the grantee automatically on a predetermined basis.)

(2) Reimbursements. Requests for reimbursement under nonconstruction grants will also be submitted on Standard Form 270. (For reimbursement requests under construction grants, see paragraph (e)(1) of this section.)

(3) The frequency for submitting payment requests is treated in paragraph (b)(3) of this section.

(e) Outlay report and request for reimbursement for construction programs. (1) Grants that support construction activities paid by reimbursement method.

(i) Requests for reimbursement under construction grants will be submitted on Standard Form 271, Outlay Report and Request for Reimbursement for Construction Programs. Federal agencies may, however, prescribe the Request for Advance or Reimbursement form, specified in paragraph (d) of this section, instead of this form.

(ii) The frequency for submitting reimbursement requests is treated in paragraph (b)(3) of this section.

(2) Grants that support construction activities paid by letter of credit, electronic funds transfer or Treasury check advance.

(i) When a construction grant is paid by letter of credit, electronic funds transfer or Treasury check advances, the grantee will report its outlays to the Federal agency using Standard Form 271, Outlay Report and Request for Reimbursement for Construction Programs. The Federal agency will provide any necessary special instruction. However, frequency and due date shall be governed by paragraphs (b) (3) and (4) of this section.

(ii) When a construction grant is paid by Treasury check advances based on periodic requests from the grantee, the advances will be requested on the form specified in paragraph (d) of this section.

(iii) The Federal agency may substitute the Financial Status Report specified in paragraph (b) of this section for the Outlay Report andWAIS Document Retrieval[Code of Federal Regulations]

[Title 44, Volume 1]
[Revised as of October 1, 2000]
From the U.S. Government Printing Office via GPO Access
[CITE: 44CFR13.36]

TITLE 44--EMERGENCY MANAGEMENT AND ASSISTANCE

CHAPTER I--FEDERAL EMERGENCY MANAGEMENT AGENCY
AGREEMENTS TO STATE AND LOCAL GOVERNMENTS--Table of Contents
PART 13--UNIFORM ADMINISTRATIVE REQUIREMENTS FOR GRANTS AND COOPERATIVE

Subpart C--Post-Award Requirements

Sec. 13.36 Procurement.

(a) States. When procuring property and services under a grant, a State will follow the same policies and procedures it uses for procurements from its non-Federal funds. The State will ensure that every purchase order or other contract includes any clauses required by Federal statutes and executive orders and their implementing regulations. Other grantees and subgrantees will follow paragraphs (b) through (i) in this section.

(b) Procurement standards. (1) Grantees and subgrantees will use their own procurement procedures which reflect applicable State and local laws and

regulations, provided that the procurements conform to applicable Federal law and the standards identified in this section.

(2) Grantees and subgrantees will maintain a contract administration system which ensures that contractors perform in accordance with the terms,conditions, and specifications of their contracts or purchase orders.

(3) Grantees and subgrantees will maintain a written code of standards of conduct governing the performance of their employees engaged in the award and administration of contracts. No employee, officer or agent of the grantee or subgrantee shall participate in selection, or in the award or administration of a contract supported by Federal funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

(i) The employee, officer or agent,

(ii) Any member of his immediate family,

(iii) His or her partner, or

(iv) An organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm selected for award. The grantee's or subgrantee's officers, employees or agents will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors, or parties to subagreements. Grantee and subgrantees may set minimum rules where the financial interest is not substantial or the gift is an unsolicited item of nominal intrinsic value. To the extent permitted by State or local law or regulations, such standards or conduct will provide for penalties, sanctions, or other disciplinary actions for violations of such standards by the grantee's and subgrantee's officers, employees, or agents, or by contractors or their agents. The awarding agency may in regulation provide additional prohibitions relative to real, apparent, or potential conflicts of interest.

(4) Grantee and subgrantee procedures will provide for a review of proposed procurements to avoid purchase of unnecessary or duplicative items. Consideration should be given to consolidating or breaking out procurements to obtain a more economical purchase. Where appropriate, an analysis will be made of lease versus purchase alternatives, and any other appropriate analysis to determine the most economical approach.

(5) To foster greater economy and efficiency, grantees and subgrantees are encouraged to enter into State and local intergovernmental agreements for procurement or use of common goods and services.

(6) Grantees and subgrantees are encouraged to use Federal excess and surplus property in lieu of purchasing new equipment and property whenever such use is feasible and reduces project costs.

(7) Grantees and subgrantees are encouraged to use value engineering clauses in contracts for construction projects of sufficient size to offer reasonable opportunities for cost reductions. Value engineering is a systematic and creative anaylsis of each contract item or task to ensure that its essential function is provided at the overall lower cost.

(8) Grantees and subgrantees will make awards only to responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration will be given to such matters as contractor integrity, compliance with public policy, record of past performance, and financial and technical resources.

(9) Grantees and subgrantees will maintain records sufficient to detail the significant history of a procurement. These records will include, but are not necessarily limited to the following: rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the

contract price.

(10) Grantees and subgrantees will use time and material type contracts only--

(i) After a determination that no other contract is suitable, and

(ii) If the contract includes a ceiling price that the contractor exceeds at its own risk.

(11) Grantees and subgrantees alone will be responsible, in accordance with good administrative practice and sound business judgment, for the settlement of all contractual and administrative issues arising out of procurements. These issues include, but are not imited to source evaluation, protests, disputes, and claims. These standards do not relieve the grantee or subgrantee of any contractual responsibilities under its contracts. Federal agencies will not substitute their judgment forthat of the grantee or subgrantee unless the matter is primarily a Federal concern. Violations of law will be referred to the local, State, or Federal authority having proper jurisdiction.

(12) Grantees and subgrantees will have protest procedures to handle and resolve disputes relating to their procurements and shall in all instances disclose information regarding the protest to the awarding agency. A protestor must exhaust all administrative remedies with the grantee and subgrantee before pursuing a protest with the Federal agency. Reviews of protests by the Federal agency will be limited to:

(i) Violations of Federal law or regulations and the standards of this section (violations of State or local law will be under the jurisdiction of State or local authorities) and

(ii) Violations of the grantee's or subgrantee's protest procedures for failure to review a complaint or protest. Protests received by the Federal agency other than those specified above will be referred to the grantee or subgrantee.

(c) Competition. (1) All procurement transactions will be conducted in a manner providing full and open competition consistent with the standards of section 13.36. Some of the situations considered to be restrictive of competition include but are not limited to:

(i) Placing unreasonable requirements on firms in order for them to qualify to do business,

(ii) Requiring unnecessary experience and excessive bonding,

(iii) Noncompetitive pricing practices between firms or between affiliated companies,

(iv) Noncompetitive awards to consultants that are on retainer contracts,

(v) Organizational conflicts of interest,

(vi) Specifying only a ``brand name'' product instead of allowing ``an equal'' product to be offered and describing the performance of other relevant requirements of the procurement, and

(vii) Any arbitrary action in the procurement process.

(2) Grantees and subgrantees will conduct procurements in a manner that prohibits the use of statutorily or administratively imposed in- State or local geographical preferences in the evaluation of bids or proposals, except in those cases where applicable Federal statutes expressly mandate or encourage geographic preference. Nothing in this section preempts State licensing laws. When contracting for architectural and engineering (A/E) services, geographic location may be a selection criteria provided its application leaves an appropriate number of qualified firms, given the nature and size of the project, to compete for the contract.

(3) Grantees will have written selection procedures for procurement transactions. These procedures will ensure that all solicitations:

(i) Incorporate a clear and accurate description of the technical requirements for the material, product, or service to be procured. Such description shall not, in

competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured, and when necessary, shall set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use. Detailed product specifications should be avoided if at all possible. When it is impractical or uneconomical to make a clear and accurate description of the technical requirements, a ``brand name or equal'' description may be used as a means to define the performance or other salient requirements of a procurement. The specific features of the named brand which must be met by offerors shall be clearly stated; and

(ii) Identify all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals.

(4) Grantees and subgrantees will ensure that all prequalified lists of persons, firms, or products which are used in acquiring goods and services are current and include enough qualified sources to ensure maximum open and free competition. Also, grantees and subgrantees will not preclude potential bidders from qualifying during the solicitation period.

(d) Methods of procurement to be followed--(1) Procurement by small purchase procedures. Small purchase proceduresare those relatively simple and informal procurement methods for securing services, supplies, or other property that do not cost more than the simplified acquisition threshold fixed at 41 U.S.C. 403(11) (currently set at $100,000). If small purchase procedures are used, price or rate quotations shall be obtained from an adequate number of qualified sources.

(2) Procurement by sealed bids (formal advertising). Bids are publicly solicited and a firm-fixed-price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price. The sealed bid method is the preferred method for procuring construction, if the conditions in Sec. 13.36(d)(2)(i) apply. (i) In order for sealed bidding to be feasible, the following conditions should be present:

(A) A complete, adequate, and realistic specification or purchase description is available;

(B) Two or more responsible bidders are willing and able to compete effectively and for the business; and

(C) The procurement lends itself to a firm fixed price contract and the selection of the successful bidder can be made principally on the basis of price.

(ii) If sealed bids are used, the following requirements apply:

(A) The invitation for bids will be publicly advertised and bids shall be solicited from an adequate number of known suppliers, providing them sufficient time prior to the date set for opening the bids;

(B) The invitation for bids, which will include any specifications and pertinent attachments, shall define the items or services in order for the bidder to properly respond;

(C) All bids will be publicly opened at the time and place prescribed in the invitation for bids;

(D) A firm fixed-price contract award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation cost, and life cycle costs shall be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of; and

(E) Any or all bids may be rejected if there is a sound documented reason.

