - Cleaning Supplies
 - Cleaning supplies are well supplied. Hand sanitizers shall be utilized as labeled.
 - Cleaning services are being ramped up to 5 days a week (from the current 3 days per week)
- Business Continuity
 - Office closures
 - Stay open for now – will review the need for lobby closings going forward
 - Drive through to remain open – will review if the need arises going forward
 - Working from home options
 - See employee survey information above
 - VPN Client software was pushed to all employee computers week of March 1st.

- IS&T will have to setup users in Duo (two factor authentication) for users when needed. (\$3 per month per user)
- I'm having Brad verify on Monday that everyone has the Soft Phone option in their MiTel software (Noticed it was missing on Russell's the other day)
- If the offices close (not just for members) IS&T will need to setup print sessions on the MSRs computers to allow them to print service orders to PDFs and email to the FERs/Operations.
- Quetta worked from home last Thursday and we had everything but the credit check working for her. This can be addressed after we know the employees home IP address and we can add that as an allowed IP address at Online Utility Exchange.
- We tested remotely connecting to a computer that was VPNed into our network at it worked as long as the computer IS&T was using was on our network. I couldn't remotely connect to between two VPNed computers No issue here, we just have to remote to a local computer or server in Burleson and then remotely connect to the employee's computer from the local computer.
- Employees will need to limit the use of non work related websites/streaming video/audio while VPNed into the network.
- Calls manager should be limited to a AS NEEDED ONLY due to the amount of data that it pushes back and forth while running.
- We currently have 50 concurrent connection that can be VPNed at a time. We ordered another 50 the week of March 1st, but Cisco is having issues generating software licenses for the past two months and are not sure if we will get the licenses for the additional 50 any time soon.
- IS&T can do a brief explanation of the Duo Multifactor Authentication and the Soft Phone at the employee meetings
- Not all employees have internet access at their home, so working from home isn't an option for everyone. Options here would be for them to tether their computer to their cell phone and connect in (if they have that option). This could require us to pay for any data overages on their cell phone plan. Or get some additional MiFi "pucks" from AT&T and let them borrow them. (\$4.84 - \$8.34 per month for the device with 30 month contract) plus the data plan or buy the device out right and purchase prepaid 30 day data plans:
 - 3 GB for \$25 additional 1GB for \$10
 - 10 GB for \$50 additional 1.5 GB for \$10
 - 18 GB for \$75 additional 2.00 GB for \$10
- When do we activate above options (or others)?
- Cyber Security
 - We will set the employees (other than IS&T, Staff, and Key Personal) to only be allowed VPN access during working hours to help reduce the exposure of our network. We will continue to monitor all systems as we have and will continue to alert the employees if we see any suspicious emails.
- Contractors
 - Discuss their preparations and readiness

- Notify them of United's plans and any deviations from SOP in regard to contractors
- NRTC, ACRT, Construction Contractors, Vendors, and others as needed
- Members
 - Member Assistance if they are directly affected by COVID-19?
 - Landy to check with Texas Neighborhood Services
 - Operation Roundup is also a potential source
 - Member Communications
 - Signage to be placed at entrances asking Members to not enter the Lobby if they are feeling ill, or have been in contact with COVID-19 – Marty/Mauri to develop
 - Developed 3/16/20 – See attached example
 - Weekly updates to our website and social media
 - More if need arises
 - Disconnects – suspension of disconnects
 - Currently being reviewed by the Texas PUC
 - Expanded use of extensions by the MSRs as needed
 - Community Room Access
 - Suspension of outside use of Community Rooms effective immediately until May 1st – will be reviewed again in the future
- Other
 - Employee Meetings will continue this month; however, we will review how future meetings will be determined at a later date (having meetings with smaller groups, etc)

In attendance: Quentin Howard, Cameron Smallwood, Marty Haught, Heather Wigington, Melissa Seabourn, Russell Young, Blake Beavers, Mark Buckner, Gynger Gossett, Mauri Montgomery, Mark Dixon, Lindsey Mobley, Jared Wennermark, Ed Nunez, Jerry Scott, Kevin Keesee, Jason Dillard, Robert Sherman, Landy Bennett, Marcellus Nixon, Zane Hackler, Robert Bernhoft

HOLD UP A MINUTE, FOLKS!