(3) Procurement by competitive proposals. The technique of competitive proposals is normally conducted with more than one source submitting an offer, and

either a fixed-price or cost-reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:

(i) Requests for proposals will be publicized and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals shall be honored to the maximum extent practical;

(ii) Proposals will be solicited from an adequate number of qualified sources;

(iii) Grantees and subgrantees will have a method for conducting technical evaluations of the proposals received and for selecting awardees;

(iv) Awards will be made to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered; and

(v) Grantees and subgrantees may use competitive proposal procedures for qualifications-based procurement of architectural/engineering (A/E) professional services whereby competitors' qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services though A/E firms are a potential source to perform the proposed effort.

(4) Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source, or after solicitation of a number of sources, competition is determined inadequate.

(i) Procurement by noncompetitive proposals may be used only when the award of a contract is infeasible under small purchase procedures, sealed bids or competitive proposals and one of the following circumstances applies:

(A) The item is available only from a single source;

(B) The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;

(C) The awarding agency authorizes noncompetitive proposals; or

(D) After solicitation of a number of sources, competition is determined inadequate.

(ii) Cost analysis, i.e., verifying the proposed cost data, the projections of the data, and the evaluation of the specific elements of costs and profits, is required.

(iii) Grantees and subgrantees may be required to submit the proposed procurement to the awarding agency for pre-award review in accordance with paragraph (g) of this section.

(e) Contracting with small and minority firms, women's business enterprise and labor surplus area firms. (1) The grantee and subgrantee will take all necessary affirmative steps to assure that minority firms, women's business enterprises, and labor surplus area firms are used when possible.

(2) Affirmative steps shall include:

(i) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;

(ii) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;

(iii) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority business, and women's business enterprises;

(iv) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority business, and women's business enterprises;

(v) Using the services and assistance of the Small Business Administration, and the Minority Business Development Agency of the Department of Commerce; and

(vi) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative

steps listed in paragraphs (e)(2) (i) through (v) of this section.

(f) Contract cost and price. (1) Grantees and subgrantees must perform a cost or price analysis in connection with every procurement action including contract modifications. The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, but as a starting point, grantees must make independent estimates before receiving bids or proposals. A cost analysis must be performed when the offeror is required to submit the elements of his estimated cost, e.g., under professional, consulting, and architectural engineering services contracts. A cost analysis will be necessary when adequate price competition is lacking, and for sole source procurements, including contract modifications or change orders, unless price resonableness can be established on the basis of a catalog or market price of a commercial product sold in substantial quantities to the general public or based on prices set by law or regulation. A price analysis will be used in all other instances to determine the reasonableness of the proposed contract price.

(2) Grantees and subgrantees will negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed. To establish a fair and reasonable profit, consideration will be given to the complexity of the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting, the quality of its record of past performance, and industry profit rates in the surrounding geographical area for similar work.

(3) Costs or prices based on estimated costs for contracts under grants will be allowable only to the extent that costs incurred or cost estimates included in negotiated prices are consistent with Federal cost principles (see Sec. 13.22). Grantees may reference their own cost principles that comply with the applicable Federal cost principles.

(4) The cost plus a percentage of cost and percentage of construction cost methods of contracting shall not be used.

(g) Awarding agency review. (1) Grantees and subgrantees must make available, upon request of the awarding agency, technical specifications on proposed procurements where the awarding agency believes such review is needed to ensure that the item and/or service specified is the one being proposed for purchase. This review generally will take place prior to the time the specification is incorporated into a solicitation document. However, if the grantee or subgrantee desires to have the review accomplished after a solicitation has been developed, the awarding agency may still review the specifications, with such review usually limited to the technical aspects of the proposed purchase.

(2) Grantees and subgrantees must on request make available for awarding agency pre-award review procurement documents, such as requests for proposals or invitations for bids, independent cost estimates, etc. when:

(i) A grantee's or subgrantee's procurement procedures or operation fails to comply with the procurement standards in this section; or

(ii) The procurement is expected to exceed the simplified acquisition threshold and is to be awarded without competition or only one bid or offer is received in response to a solicitation; or

(iii) The procurement, which is expected to exceed the simplified acquisition threshold, specifies a ``brand name'' product; or

(iv) The proposed award is more than the simplified acquisition threshold and is to be awarded to other than the apparent low bidder under a sealed bid procurement; or

(v) A proposed contract modification changes the scope of a contract or increases the contract amount by more than the simplified acquisition threshold.

(3) A grantee or subgrantee will be exempt from the pre-award review in paragraph (g)(2) of this section if the awarding agency determines that its procurement systems comply with the standards of this section.

(i) A grantee or subgrantee may request that its procurement system be reviewed by the awarding agency to determine whether its system meets these standards in order for its system to be certified. Generally, these reviews shall occur where there is a continuous high-dollar funding, and third-party contracts are awarded on a regular basis.

(ii) A grantee or subgrantee may self-certify its procurement system. Such self-certification shall not limit the awarding agency's right to survey the system. Under a self-certification procedure, awarding agencies may wish to rely on written assurances from the grantee or subgrantee that it is complying with these standards. A grantee or subgrantee will cite specific procedures, regulations, standards, etc., as being in compliance with these requirements and have its system available for review.

(h) Bonding requirements. For construction or facility improvement contracts or subcontracts exceeding the simplified acquisition threshold, the awarding agency may accept the bonding policy and requirements of the grantee or subgrantee provided the awarding agency has made a determination that the awarding agency's interest is adequately protected. If such a determination has not been made, the minimum requirements shall be as follows:

(1) A bid guarantee from each bidder equivalent to five percent of the bid price. The ``bid guarantee'' shall consist of a firm commitment such as a bid bond, certified check, or other negotiable instrument accompanying a bid as assurance that the bidder will, upon acceptance of his bid, execute such contractual documents as may be required within the time specified.

(2) A performance bond on the part of the contractor for 100 percent of the contract price. A ``performance bond'' is one executed in connection with a contract to secure fulfillment of all the contractor's obligations under such contract.

(3) A payment bond on the part of the contractor for 100 percent of the contract price. A ``payment bond'' is one executed in connection with a contract to assure payment as required by law of all persons supplying labor and material in the execution of the work provided for in the contract.

(i) Contract provisions. A grantee's and subgrantee's contracts must contain provisions in paragraph (i) of this section. Federal agencies are permitted to require changes, remedies, changed conditions, access and records retention, suspension of work, and other clauses approved by the Office of Federal Procurement Policy.

(1) Administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as may be appropriate. (Contracts more than the simplified acquisition threshold)

(2) Termination for cause and for convenience by the grantee or subgrantee including the manner by which it will be effected and the basis for settlement. (All contracts in excess of $10,000)

(3) Compliance with Executive Order 11246 of September 24, 1965, entitled ``Equal Employment Opportunity,'' as amended by Executive Order 11375 of October 13, 1967, and as supplemented in Department of Labor regulations (41 CFR chapter 60). (All construction contracts awarded in excess of $10,000 by grantees and their contractors or subgrantees)

(4) Compliance with the Copeland ``Anti-Kickback'' Act (18 U.S.C. 874) as supplemented in Department of Labor regulations (29 CFR Part 3). (All contracts and subgrants for construction or repair)

(5) Compliance with the Davis-Bacon Act (40 U.S.C. 276a to 276a-7) as supplemented by Department of Labor regulations (29 CFR Part 5). (Construction contracts in excess of $2000 awarded by grantees and subgrantees when required by Federal grant program legislation)

(6) Compliance with Sections 103 and 107 of the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-330) as supplemented by Department of Labor regulations (29 CFR Part 5). (Construction contracts awarded by grantees and subgrantees in excess of $2000, and in excess of $2500 for other contracts which involve the employment of mechanics or laborers)

(7) Notice of awarding agency requirements and regulations pertaining to reporting.

(8) Notice of awarding agency requirements and regulations pertaining to patent rights with respect to any discovery or invention which arises or is developed in the course of or under such contract.

(9) Awarding agency requirements and regulations pertaining to copyrights and rights in data.

(10) Access by the grantee, the subgrantee, the Federal grantor agency, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers, and records of the contractor which are directly pertinent to that specific contract for the purpose of making audit, examination, excerpts, and transcriptions.

(11) Retention of all required records for three years after grantees or subgrantees make final payments and all other pending matters are closed.