IT'S A SIGN OF THE TIMES!

**FOR THE SAFETY OF UNITED EMPLOYEES
AND THE GENERAL PUBLIC, IF YOU ARE ILL
OR HAVE EXPERIENCED THE FOLLOWING:**

Fever, cough or other respiratory symptoms; and/or traveled within the past 14 days to an area with confirmed COVID-19 cases; and/or have known exposure to someone diagnosed with COVID-19 (coronavirus); then **PLEASE** utilize our night drop facilities, drive-thru facilities (where available) or contact us via:

www.united-cs.com

www.united-cs.com

United Offices:

Cleburne	817-556-4000
Stephenville	254-965-3153
Granbury	817-326-5232
Meridian	254-435-2832
Burleson	817-447-9292
PK Lake	940-779-2985

Thanks, with perseverance and God's blessings we will be able to put all this behind us...soon!

Date/Time/Location

The preparedness review and test was held via TEAMS at the following address:

https://teams.microsoft.com/l/meetup-join/19%3ameeting_MWRmY2FiNGEtNjgwZi00NGU0LTkyMGltZDI3OWYxMTM2ZDlm%40thread.v2/0?context=%7b%22Tid%22%3a%22ce91fdf1-1d35-455c-a720-10044d2c846b%22%2c%22Oid%22%3a%226a65b679-d84e-4579-85bc-df6998d81edf%22%7d

The meeting was held at 2:00pm (CDT) on Tuesday, October 12, 2021.

Invited/Notified

The Emergency Response Plan preparedness test information was filed with the Public Utility Commission. In addition, Mr. Brian Brumfield, the Texas District Coordinator for District 4A of Texas Department of Emergency Management was notified and invited to attend the test.

Attendees

Quentin Howard, Mark Buckner, Marty Haught, Landy Bennett, Jared Wennermark, Robert Bernhoft, Russell Young, Kevin Keesee, Marcellus Nixon, Blake Beavers, Mauri Montgomery, Jason Dillard, Ed Nunez, Jerry Scott, Danny Cornia, Steven Ferguson, Brody Weems, John Davis, Gynger Gossett, Cory Menzel, and Bruce Goss

Background

Starting in the early morning of Sunday, January 10, 2021, United Cooperative Services' territory began receiving extraordinarily heavy amounts of wet snow. The snow continued throughout the day and a large portion of the service territory received 8 plus inches of snow by about 10pm.

Around 10am the snow began to weigh down trees and services across the system, and several smaller (1 to 10 meter) outages began to pop up. While the highest amount of these outages were focused in the Stephenville and Meridian service areas, outages were occurring across the system. At the peak, approximately 4,000 of United's Members experienced approximately 400 individual outages. What made this storm unique was the exceptionally high quantity of smaller outages, with no sustained substation or feeder outages.

Adding to the complexity of this storm was that it occurred on a Sunday. This fact had very minimal effect on United's resources because they had prepared in advance prior to the start of the snow event; however, it did make it more difficult to find potential mutual aid participants due to it being a weekend.

Issues to be Tested:

- 1) Does United have proper guidelines and procedures in place to handle the situation described?
 - a. Key points of this scenario include:
 - i. OMS had resource overload issues.
 - ii. The telephone system was overloaded.
 - iii. Resources were limited at the beginning of the event (both contractor and in-house).
 - iv. Mutual aid was required due to the number of outages and the event occurring on a weekend.