(12) Compliance with all applicable standards, orders, or requirements issued under section 306 of the Clean Air Act (42 U.S.C. 1857(h)), section 508 of the Clean Water Act (33 U.S.C. 1368), Executive Order 11738, and Environmental Protection Agency regulations (40 CFR part 15). (Contracts, subcontracts, and subgrants of amounts in excess of $100,000)

(13) Mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (Pub. L. 94-163, 89 Stat. 871).[53 FR 8078, 8087, Mar. 11, 1988, as amended at 60 FR 19639, 19645, Apr. 19, 1995]

FEMA Mutual Aid Agreement Participants List

Bailey County EC
Bandera EC
Bartlett EC
Belfalls EC
Big Country EC
Bluebonnet EC
Bowie-Cass EC
Brazos EC
BTU, (Bryan Texas Utilities)
Cap Rock Electric
Central Texas EC
Cherokee County EC
Coleman County EC
Comanche EC
Concho Valley EC
Cooke County EC
CoServ EC
Deaf Smith EC
Deep East Texas EC
Denton Municiple Electric
East Texas EC
Fannin County EC
Fayette EC
FEC Electric
Fort Belknap EC
Golden Spread EC
Grayson-Collin EC
Greenbelt EC
Guadalupe Valley EC
Hamilton County EC
HILCO EC
Houston County EC
J-A-C EC
Jackson EC
Jasper-Newton EC
Karnes EC
Lamar County EC
Lamb County EC
Lea County EC
Lighthouse EC
Lyntegar EC

Magic Valley EC
McLennan County EC
Medina EC
Mid South Synergy
Navarro County EC
Navasota Valley EC
North Plains EC
Northeast Texas EC
Nueces EC
Panola-Harrison EC
Pedernales EC
Rayburn Country EC
Rio Grande EC
Rita Blanca EC
RDUPk County EC
Sam Houston EC
San Bernard EC
San Miguel EC
San Patricio EC
South Plains EC
South Texas EC
Southwest Rural EC
Southwest Texas EC
Swisher EC
Taylor EC
Tri-County EC
Trinity Valley EC
United Cooperative Services
Upshur-Rural EC
Victoria EC
Webster EC
Wharton County EC
Wise EC
Wood County EC

Mutual Aid Assistance Plan
Compensation Survey

Please fill out and FAX your return to Tiffin Wortham 512-486-6215. Thank You!

1. **It is normal for "assisting cooperatives" to bill the affected cooperative (the one receiving aid) for the actual payroll cost of an employee, plus an "added amount" per hour for all straight time hours, and 1 ½ time per hour for all overtime hours worked. What is the typical "added amount" per hour for straight time in your state? _____**
   What is the "adder" for overtime hours? _____

2. **What reimbursement rate is paid for office staff volunteers (non-linemen)?**
   _____

3. **What is the reimbursement rate paid for vehicles of one ton or less?**
   _____

4. **What is the rate paid for vehicles of 1 ½ ton or 2 ton capacity?**
   _____

5. **What is the rate paid for specially equipped vehicles or equipment?**
   _____

6. **Is mileage paid both to and from the assisting cooperatives' normal location of vehicles? _____ Yes _____ No**

7. **What is the average rate charged for overhead in your state?**
   _____

8. **Are all materials supplied by assisting cooperatives billed at cost? ____ Yes ____ No**

9. **How are office employees at affected systems compensated during/after the storm?**

   _____
   _____
   _____
   _____
   _____
   _____

10. **Please describe any special compensation or awards programs for affected system employees (i.e., bonuses, rewards, recognition, etc.).**

    _____
    _____

Coop – FEMA close out procedures
And recommended changes
Dec 10, 2003

1. **Coop Standards**
   Every Coop should have a Standard Construction Policy, signed by the Manager, and preferably
   Board approved (included in Board Minutes) showing at least the following:
   Statement that all construction will comply with the current edition of the NESC
   Possible

Minimum pole height and class	40' class 5
Maximum pole <u>average</u> spacing (ruling span)	300'
Minimum wire size(s) and where used	#1/0 ACSR down section lines

   Maximum number of splices per conductor acceptable in a mile of line #4 ACSR taps with current < 10 amps 4
   No automatic splices in slack spans
   Copper clad wire should be replaced as economical or for NESC or strength reasons:
   Wire found in four spans per mile, with sag exceeding TWICE design final sag is over-stretched and ruined and entire mile is to be replaced. If you have better criteria, share it.
   Wire found with inadequate ground clearance must be corrected. If 4 or more spans per mile (pro-rated), replace all conductor in entire mile.
   Wire and poles may re-used temporarily to get the power on, but records should show the intended later replacement Category F (Permanent Replacement). Temp repairs are Category B (Emergency Protective Measures). Overtime only is reimbursable for your crews; 100% reimbursable contractors.
   Any other specific construction practice you adopt
   Policy must be your standard practice, and NOT just for FEMA events.

   Any other specific construction practice you adopt
   Management policies for overtime payment/bonuses for salaried employees after __ (100) hours of emergency. Policy must be in place prior to event and used on all events, FEMA or not.

2. **Material Issue**
   Extreme care is necessary in tracking material issue/use. If material issue tickets are used, there MUST be tickets for ALL material you expect FEMA reimbursement. If picking lists from Work Orders (Staking Sheets) are used to capitalize material, a policy change should be done.

3. **Contracts**
   FEMA allows Time and Material contracts for emergency period, usually interpreted as the first 70 hours. They then expect re-bid contracts from at least 3 contractors. Verbal contracts are acceptable BUT record of bids and bidders must be kept. FEMA prefers Lump Sum or Unit Price contracts after 70 hours. This is impossible for electric cooperatives to do. Lump sum would require Staking Sheets to specify work and formal bid documents issued. Multiple and different contracts could be used if additional contractors are necessary, but FEMA prefers you jawbone all contractors down to lowest bid prices. This is usually not possible. FEMA teaches a lump sum contract for

a geographic area. Few, if any, electrical contractors would even consider this. It may work fine for debris removal in a city.
If Time and Material contracts are allowed after 70 hours, Coop supervision and documentation daily are required. Inspection is usually done but seldom documented. It's worth the effort to continue Time and Material contracts.

Mutual Aid Agreements are used by FEMA as a trip device to deny FEMA funds. Agreements cannot be signed by all possible mutual aid partners any more than contracts can be in place for all **possible contractors**. Mutual aid should be treated like any other contractors. If the agreements specify assistance for free (which is stupid), then you must abide by the agreement. Such agreements should specify the extent of the free help. Agreements should say that the helping partner shall bill all costs at their normal costs. Any adders should be specified in the agreement.

Prepare Staking Sheets ASAP after work done. I've worked with a Coop that assigned a Staking Engineer in the Dispatcher Office and prepared daily all sheets from work done and called in. After work is completed, area must be scoured to make sure all staking sheets are done and all work is included on the sheets. The work of making the staking sheets is FEMA reimbursable. But the looking for damage is not (Administrative Costs).

4. PW's should specify countable quantities of work to be done whenever possible. Be prepared to explain overruns and higher costs than estimated. Suggest notifying OEM when overruns are anticipated. That requires constant tracking of the PW progress, something Coop's normally do not do. This implies a full time accounting manager for the FEMA work (Administrative Costs).

5. FEMA contractors should be trained in electrical **Codes and Standards**.

6. FEMA accountants should be consistent between Coops.

7. OEM really needs a knowledgeable electrical liaison.

it was noted that during an Inspector General's audit of FEMA disbursements to Co-ops, some of the following items are of particular interest to the auditors.

- Time sheet entries for office personnel.
- Bid information for work to be performed by contractors (work must be bid).
- Compliance with FEMA statutes.
- All work done subsequent to restoration effort must be included in PW scope of work.
- Accurate and documented descriptions of work performed by office personnel if it related to field personnel, i.e., delivering meals/material to field, warehouse work, etc.
- Have documents detailing costs for pieces of equipment used by other Co-ops and Contractors in both the restoration and reconstruction effort.
- Keep an accurate accounting of all overheads as they relate to both restoration and reconstruction activities.
- Be prepared to document and explain the process your Co-op used to select work crews, whether from another Co-op or a Contractor, i.e., the Mutual Aid Plan.

- An action plan on how your Co-op selected its Contractors; least expensive to most expensive list, list of equipment needed in order to respond to the damage, etc.
- Document the rationale behind selecting the crews you brought in; in other words, it's not good enough to just simply say, "We just had to get everyone that we could get in order to get our customer's lights back on as quickly as possible." That's not good enough for the IG's auditors. They want to know WHY you brought in who you did. Getting your customer's power back on means nothing to them… how you did it and how you documented doing it (materials, labor, bids, accounting for all of this) does matter to them, and whether or not the proper statutes were followed.
- Shortest audit period: 2 to 4 weeks.
- Longest audit period: 6 to 12 months.

Notes from conversations with CEO's, CFO's, and Cooperative Accountants across the U.S. who have been through an Audit by the Office of Inspector General in relation to disbursement of FEMA disaster funds to Electric Cooperatives.

These auditors will go by the "original setup" conducted by the FEMA team, meaning if it's not in their original scope of work and in the approved PW, then FEMA and the Inspector General's audit staff WILL NOT allow it (reimbursement).

Mostly done on a "Phase I" (emergency power restoration) and "Phase II" (debris removal and permanent repairs) basis. Keep records and documentation from the date of the original disaster, and keep track of ALL RECORDS and INVOICES, TIME SHEETS and other pertinent data, through ALL PAY PERIODS related to the disaster.

On time sheets: note what Office Personnel were doing in relation to the disaster. If they were making meals, delivering them, or delivering equipment and supplies during the restoration effort and subsequent recovery, then their time can be reimbursed. This is a very touchy area with the auditors, and accurate records and descriptions of work performed by Office Personnel are very important.

These OIG Auditors will always want to see your bids for projects from Contractors. They will come in with the attitude that "this Co-op has used some FEMA money illegally" and you (the Co-op) must prove to them otherwise.

Auditors will always have heartburn on overhead from Contractors, and their travel time to and from the job. Transportation costs are always highly questioned, both from Contractors and from Co-op crews. As a side note, it seems to be the OIG Auditor's opinion that FEMA should first send in auditors to show a Co-op how to track material and costs BEFORE a disaster occurs! (Not a bad idea, actually!)

Make notes about what your Co-op does as a matter of routine, i.e.; policies or procedures that explain why you do things the way you do in emergency situations. This should also include how you handle the selection of Contractors and Co-op crews during disaster or mutual assistance situations. Should also include a paragraph or two on the Co-op's "action plan" (Mutual Aid Agreement) and how that plan or agreement addresses selection of Contractors (do you have a list and is it sorted from least expensive to most expensive, etc.) their qualifications, etc. What your priorities are for getting Contractors versus Co-op crews to help, etc., and any other pertinent information.

Document and detail your decision-making process for rebuilding your system during the disaster. Did you have a policy addressing how you will rebuild the system in just such a scenario? Did you have this on record BEFORE the disaster occurred? If not, you should have such a policy (suggested by several Co-ops).

Also document your Co-op's rationale for getting lines back on and the priority nature of certain line segments (Three-phase feeders first, etc.)

It's also a good idea to do the following: get a signed contract from a Contractor ahead of time (standard RDUP contract for time and materials) and have a separate price sheet listed as "Exhibit A" for storm repair work. Then update the contract annually with the Contractor. Exhibit A can be changed to reflect current storm repair prices.

"Phase I" is generally described as the "Emergency Repairs" period of time for power restoration, but is usually not a long period of time. "Phase II" is considered to be the period of time after Emergency Repairs are made and includes Debris Removal and Permanent Repairs, necessary to get the line back in the condition it was in prior to the disaster. (This last statement is subject to bringing the line into compliance with NESC Code and RDUP construction and design requirements.) If you have a written policy for procedures to accomplish "Phase II" from your field people (Engineers and Construction Supervisors) then you are ahead of the game. Remember: getting the lights back on means nothing to an OIG Auditor; they only go by provisions of the Stafford Act and by GAO accounting rules to make sure you and your Co-op spent federal money the exact way it was intended to be spent!

DO NOT SIGN an agreement or a contract for a type "A-133" audit if presented to you by OIG Auditors. This is a type of "governmental audit" that RDUP Borrowers have an exemption from. For further information about such documentation, contact Steve Piecara or Gary Bartlett with NRECA (1-703-907-5500). You might also want to talk this over with Jonathan Glazier, an attorney for NRECA, and with your own auditor that performs financial audits for your Cooperative. (Exemption is in 7 CFR, Part 1773.3) Note: ODCEM may have this as a requirement in their "Set 2 Forms" for FEMA reimbursement. Sid will contact ODCEM officials to try and clarify and, if possible, correct such language.

Keep track of all "Damage Survey Reports" conducted by FEMA field personnel when they were making their PWs. Estimates should be on the high side. Get ALL documents and records from Contractors, including their time sheets, etc., not just their invoices or their bills. Not cost plus, but their actual prices for work performed, too.

Damage reports by County might be asked for. Line restoration and debris removal by County or Work Order might be asked for as well.

Force Labor is tough to get for Office Personnel, unless they were actually in the field or delivering meals, equipment, etc., to crews in the field or to temporary warehouses that were set up during the disaster. For any salaried employee, document what they did, especially if it involved overtime. Must show auditors a policy that you had in place prior to the disaster that allows compensation for salaried employees IF they were doing work tied to the disaster.

Retain copies of invoices for both federal and state authorities. Keep LOTS of PHOTOS of the damage to your system. Date and document the times and places of damage shown in the photos or of any film footage that is taken of damage in disaster-declared areas. In short, DOCUMENT, DOCUMENT, DOCUMENT!

Attachments & Forms

Board Policies

Cooperative boards may consider adopting a written policy that addresses overtime pay or extra compensation (such as bonuses) for staff members and other salaried personnel during extreme storm conditions. Such policy should outline requirements associated with the staffing of Emergency Operations Centers during prolonged or extended outage situations related to natural disasters, and should closely follow allowable compensation guidelines as indicated by FEMA and each state's emergency management agency.

Boards should also adopt a policy concerning specific pole and conductor sizes used as standard replacement of older material damaged as a result of a disaster. Cooperative staking sheets and work plans should be used as examples to show proof of a "replacement standard" being in place prior to the occurrence of a natural disaster. (Adopting a "Standard Construction Policy" is recommended.)

This individualized Standard Construction Policy should include the following, at minimum:
A statement that all construction will comply with the current edition of the National Electrical Safety Code (NESC);
Minimum pole height and class to be used;
Maximum average pole spacing requirement (ruling span) – suggest 300 ft. or less;
Minimum conductor sizes (and where used), as an example: #1/0 ACSR on section lines, #4 ACSR on taps with currents of less than 10 amperes, etc.
Maximum number of splices per conductor that will be accepted in a mile of line (suggest no more than 4/conductor/mile);
No "automatic" type splices to be used in slack spans;
Copper-clad wire should be replaced as is deemed economical to do so, or for NESC purposes, or due to loss of tensile strength. As an example: Wire conductor found in four (4) spans per mile with conductor sag exceeding twice its designed final sag would be deemed "overstretched" and ruined, and the entire mile should be replaced; wire found with inadequate ground clearance should be re-sagged and corrected. If four (4) or more spans per mile (prorated) are deemed to be out of sag and the tensile strength of the wire has been exceeded, then all wire in that mile should be replaced.

Existing wire and poles may be re-used on a temporary basis in order to restore power, but co-op records should show the intended later replacement under Category F, Utilities (permanent repairs).

NOTE: Temporary repairs are classified as Category B, Emergency Protective Measures, and local cooperative crews can only be reimbursed for overtime only; contract crew eligible expenses are reimbursable at one-hundred percent (100%) under Category B. Any other specific construction practice that is particular to an individual cooperative should be noted in this "Standard Construction Policy." This policy must be the standard practice at the cooperative, not just for FEMA events.

Other applicable board policies:

Policy # _____ Date: _____

Policy # _____ Date: _____

Sample Policy #1

Your Electric Cooperative Board Policy #___
MANDATORY REST and RECUPERATION LEAVE

WHEREAS, the Board of TRDUPtees deemed it necessary to implement a mandatory Rest and Recuperation (R&R) leave policy for the safety of the XYZ Cooperative employees, staff and the public in general, and

THEREFORE BE IT RESOLVED that the Board of TRDUPtees has enacted a policy that requires all XYZ Cooperative employees to have a minimum of eight hours (8 hrs.) rest at home in each 24-hour period after the first 36 hours of a major storm or disaster; and

BE IT FURTHER RESOLVED that exception to this policy may be made if a specific emergency arises, and the exceptions can be made with the approval of the President of the Board of TRDUPtees.

NOW THEREFORE BE IT RESOLVED that the resolutions hereby adopted shall be effective January 1, 2001.

ADOPTED – Regular Board of TRDUPtees meeting, January 1, 2001
Reaffirmed: September 25, 2002

Sample Policy #2

Your Electric Cooperative Board Policy #___
ADDITIONAL COMPENSATION FOR STAFF and EMPLOYEES

WHEREAS, the Board of TRDUPtees recognizes that employees, staff, management, and their families are placed in dangerous and stressful positions and/or conditions during long power outages caused by adverse weather conditions,

BE IT RESOLVED that at the option of the Board of TRDUPtees and with the recommendation of the Chief Executive Officer,

Cooperative employees may be paid additional compensation for emergency situations up to (blank) percent (___ %) of their annual wages as reported to NRECA, and Cooperative management and staff may be paid additional compensation for emergency situations up to (blank) percent (___ %) of their annual wages as reported to NRECA.

- ADOPTED – Regular Board of TRDUPtees meeting, Date

Curtailment Priorities

Procedures for shedding load and rolling blackouts
Due to liability concerns, it is recommended that the cooperative list priorities for curtailment in time of emergency or generation shortage by category (residential subdivision, industrial plant, commercial establishments, hospitals, water treatment plants, etc.) rather than by name. The cooperative will attempt to inform consumers in advance of planned outages or rotating blackouts. These procedures include…….

Priorities for restoration of Service
The cooperative should list priorities for restoration of service by category rather than by name. Generally, this list would be the reverse of curtailment priorities. In addition to priorities concerning community health and safety, crews will be assigned to defined areas. Generally, crews will concentrate on a given feeder, working to the end or to a sectionalizing point, and then returning to restore service on single-phase lines or taps of the feeder. Restorations will be done systematically, avoiding pressure from individuals for special attention. However, one or more crews may be assigned to locations where special hazards exist or where especially critical loads require immediate attention. When not on special assignment, these crews may be used to repair individual services.

Procedures for securing emergency help
Survey the extent of damage and determine as nearly as possible the outside personnel and equipment needed.
Contact the TEC Loss Control director and advise the director of your needs.

Name	Work	Home	Mobile	Fax	E-Mail
Tiffin Wortham	512-486-6212	512-899-0971	512-415-0172	512-486-6215	twortham@texas-ec.org
Susan Straughan					

Requesting Assistance from TEC

Cooperative requesting emergency assistance: _____

Telephone number(s):_____
(Use headquarters town name)

Nature of disaster: _____

Number and type of trucks needed: _____

Other equipment and tools needed:

_____

_____

_____

_____

_____

Personnel and classifications needed: _____

Materials needed: _____

Weather and road conditions: _____

Where crews should report and to whom: _____

Estimate of how long the help may be needed: _____

How to contact your cooperative during the emergency: _____

Name of person to receive this information: _____

Date: _____Time:_____

When calling for help, give the following information:

- Nature of emergency
- Number and type of trucks needed
- Other equipment and tools needed
- Personnel and classification needed

- Materials needed
- Weather and road conditions
- Where the crews should report, and to whom
- How to contact your cooperative
- Name of person to receive this information
- Telephone numbers other than normal usage

Key TEC staff that may be able to assist you:
The main number at TEC is 512-454-0311.
TEC telephone extensions and home numbers for key staff are as follows:

- Mike Williams, 512-486-6203 Office---(512) 736-4361 Cell
- Eric Craven, 512-486-6222 Office (512) 750-6725 Cell
- Tiffin Wortham, 512-486-6215 Office---(512) 415-0712 Cell
- Johnny Andrews, 512-868-8330 Office---(512) 426-1567 Cell

To facilitate giving of above information over substandard communications media, or when the message must be relayed through persons unfamiliar with the terms, use the “Form For Requesting Assistance”. (See next page.)