- v. Mobility and access was hindered due to 8 to 10 inches of snow.
 - vi. The event was handled like a FEMA event as a practice run, even though it was extremely doubtful that the event would qualify.
 - vii. MSR's worked from home as a result of being prepared to do so because of preparations that were put in place due to COVID-19.
 - viii. Materials were not an issue during this event.
 - ix. Communications were limited due to a phone line outage in the Stephenville area.
 - x. Temporary housing was supplied to the crews coming from other Cooperatives.
 - xi. Trees were weighted down by heavy snow.
 - xii. Internal communications were difficult due to the lack of a standardized meeting platform and our inability to use ShoreTel due to the overcrowded phone lines.
 - xiii. There were issues getting internal resources during the first several hours of the storm due to the weather being milder in the eastern part of the territory, and the fact that the snowstorm that occurred 10 days earlier had not caused significant damage/outages.
 - xiv. One of the Cooperative's Email filters worked "too well" during the event as it was filtering out outages that were reported via email. By doing so they were moving them to a junk folder and not allowing them to pass to System Operations.
 - xv. Due to the progression of the storm, System Operations did not recognize a need for high call volume during the early stages of the event.
 - xvi. With the utilization of multiple contract crews, as well as mutual aid crews, safety crew safety had to be an even greater focus throughout the event.
 - xvii. Several mutual aid crew coordinators were needed during the event.
 - xviii. Communications between the Cooperative's Staff and Leadership were hindered at times and did not occur on a regular basis throughout the event.
- b. Does United have proper guidelines and procedures in place to handle the situation described?
- i. OMS had resource overload issues.
Yes, but updates are needed - In the future, System Operations and Engineering Services will add a verification that all updates are completed or postponed to the OMS pre-storm check list. Additionally, they will work together to fine tune the use of the crew manager functionality, set up the "trucks" in advance of future storms, and provide additional training as needed.

- ii. The telephone system was overloaded.
Yes – To potentially improve in this area a committee to research CRC and evaluate the potential usage of CRC in the future will be formed. Additionally, System Operations will review the high call volume criteria and provide additional training as needed.
- iii. Resources were limited at the beginning of the event (both contractor and in-house).
Yes – additional contractors were called in within two hours of the beginning of the event and mutual aid was requested approximately six hours after the event began
- iv. Mutual aid was required due to the number of outages and the event occurring on a weekend.
Yes – mutual aid was requested within approximately six hours of the beginning of the event.
- v. Mobility and access was hindered due to 8 to 10 inches of snow.
Yes
- vi. The event was handled like a FEMA event as a practice run, even though it was extremely doubtful that the event would qualify.
Yes
- vii. MSR's worked from home as a result of being prepared to do so because of preparations that were put in place due to COVID-19.
Not at the time of the event – procedures for working at home and preparing for an ERP event have been established since the January 10-11, 2021 event.
- viii. Materials were not an issue during this event.
N/A
- ix. Communications were limited due to a phone line outage in the Stephenville area.
Yes – these procedures will be aided through the use of the Cooperative's fiber system during future events
- x. Temporary housing was supplied to the crews coming from other Cooperatives.
Yes
- xi. Trees were weighted down by heavy snow.
N/A – while trees were weighed down due to the extraordinary accumulation of heavy/wet snow, additional vegetation management would not have prevented this issue
- xii. Internal communications were difficult due to the lack of a standardized meeting platform and our inability to use ShoreTel due to the overcrowded phone lines.
No – The "Emergency Response Plan Considerations" chart that currently resides on page 160 of the ERP needs to be updated to include the outage level (or forecast weather/disaster level) that TEAMS meetings between the Leadership Team and the Staff should be initiated; and when the Staff should begin discussing mutual aid.

- xiii. There were issues getting internal resources during the first several hours of the storm due to the weather being milder in the eastern part of the territory, and the fact that the snowstorm that occurred 10 days earlier had not caused significant damage/outages.
Yes – contractors were utilized at the earliest stages of the event
- xiv. One of the Cooperative's Email filters worked "too well" during the event as it was filtering out outages that were reported via email. By doing so they were moving them to a junk folder and not allowing them to pass to System Operations.
Yes – IS&T has updated the processes and procedures to address the problem that was experienced going forward
- xv. Due to the progression of the storm, System Operations did not recognize a need for high call volume during the early stages of the event.
Yes – additional review and training on these procedures will be undertaken by the System Operations Department
- xvi. With the utilization of multiple contract crews, as well as mutual aid crews, safety crew safety had to be an even greater focus throughout the event.
Yes – Safety was involved at the early stages of the event and they worked very efficiently and effectively with Operations during the storm, and were instrumental in helping to coordinate the mutual crews.
- xvii. Several mutual aid crew coordinators were needed during the event.
Yes, but updates are needed – a list of available mutual aid crew coordinators should be developed for future events, and the personnel on the list should be provided proper training to allow them to safely and effectively coordinate with the mutual aid crews during a major outage.
- xviii. Communications between the Cooperative's Staff and Leadership were hindered at times and did not occur on a regular basis throughout the event.
No – The "Emergency Response Plan Considerations" chart that currently resides on page 160 of the ERP needs to be updated to include the outage level (or forecast weather/disaster level) that TEAMS meetings between the Leadership Team and the Staff should be initiated; and when the Staff should begin discussing mutual aid.