TEC Plan of Action

- The person at statewide receiving any call for help will attempt to learn:
- The nature of the emergency and its apparent severity,
- What has been done,
- Who has already been contacted,
- What help the cooperative thinks it will need,
- Where they want help to report, and to whom,
- What equipment and materials are needed first,
- A rough guess as to how long help may be needed, and
- What means of communication seems likely to serve best.

After alerting the TEC General Manager, TEC Loss Control will start immediate action to enlist appropriate help. All calls and assignments will be logged in such manner that others can immediately determine what has been done.

Basic Safety Rules

All safety rules shall be observed with particular emphasis on the following:

1. Rubber Gloves:

a. Rubber gloves shall be worn by all personnel from ground to ground when performing work on any pole or structure carrying energized conductors.

b. Rubber gloves shall be put on before any energized URD compartment or enclosure (including service pedestals) is opened and kept on until the compartment or enclosure is closed and locked or until all equipment is properly grounded, barricaded, and shielded.

c. Rubber gloves must be worn at all rimes when using hot sticks of any kind.

d. Rubber gloves must not be used for direct hand contact on voltages above 5,000 volts except while using properly rated gloves and sleeve from fully insulated aerial devices.

e. Personnel handling butts of poles or any object that might come in contact with energized conductors or apparatus must wear rubber gloves.

2. Grounding:

a. All de-energized conductors and apparatus must be grounded with adequate ground jumpers on all sides as close to work areas as possible before further work on conductors or apparatus involved is begun. Line jumper is not to be considered as an adequate ground.

b. Ground jumpers must be attached and detached with hot stick.

c. All conductors including floating, fallen, or broken conductors must be regarded as energized until properly de-energized, tested, and grounded.

d. Pole-setting truck must be grounded when setting or pulling poles in or near energized lines. Points of disconnection must be identified by approved ground jumper installed by each and every crew working on this section regardless of ground previously installed by any other crews. These grounds shall not be removed by anyone other than the crew installing them.

e. Hazardous Energy Control: APPA Safety Manual, Section 626, parts A, B, and C. If a system operator is in charge of the line or equipment and their means of disconnections, the following steps shall be taken:

1. A designated employee requests that the system operator de-energize the equipment. This designated employee becomes the employee in charge and is responsible for the clearance.

2. All means through which sources of electric energy may be supplied to the lines and equipment shall be opened and rendered inoperable, when its design does not permit, and tagged to indicate that employees are a work.

3. Unless its design does not permit, automatic and remote switches that could cause opened disconnecting means to close shall be tagged at the point of control.

4. Tags shall prohibit the operation of the disconnecting means and indicate that employees are at work.

5. After the above steps have been taken, the equipment to be worked shall be tested to ensure it is de-energized. Protective grounds shall be installed (refer to OSHA Standard 29CFR 1910.269(n).

7. The equipment may now be worked as de-energized.

8. If two or more independent crews will be working on the same lines or

equipment, each crew shall independently comply with the above steps.

9. Transfer of clearance shall be communicated to the system operator and the employees in the crew. The new employee in charge shall now be responsible for the clearance.

10. Clearance release requires the employee in charge to notify the employees under his direction that the clearance is to be released, determine that employees in the crew are clear or overhead lines and equipment, determine that protective grounds have been removed, report this information to the system operator, and release the clearance.

11. The person releasing the clearance shall be the same person who requested it, unless the responsibility has been properly transferred.

12. Tags may not be removed unless the associated clearance has been released.

13. Only after all the above have successfully accomplished, may the lines and equipment be re-energized.

f. If no system operator is in charge of the lines or equipment and their means of disconnection, one employee in the crew shall be designated as being in charge of the clearance. The employee in charge shall then take the place of the system operator and complete steps (2) through (13) above.

g. If only one crew will be working on the lines or equipment and if the means of disconnection is accessible and visible to and under the sole control of the employee in charge, then steps (1), (3), (4), (8), and (12) under (e) in this section need not be taken.

h. For more information, refer to OSHA Standards 19CFR 1910.269 and 29 CFR 1910.147.

3. Operating of switching devices—an approved hot stick must be used to open or close O.C.R's cut-outs, switches or jumpers being used as a disconnecting device.

4. Operations of cooperative motor vehicles—cooperative personnel must drive cooperative vehicles in accordance with state traffic laws.

5. APPA Safety Manual, Section 6, Parts B and C.

b. At least two employees will be present while the following types of work are being performed (except as noted in © below).

1. Installation, repair or removal of de-energized lines if an employee is exposed to contact with other parts energized at more than 600 volts.

2. Installation, repair or removal of lines energized at more than 600 volts.

3. Installation, repair or removal of equipment such as transformers, capacitors and regulators, if an employee is exposed to contact with parts energized at more than 600 volts.

4. Work involving the use of mechanical equipment, other than insulated aerial lifts, near parts energized at more than 600 volts.

5. Any other work that exposed an employee to electrical hazards greater than those listed above.

c. Two employees do not need to be present in the following operations:

1. Routine switching of circuits (if it can be done safely).

2. Work performed with live-line tools if the employee is positioned so that they are not within reach of or otherwise exposed to energized parts.

3. Emergency repairs necessary to safeguard the general public:

6. Testing poles—any employee, before climbing any pole, shall take every possible precaution to insure that it is safe to climb or work upon. If pole is to be dismantled or direction of strain is to be changed, pole must be tested below ground-line or safe guarded

by adequate supports. Also, anchor rods must be checked.

7. No person will be permitted to work while under the influence of alcohol or drugs. It is recommended that no employees indulge in drinking or take drugs that could impair judgment or mote skills while off duty during an emergency.

For your members

Unopened food freezers can maintain stored frozen foods safely from 36 to 48 hours depending upon the amount of food stores, capacity of the freezer and the normal temperature of operation of the freezer. Sources of dry ice, quantities available and prices will be determined by your statewide if requested.
During prolonged outages, dry ice can save thousands of pounds of stored food in a disaster area. Power suppliers can supply a real service during disasters by knowing where dry ice can be secured and even making arrangements in advance for it to be sent to a central location, whereby local radios can inform people of its availability.

Experience during past hurricanes and ice storms points out the necessity of assigning,in advance; a member of your staff who will handle member relations during times of disaster. It is important that he make arrangements with radio stations to keep them informed of your systems' plan for re-establishing service. When telephone services are available, a regular schedule should be set up with a direct circuit from the cooperative office to the radio station that will enable the manager to maintain contact with members.

There are many cases where members are isolated due to road conditions and they should be warned about energized lines which are down, they should be encouraged to notify the cooperative office when they notice broken lines, poles down, etc. They should be informed as to how your method of re-establishing service is progressing. Members cannot be expected to know when service to your substation has caused their outage. By keeping them thoroughly informed, you will be performing a vital member service and one that can pay handsome dividends for years to come.

In every cooperative area, there are dairies, hatcheries, etc. which must have electric service, certainly during part of the outage, therefore, it is recommended that a survey be made to determine the availability of portable generators of 5 KW and above. For example: In certain portions of Texas, the National Guard has available portable generators for providing emergency service of this nature. In emergencies, these units are moved from dairy to dairy to provide power for milking. Continuous power is necessary for hospitals or in houses where someone is seriously ill. These portable generators therefore are most important.

Uniform Method of Reimbursement

It is suggested that co-ops requesting assistance will reimburse the providers of the assistance the provider's actual labor, equipment and materials costs. It is suggested that the rate of pay for labor is at least time-and-a-half for all hours worked.

Every reasonable precaution shall be used to determine whether an employee is mentally and physically qualified to follow safe work practices. The crew foreman of the co-op providing the assistance will determine the total number of continuous work hours.

It is also recommended that the current FEMA Cost Code listing be considered.

TEC Mutual Aid Agreement

In consideration of the mutual commitments given herein, each of the Signatories to this Mutual Aid Agreement agrees to render aid to any of the other Signatories as follows:

1. Request for aid The Requesting Signatory agrees to make its request in writing to the Aiding Signatory within a reasonable time after aid is needed and with reasonable specificity. The Requesting Signatory agrees to compensate the Aiding Signatory as specified in this Agreement and in other agreements that may be in effect between the Requesting and Aiding Signatories.
2. Discretionary rendering of aid. Rendering of aid is entirely at the discretion of the Aiding signatory. The agreement to render aid is expressly not contingent upon a declaration of a major disaster or emergency by the federal government or upon receiving federal funds. Invoice to the Requesting Signatory. Within 90 days of the return to the home work station of all labor and equipment of the Aiding Signatory, the Aiding Signatory shall submit to the Requesting Signatory an invoice of all charges related to the aid provided to this Agreement. The invoice shall contain only charges related to the aid provided pursuant to this Agreement. Charges to the Requesting Signatory. Charges to the Requesting Signatory from the Aiding Signatory shall be as follows:
3. Labor force. Charges for labor force shall be in accordance with the Aiding Signatory's standard practices.
4. Equipment. Charges for equipment, such as bucket trucks, digger derricks, and other special equipment used by the aiding Signatory, shall be at the reasonable and customary rates for such equipment in the Aiding Signatory's location.
5. Transportation. The Aiding Signatory shall transport needed personnel and equipment by reasonable and customary means and shall charge reasonable and customary rates for such transportation.
6. Meals, lodging and other related expenses. Charges for meals, lodging and other expenses related to the provision of aid pursuant to this Agreement shall be the reasonable and actual costs incurred by the Aiding Signatory.
7. Counterparts. The Signatories may execute this Mutual Aid Agreement in one or more counterparts, with each counterpart being deemed an original Agreement, but with all counterparts being considered one Agreement.
8. Execution. Each party hereto has read, agreed to and executed this Mutual Aid Agreement on the date indicated.

Date_____ Entity_____

By _____

Title_____

TEC Additional Comments

1. The Texas Electric Cooperatives Loss Control Advisory Committee hereby recognizes the need to update and amend this manual, preferably on an annual basis. This document should certainly be reviewed shortly after a disaster event has occurred in the state, and which has affected any TEC member-system cooperative. Additional recommendations and suggestions will be added as necessary, and will serve as additional attachments or amendments to this text.

2. It is further recommended that the TEC Loss Control Advisory Committee, along with the TEC Directors, review and update the TEC Mutual Aid Plan for the Electric Cooperatives of Texas on an annual basis. Such review should include: **1**) an update of names, addresses and phone numbers (to include emergency contact phone numbers) of all in-house contractors used by cooperatives in the state; **2**) an updated listing of the current safety practices, rules, and regulations as adopted by the TEC Safety and Loss Control Advisory Committee and the TEC Board of Directors, including any amendments thereto; **3**) an annual study of wages paid to assisting co-op personnel, to include an analysis of wages paid to assisting line crews from other surrounding states; and, **4**) a review of billing rates for equipment and vehicles used during emergency restoration services and in subsequent permanent repair efforts during the days and weeks following a declared disaster.

3. It is strongly recommended that an inventory of materials be commenced by the assisting cooperative for all vehicles and equipment to be used during the emergency restoration period, and that such an inventory be conducted before vehicles are sent to an affected co-op, and after work has been completed.

4. The assisted cooperative may either return the borrowed materials OR reimburse the assisting cooperative for materials replacement.

5. TEC should appoint a designated person from its staff to serve as an official liaison to both Texas Emergency Management (TEM) and the Federal Emergency Management Agency (FEMA).

6. Such liaison should work with officials from TEM and FEMA before, during, and after all declared disasters within the state of Texas. Additionally, said TEC liaison should stress the importance of applicable Codes and Standards that all Texas electric cooperatives are required by law to abide by and to apply such Codes and Standards during the Emergency Protective Measures period and during permanent repair efforts.

7. The Committee hereby recommends that TEM officials be trained in the knowledge of applicable electric Codes and Standards, specifically the current version of the National Electrical Safety Code (NESC).

8. The Committee further recommends that FEMA auditors be consistent in both personnel and their findings among audited cooperatives.

9. The Committee suggests that TEC contract with or arrange for TEM officials to conduct an annual training seminar for cooperative personnel on disaster-related topics,

including but not limited to: Public Assistance, Response and Recovery, Disaster-related Mitigation, and Hazard Mitigation.

10. Finally, the Committee recommends that, within 60 to 90 days following a disaster-related event, an in-depth analysis of the response and recovery effort by affected cooperatives be conducted in order to make necessary improvements, changes or corrections to the TEC Mutual Aid Plan and to this disaster response and recovery guidebook.

Mutual Aid Agreement Participants (Texas Only)

MANAGEMENT ISSUES

1. Mutual Aid Agreements between cooperatives and/or other organizations should be reviewed annually. Such agreements should specify the type of assistance each participant shall provide, and at what cost. The Mutual Aid Agreement should stipulate that the "helping partner," the participant responding to a request for help from the affected system, shall bill all costs at their normal rates; any "adders" should be specified and detailed in the agreement.

2. "Projects of Work," or "PWs," should specify verifiable quantities of work to be done whenever possible. Cooperative personnel must be prepared to explain cost over-runs or reasons for higher costs than were estimated in the original PW. Each state's Emergency Management Agency should be contacted immediately if an over-run is anticipated. Such constant tracking of a PW's progress may necessitate the use of a full-time accounting manager or project accountant for FEMA-related work. Such assignment would be added to the cooperative's "Administrative Costs" for the project.

3. Consider the assignment or designation of someone to be the co-op Project Officer throughout the course of the disaster response and recovery. Such person could be from within the cooperative, or on loan from another system outside the disaster area. The Project Officer's duties could include the following:

    3) Assistance in evaluating and estimating the extent of damage to the cooperative's system;

    3) Assistance in securing available contractors and bid lists once the 70-hour Emergency Protective Measures period has passed;

    3) Coordinating with all other cooperative departments, including but not limited to management, accounting, engineering, operations, purchasing, and warehouse operations, to ensure an orderly assessment of needs by each department, and assistance in helping individual departments meet necessary requirements during the disaster response and recovery process. Such requirements would include ensuring environmental compliance via contacts with each state's Department of Environmental Quality (DEQ), One-call digging notification, State Historic Preservation offices and each state's Archeological Survey notification, as well as each state's Floodplain Administrator office notification.

    3) The co-op Project Officer could also coordinate the establishment of temporary storage areas for debris, and assist in dispensing state emergency management Environmental Release Forms and Historic Site Preservation Forms to individuals or groups who contact the cooperative regarding the re-use of damaged or destroyed wood poles.

    3) Other duties possibly assigned to the co-op Project Officer would be the evaluation of material acquisition, material dispensation, compilation of staking sheets during both the Emergency Protective Measures period and the Utilities (permanent repairs) period, and ensuring that all required maps, invoices, time

sheets, and other paperwork documentation relevant to the specified disaster be collected and retained in an orderly fashion for future review by FEMA and OIG.

4. Send personnel from the accounting, operations, and engineering departments to the FEMA Applicant Briefing meetings and sign up for assistance as soon as possible. To the best of your ability, make sure original estimates of damage are thorough and comprehensive. Underestimating disaster damages could create additional PWs or delay reimbursements.

5. Management may wish to implement a policy that designates key employees and supervisors be available 24-hours per day, 7 days per week during the disaster, with work schedules to be determined by department heads in conjunction with the manager/CEO.

6. Communications, marketing, and/or public relations personnel may be utilized or designated to deliver material, equipment, and/or food (meals) to crews in the field, depending upon the personnel's knowledge of the distribution system and their certification on equipment or in materials handling.

7. As soon as possible, preferably during the first 70 hours of the disaster (FEMA's usual definition of Category B, Emergency Protective Measures), contact in-house contractors and those whose bids have been accepted and determine the length of time the contractors' emergency rates are to be in effect. Do not accept a contractor's argument that FEMA will automatically pay for extended work periods utilizing emergency rates. Also, unless other arrangements are made, advise contractors that after the initial 70-hour Emergency Protective Measures period, meals and lodging will no longer be paid for by the cooperative, but should be arranged and paid for by the contractor, with copies of meal and hotel receipts to be attached to weekly invoices supplied to the cooperative. Said meal and hotel tickets should list the names of crew members and corresponding room numbers at hotels to account for appropriate meal and lodging expenses. (Reference current IRS per diem guidelines.)

8. It is strongly recommended that additional engineering resources be arranged to assist in the daily development of staking sheets, material sheets, and work order information. This will allow the staking department to stay ahead of construction crews, and provide for a more orderly flow of necessary and vital information to other key departments.

9. The engineering department should begin solicitation of at least three (3) bids from contractors as soon as possible, even before the full extent of damage to the system has been determined. Both FEMA and the OIG require that bids be procured for all permanent restoration work to be done by contractors. Make sure that any 'verbal contracts' are converted to written agreements to be shown to auditors.

10. Whenever it appears that consumers may be without electric power for several days or weeks, consider hiring security guards to be in place at office headquarters and warehouse facilities. This generally eliminates the possibility of hostile issues with consumers and sends a message that personnel, material, and equipment are being safeguarded. Once the cooperative nears completion of its service restoration efforts to residential customers, the security arrangement may then be terminated.

11. It is not uncommon for employees to retire, quit, or ask for re-assignment during or following a disaster. Carefully evaluate the need for cooperative linemen to work at night; their most effective work and/or leadership will most likely be during daylight hours, when damage to the system is clearly visible and when they have been adequately rested.

12. Document the first day of the outage and the day the last consumer's service was restored. This may impact various FEMA Categories A through F on your co-op's Force Account Labor statistics.

13. Have an Organization Chart of all cooperative employees, indicating what area or department they worked in before and during the disaster. This will help resolve questions about force account labor when it is classified into Categories A, Debris Removal; B, Emergency Protective Measures; and F, Utilities (Permanent Repairs).

14. Consider the development of a Rest and Recuperation Policy (R & R) for employees. Such policy should be designed for the safety and well-being of the cooperative's employees, and for the general public. The policy should be developed by management, and approved/adopted by the co-op's board of tRDUPtees. If such a policy is enacted during the disaster, the date and time should be noted in the form of a written memorandum.

15. Insurance claims filed with FEMA should have a disclaimer from the cooperative's insurance carrier. Have copies of all insurance policies available for inspection by state emergency management, FEMA, and OIG personnel.