2) Does the Cooperative's Emergency Response Plan address the listed situation in terms of:

- a. Preliminary/advanced identification of imminent weather events
Yes – Even though the Cooperative had not experienced snow related outages (or snow accumulations) to the extent experienced during the event in recent years, the potential for the event was recognized.
- b. Damage assessment
Yes – Due to the nature of the outages experienced during this event, damage assessment was not required.

- c. Acquisition and distribution of materials

Yes – Due to the nature of this event, little to no damage occurred to the Cooperative's distribution facilities, therefore only those materials related to secondary outage restoration (fuses, small quantities of service wire, etc.) were needed.

- d. Oversight, tracking, and coordination of contractors, and mutual aid assistance

Yes, but updates needed – See Item 4 below

- e. Logistics such as housing, feeding, and equipping mutual aid personnel

Yes – mutual aid personnel were properly housed, fed, and equipped during the event.

- f. Coordination, tracking, and documentation of work

Yes

- 3) Since the situation described has the potential of qualifying as a FEMA event, are United's processes and procedures appropriately designed to ensure that proper FEMA documentation and reporting will be maintained?

- a. The event was reviewed after the fact and had the event been a FEMA qualifying event the ERP was determined to be well designed to handle a similar FEMA event in the future.

- 4) What updates are needed to be made to the Emergency Response Plan as a result of this test?

- a. Outage Management System Guidelines need to be updated – System Operations and Engineering Services will add a verification that all updates are completed or postponed to the OMS pre-storm check list. Additionally, they will work together to fine tune the use of the crew manager functionality, set up the "trucks" in advance of future storms, and provide additional training as needed.
 - b. The ERP should be updated to promote preparedness for inside personnel to work from home when feasible prior to a storm/event. One example of this is that in preparation of future storms, MSRs will be requested to take their laptops home so as to allow them to work unresolved calls from home.
 - c. A list of available mutual aid crew coordinators will be developed for future events, and the personnel on the list shall be provided proper training to allow them to safely and effectively coordinate with the mutual aid crews during a major outage.
 - d. The "Emergency Response Plan Considerations" chart that currently resides on page 160 of the ERP needs to be updated to cover how to determine at which outage level (or forecast weather/disaster level) should a TEAMS meeting be initiated and whether a row should be added to the chart to designate when the Staff should begin discussing mutual aid.

January 10-11, 2021 Snow Related Outage Review Notes

January 18, 2021 Post Event Meeting held at 1:30PM in the Burleson Community Room

Attendees – Quentin Howard, Cameron Smallwood, Marty Haight, Landy Bennett, Jared Wennermark, Robert Bernhoft, Russell Young, Kevin Keesee, Marcellus Nixon, Blake Beavers, Mauri Montgomery, Jason

Dillard, Ed Nunez, Jerry Scott, Danny Cornia, Steven Ferguson, Brody Weems, John Davis, Gynger Gossett, Cory Menzel, Bruce Goss

Situation

Starting in the early morning of Sunday, January 10, 2021, United Cooperative Services' territory began receiving extraordinarily heavy amounts of wet snow. The snow continued throughout the day and a large portion of the service territory received 8 plus inches of snow by about 10pm.

Around 10am the snow began to weigh down trees and services across the system, and several smaller (1 to 10 meter) outages began to pop up. While the highest amount of these outages were focused in the Stephenville and Meridian service areas, outages were occurring across the system. At the peak, approximately 4,000 of United's Members experienced approximately 400 individual outages. What made this storm unique was the exceptionally high quantity of smaller outages, with no sustained substation or feeder outages.

Adding to the complexity of this storm was that it occurred on a Sunday. This fact had very minimal effect on United's resources because they had prepared in advance prior to the start of the snow event; however, it did make it more difficult to find potential mutual aid participants due to it being a weekend.