16. Insist that daily time sheet entries be made by all personnel, listing hours worked, names of crew members, and location work was performed; document, with narrative descriptions, any work performed by office personnel if it is related to field work, i.e., delivery of meals or materials and equipment, warehouse work, etc.

17. Management should be prepared to explain the process that the cooperative used to select work crews, whether such crews were from other co-ops or were contract crews. Explanation of the cooperative's action plan and methodology used in selecting various contractors may be necessary, including lists of equipment needed and rationale used to determine which contractors and crews would be utilized.

18. Send groups of employees to state emergency management agency and FEMA training; this denotes the co-op's dedication to being properly prepared.

Rest & Recuperation Leave Sample Policy

***Your* Electric Cooperative Board Policy #___**

MANDATORY REST and RECUPERATION LEAVE

WHEREAS, the Board of TRDUPtees deemed it necessary to implement a mandatory Rest and Recuperation (R&R) leave policy for the safety of the XYZ Cooperative employees, staff and the public in general, and

THEREFORE BE IT RESOLVED that the Board of TRDUPtees has enacted a policy that requires all XYZ Cooperative employees to have a minimum of eight hours (8 hrs.) rest at home in each 24-hour period after the first 36 hours of a major storm or disaster; and

BE IT FURTHER RESOLVED that exception to this policy may be made if a specific emergency arises, and the exceptions can be made with the approval of the President of the Board of TRDUPtees.

NOW THEREFORE BE IT RESOLVED that the resolutions hereby adopted shall be effective January 1, 2001.

ADOPTED – Regular Board of TRDUPtees meeting, January 1, 2001
Reaffirmed: September 25, 2002

***Your* Electric Cooperative Board Policy #___**

ADDITIONAL COMPENSATION FOR STAFF and EMPLOYEES

WHEREAS, the Board of TRDUPtees recognizes that employees, staff, management, and their families are placed in dangerous and stressful positions and/or conditions during long power outages caused by adverse weather conditions,

BE IT RESOLVED that at the option of the Board of TRDUPtees and with the recommendation of the Chief Executive Officer,

A. Cooperative employees may be paid additional compensation for emergency situations up to (*blank*) percent (___ %) of their annual wages as reported to NRECA, and
B. Cooperative management and staff may be paid additional compensation for emergency situations up to (*blank*) percent (___ %) of their annual wages as reported to NRECA.

ADOPTED – Regular Board of TRDUPtees meeting, *Date*

Cooperatives Operational and Planning Standards shall be utilized.

All construction will meet all National Electrical Safety Code (NESC) requirements.

According to RDUP standards, all new construction will be at 14.4/24.9 kV.

It is our goal to replace all copper lines with ACSR. Old copper and SCG wire should be replaced:

1. If four locations per mile have insufficient ground clearance based upon current code, replace whole mile;
2. If more than two splices per quarter mile, per conductor, replace the entire conductor in the mile (at least from dead-end to dead-end).
3. When wire is damaged or stressed: Wire shall be deemed stressed when sag is found more than two times normal sag.
4. Document the reasons for the changes.

Re-tensioning should be done from dead-end to dead-end, not cut and spliced every span.

The minimum pole height and class for primary distribution will be 40 ft., Class 5.
The minimum pole height and class for three phase construction for #1/0 ACSR and smaller is 40 ft, Class 5; for #4/0 and larger is 45 ft., Class 4.
The minimum pole height and class for secondary, service, or overhead guy stub poles will be 30 ft., Class 6.

Surge arrestors are to be installed every one-quarter mile (1/4 mi.) with associated ground rod.

Minimum wire size will be:

4 ACSR on single-phase taps.
1/0 ACSR on three-phase fused taps (not down road).
477 ACSR on three-phase taps (down road).
477 ACSR for main feeders.

In no case shall conductor size be reduced (for example, if a single phase line that is down is 1/0 ACSR, it shall be replaced with 1/0 ACSR. Also, if non-standard conductor is damaged, the next largest standard conductor should be used in replacement if necessary.

The Cooperative does <u>not</u> normally pay the contractor for retirement of salvaged material because the salvage value of the usable material is less than the labor cost to retire it.

The recommended maximum span length for single-phase construction is 300 ft.; for three-phase construction is 250 ft.

No reduced neutrals shall be used on any new construction except large feeder conductor (477 ACSR or larger).

Primary highway road and railroad crossings shall get double support (A1-1, B1-1, or C1-1) construction.

All transformers will use a pole-mounted fuse, cutout, and tank mounted arresters. Retire all Completely Self-Protected (CSP) transformers when necessary and replace with conventional transformers.

The above are Minimum Standard Construction Practices which are recommended to the

Board of TRDUPtees of XYZ Cooperative for their approval.

Electric Cooperative's Guidance in FEMA Declared Disasters

FEMA Enabling Legislation
STAFFORD ACT, Public Law 93-288, known as:
The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Title 42 U.S.C. # 5121, as revised Sept 1, 1999.

The Stafford Act authorizes the President (FEMA per Executive Order 12673) to provide financial and other forms of assistance to State and local governments, certain Private Non-Profit organizations, and individuals following Presidential-declared major disasters and emergencies. **Electric Cooperatives are eligible under the Private Non-profit status.**

APPLICANT ELIGIBILITY
To be eligible for FEMA re-imbursement, ALL must be eligible, the applicant, the facility, the work and the cost.

RE-IMBURSEMENT
FEMA re-imbursement is 75% of the eligible work. Additional Presidential Declarations may raise this amount in extensive damage and hardship conditions.
Co-ops should treat all FEMA and State funds as a loan until the Co-op has proven, after the fact, that the money was all properly spent on eligible work. Co-ops MUST properly document all work and expenses.

LOCAL CONTACT
Texas Emergency Management will assist Co-ops with their FEMA claims. **TEM should be kept appraised of a Co-op's progress, especially when it becomes apparent that the project may over-run either the quantities measured in the PW or the costs.** Cooperatives should cultivate an open and cooperative relationship with TEM. TEM normally sends a liaison reservist to accompany the FEMA Project Officer. Most are knowledgeable and can help the process.

County Representative Listing for Texas Emergency Management -
https://tdem.texas.gov/

Suggested items needed for storm restoration efforts:

- Ice chest(s) 48 Quart or Larger
- Drinking Water Cooler
- Gator Aid or Squelcher
- Bottled water
- Insect Repellent & Sun Screen
- Fully supplied First Aid Kit & BBP kit
- Work Zone Protection Signs, Vest, & Traffic Cones
- Trucks fully stocked with tools
- Live Line tools, rubber goods
- Lights & extra batteries or chargers
- Generator or Inverter for Small Microwave and Charging Lights, Batteries
- Outrigger Pads

- Personal Grounds
- All Personal Protective Equipment
- Climbing Tools & Hand tools
- Overshoes & Rainwear
- Drinks, Snacks, Canned Foods
- Personal Hygiene Products
- FR Uniforms & Clothing for 7 Days
- Extra Boots
- Cash, Phone card
- Prescribed Medicine, Enough for 7 Days
- Identification

Communications Log

I/O	Time	Company	Contact Person	Telephone #	Comments

Emergency Notification of Utility Outages

FROM: _____ at Fax #:_____
Name

_____**Electric Cooperative**

To: City of _____ Communications Supervisor

FAX Number: _____ Phone Number: _____

The outage occurred at _____, on _____, affecting approximately _____ in the
(Time) (Date) (# of Customers)

_____
(Area Bound by Streets/Names)

_____
(Area Bound by Streets/Names)

Normal service is expected to be restored by _____ _____
(Time) (Date)

The contact person for the media concerning the outage is _____
(Name)

and he/she can be reached at _____
(Phone Number)

OFFICIAL USE ONLY:

Received by: _____

Date/Time Received: _____

Information Distribution: _____

Sample News Media Communication

SUBJECT: News Media Communications

DATE:

PURPOSE: To establish proper procedures for communicating with representatives of the news media and designate personnel with media contact authority.

GENERAL: Periodically, situations arise that require the Cooperative to respond to inquiries and/or make statements of position to representatives of the news media. Such inquiries can follow unusual outages or other emergency situations, legislative actions on a local, state or national basis, rate or billing changes, and a variety of other matters that tend to invite attention from news and other media. Such inquiries can come from local television stations, newspapers in the service area and industry or farm related periodicals. This directive is intended to establish guidelines for property initiating news or press releases and for properly responding to such inquiries when made to the Cooperative.

PROCEDURE:

NEWS OR PRESS RELEASES: The Communications Representative is authorized and directed to approve any such news releases. All personnel should be alert to inform the Communications Representative of any newsworthy information about an employee or director or an event in which the Cooperative is involved when such would enhance the member and public relations of the Cooperative or its image in the service area. The Communications Representative is responsible for recommending such information to the General Manager for release to the media. Releases should be made to media representatives in the service area or any applicable local area within the service area for which the information would be pertinent.

NEWS MEDIA INQUIRIES: The Communications Representative is authorized and directed to be the official spokesman for the Cooperative when inquiries are received by the news media or when it is necessary for the Cooperative to make a statement of position or explanation. The General Manager will determine when such statements should be made. In the absence of the Communications Representative and the General Manager, the Insert Position Here is authorized to respond to media inquiries concerning electric system operations and the Accounting Representative is authorized to respond to inquiries concerning rate or billing matters.