Discussion

Outage Management System – around mid-afternoon System Operations began to experience issues with the OMS running unusually slow. The OMS system was reset to help alleviate the issues with the system, but resetting the OMS involves taking down and then brining back up a number of interrelated systems which is time consuming. Also, during the afternoon of the outage the crew manager system within the OMS was disabled because in order for it to work correctly individual crew identifiers (trucks) have to be set up and they were not.

A review of the OMS after the outages were restored uncovered that the slow-down of the OMS was a result of a Windows update that was initiated on the Friday before the storm but not finished when the snow event occurred, and additionally a mapping model update that began earlier during the weekend did not finish correctly.

In the future, System Operations and Engineering Services will add a verification that all updates are completed or postponed to the OMS pre-storm check list. Additionally, they will work together to fine tune the use of the crew manager functionality, set up the "trucks" in advance of future storms, and provide additional training as needed.

Interactive Voice Response – During the meeting we discussed the IVR system. In summary, the IVR system performed well during the storm event.

Member Service Representatives – It was brought up during the meeting that due to COVID-19 a number of the MSRs were prepared to work from home. As a result, several MSRs were able to access the system from home and handle unresolved calls without travelling to and from the office, and without being on the icy roads.

In preparation of future storms, MSRs will be requested to take their laptops home so as to allow them to work unresolved calls from home in the future.

Email Filter – Upon review on the Monday after the storm event it was discovered that one of the email filters had worked "too well" as it was filtering out outages that were reported via email. By doing so they were moving them to a junk folder and not allowing them to pass to System Operations.

IS&T has made changes that will correct this issue going forward.

Cooperative Response Center – Several individuals in the meeting commented that they had never experienced the high number of smaller outages (singles) that occurred during this event, and it was again mentioned that being on a Sunday only exacerbated the situation. During the discussion it was suggested that it may be time to look into potentially using CRC for future events.

Landy will be chairing/forming a committee to research CRC and evaluate the potential usage of CRC in the future.

System Operations – Along with the other items listed above, it was discussed that System Operations will review the high call volume criteria and provide additional training as needed.

Operations and Contractors – Overall the Cooperative's Operations personnel were well prepared for the storm event, and they responded quickly when called. Additionally, United's overhead contractors were brought in to help restore the outages around mid-morning on January 10th. Twenty five of Scott Pole-line's personnel, ten of Great South-West's personnel, five of Bobcat's personnel, and multiple Arbor Experts and Horton personnel assisted with the outage event.

Safety – Brody Weems worked very efficiently and effectively with Operations during the storm helping coordinate the mutual crews. Brody was instrumental in getting the crews to their lodging, coordinating them with their assigned crew coordinator (FER, Engineering Tech, etc.), and providing them with their safety briefing prior to heading to their assigned outage.

As a result of the discussion it was recognized that a list of available mutual aid crew coordinators should be developed for future events. Once the list is created, the personnel on the list shall be provided proper training to allow them to safely and effectively coordinate with the mutual aid crews during a major outage. Brody Weems will work with Jason Dillard and others members of the Leadership Team to create the list of mutual aid crew coordinators; and Brody will work with Mark Dixon to create an implement safety/training program for the crew coordinators.

COVID-19 – The effects of COVID-19 on the outage restoration were discussed. The only negative impact of COVID-19 on the restoration was that it slightly limited the number of Operations personnel that were available due to quarantine. Conversely, earlier preparations related to the virus had a positive impact in that the MSRs were equipped and prepared to work from home which was a more efficient process than driving into an office, and more importantly it was a safer process.

Mutual Aid and TEAMS Leadership Meeting Trigger Points – The point at which the Staff and Leadership should begin having regularly scheduled meetings/discussions concerning the outage events was discussed at the meeting. Additionally, it was discussed when to begin working on acquiring mutual aid and beginning to address the logistical concerns related to mutual aid.

At the February 2021 meeting of the Cooperative's Reliability Committee discussions will take place to determine the best ways to update the "Emergency Response Plan Considerations" chart that currently resides on page 160 of the ERP. This discussion will include determining at what outage level (or forecast weather/disaster level) should a TEAMS meeting be initiated and whether a row should be added to the chart to designate when the Staff should begin discussing mutual aid.

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Superintendent

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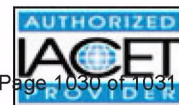
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**An Introduction to the National Incident
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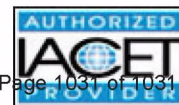
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