Sample Communications Policy

SUBJECT: General Communications With Members Of The Cooperative

DATE:

PURPOSE: To establish the proper procedure for providing various communications articles, documents, letters, etc. to the general membership of the Cooperative or a major portion thereof.

GENERAL: Communications to the membership of the Cooperative are vitally important and must be handled with extreme care. Inaccurate or confusing information or instructions to members almost always results in damaged member relations and the proper image that we want to leave with both the membership and the general public. This directive is intended to establish the proper procedures for ensuring good communications with members.

PROCEDURE:

PUBLICATIONS: The General Manager must approve the text of all communications in Texas Co-op Power, bill stuffers, general mailings, etc. that are mailed to all members of the Cooperative. The Member Services representative will approve same prior to approval by the General Manager.

SPECIAL LETTERS: Occasionally, it is necessary to send special communications to members following an outage, a billing problem, or to notify a class of consumers of a certain situation (such as special letters to irrigators or load management participants). These must be first approved by the appropriate department manager and then forwarded to the General Manager for final approval prior to mailing.

REGULAR NOTICES: All "form" type letters, notices and like communications to members must be approved by the appropriate department manager prior to forwarding to the General Manager for final approval. The same is required before any changes are made in existing documents. Such "form" type communications will be reviewed at least annually for content and accuracy.

RESPONSIBILITY: General Manager

Approved:_____ Date_____Revised:_____

TEC Sample Notification Form

UTILITY NAME:_____

CONTACT: _____

Name and telephone number of person to contact regarding report.

LOCATION: _____ _____

Area affected by outage. Also enclose a location map
(see example with sample letter.)

OUTAGE TIME: _____

Indicate as closely as possible, the time the outage occurred.

IMPACT: _____

Indicate the type and number of customers impacted by the outage.

CAUSE: _____

Describe the cause of the outage, if known.

RESTORATION TIME: _____

Indicate, as closely as possible, the time power was restored.

COMMENTS:

_____
_____
_____
_____
_____
_____
_____

Any additional information

Letters to Co-op Members Regarding Extended Outages due to Disasters

Sample #1

Dear Member,

XYZ Cooperative has experienced severe ice damage to our electric facilities in your area. We have determined that we have over 1,000 poles that have been broken and numerous miles of line ripped down. Our original pole estimate was at 250, but we received field reports that additional poles and lines fell, bringing our broken pole total to over 1,000.

The purpose of this letter is to inform you that it may be over two weeks before we can have all meters back in service. This does not mean all meters will be off for two weeks. We have begun our repairs at the distribution substations and are working out from there. We will energize line as it is built and isolated from other damage.

XYZ Cooperative has brought in (# here) extra construction crews to work alongside our own crews. We have also hired heavy equipment operators to help move our trucks through the mud and debris as needed. Temperature variations and muddy or flooded roads are hampering work conditions, but all repair crews are doing their best.

This disaster has wrought by far the worst damage that your Cooperative has experienced in its history. For XYZ Cooperative, this damage is even worse than previous tornadoes or floods – the same disasters that many of you have also experienced. We understand that being with electricity is a hardship, but we hope you'll understand that your Co-op is working diligently to restore your power. For repair updates in your area, please call our Storm Damage Update Line at 555-5555.

Sample #2

Dear Member,

We are sending this letter to once again update you on the ice storm damage and the progress XYZ Cooperative has made. We are aware that there are several rumors circulating and we want to clarify our situation to you.

The damage is beyond what we could imagine. Even after we sent you the previous letter, the damage continued to grow. As of today, the Cooperative has lost approximately 2,300 poles. We are also reconstructing over 100 miles of line.

At this point, our outage total is approximately 1,250 services. This number is down from an estimated 2,000 earlier this week, so progress is being made in restoring electric service.

XYZ Co-op now has the aid of 19 additional power line contractors. Even with this number of workers, rebuilding the system takes time. It could be another two or two and a half weeks before all service in your area is operational. This does not mean all meters will be off for that long. We have begun repairs at the distribution substations and are working out from there. We will energize segments of line as it is safe to do so. Obtaining labor, equipment and materials has not been a problem for your Cooperative so far, although due to the statewide damage, shortages could become an issue later.

Again, thank you for your patience. It is our greatest desire to restore your power as safely and quickly as is possible. We hope you understand. For repair update in your area, call the Update Line at 555-5555.

TAB LISTING

TAB 1: ERP Structure and Guides; Disaster Specific Information, and Annexes

TAB 2: Contacts and Key Accounts Lists

TAB 3: Processes, Guidelines and Procedures

TAB 4: Regulatory Agencies

TAB 5: Other

TAB 6: Fiber Optic Facilities and Internet

Emergency Response Plan – Structure and Guides

Description	Obtained From
Approval and Implementation Section	Quentin Howard
Communications Plan, Pre-Identified Supplies, Co-op ID of Weather Related Outages and ERP/EOP Activation	Quentin Howard
Annexes:	
Weather Emergency Annex	Quentin Howard
Load Shed Annex	Quentin Howard
Pandemic and Epidemic Annex	Quentin Howard
Wildfire Annex	Quentin Howard
Cyber and Physical Security Annex - **CONFIDENTIAL**	Quentin Howard
Active Shooter Annex	Quentin Howard
Business Continuity, and Trigger to initiate the ERP and Damage Assessment	Quentin Howard
Live Data Pull	Robert Bernhoft
Process for handling logistics (housing, meals, etc.) during an ERP event	Russell Young
Damage Assessment data	Cory Menzel
Employee ERP Training Guide and Presentation	Quentin Howard
ERP Distribution List	Quentin Howard
Mutual Aid Request Form Letter	Quentin Howard
Additional Operations Considerations	Foreman
Internet Connectivity in an Emergency	Brad Mead
Process for identifying specific resource needs from contractors and/or other Coops when asking for assistance	Ed Nunez
List of non-operations personnel that will help during an emergency	Ed Nunez, Quentin Howard, & Jason Dillard
Credentialing Process	Mauri Montgomery
Vulnerability and Risk Assessment - Updated	Quentin Howard
Emergency Evacutation Plans - Fire and Bomb - **CONFIDENTIAL**	Mark Dixon
Guidelines for Providing Mutual Aid to Coops outside of Texas	Quentin Howard

Approval and Implementation Section

Introduction

UCS maintains an emergency operations (EOP)/emergency response plan (ERP) in anticipation of natural disasters or situations involving curtailments or major interruptions in electrical service. The plan establishes organizational and personnel assignments, describes emergency communication procedures and lists emergency contacts. It also contains information concerning members with life sustaining electrical equipment and plans for communication with all customer classes.

A significant portion of the plan concerns the coordination of emergency assistance with Local Office of Emergency Management and other local emergency agencies, neighboring cooperatives, construction contractors, and other utilities. It outlines procedures for securing assistance according to the plan developed by Texas Electric Cooperatives through TEC Loss Control.

Our plan has been revised based on the model developed by Texas Electric Cooperatives so that there would be significant uniformity from cooperative to cooperative. The Table of Contents is attached to illustrate the elements of the plan.

PURPOSE
Plan the restoration of service to our members prior to interruptions due to storms or other causes. The plan should maximize time, effort, and opportunity. This plan will be a guideline that will be varied as the situation requires.

SCOPE
This plan will establish:
1. The levels of the emergency from pre-storm watch to major destruction.
2. The guidelines to be used at each level.
3. Assign responsibilities and duties to each department and sometime to specific individuals.

Individuals Responsible

Emergency Coordinator – Quentin Howard – Senior Vice President System Engineering
Secondary Emergency Coordinator – Bruce Goss – System Operations and Engineering Manager

Revision Control Summary

Version 1.2023

Last Tested – Public Utilities Commission and Texas District Coordinator for District 4A of TDEM were both invited to attend via Microsoft TEAMS – October 13, 2022

Rural Utilities Service Notified – General Field Representative Notified via email – December 6, 2022

Reviewed by the Board of Directors – The Board of Directors were notified at the December 2022 Board Meeting on December 19, 2022

Reviewed with the Employee Group – January 26, 2023, and January 27, 2023 as part of United's monthly employee meetings.

Version 1.2022

Last Tested – Public Utilities Commission and Texas District Coordinator for District 4A of TDEM were both invited to attend via Microsoft TEAMS – October 12, 2021

Rural Utilities Service Notified – General Field Representative Notified via email – December 2, 2021

Reviewed by the Board of Directors – The Board of Directors were notified at the December 2021 Board Meeting on December 20, 2021

Reviewed with the Employee Group – January 20, 2022, and January 21, 2022 as part of United's monthly employee meetings.

Statement of ERP/EOP Succession

Version 1.2023 of United Cooperative Services' EOP/ERP superseded Version 1.2022 of United Cooperative Services' EOP/ERP effective January 26-27, 2023 once United's Employee Group was notified and the new Plan was reviewed with them.

Recent Approval Date

Version 1.2023 of United Cooperative Services' EOP/ERP was approved December 19, 2022

Communications Plan, Pre-Identified Supplies, Co-op ID of Weather Related Outages and ERP/EOP Activation Section

Communications Plan

- The types of communications important to normal operating conditions are:
- Telecommunications equipment and handsets
- Facsimile equipment
- Radios
- Cell phones
- Email and Internet

- The following items are strongly dependent on communications for normal operating conditions and during emergency conditions:
    - Public and member communications through print, radio or television.
    - Contact with key officials in local, state and/or federal government, such as disaster relief personnel, law enforcement and fire department.
    - Internal communications and coordination of recovery efforts.
    - Contact with employees and their families.
    - Contact with vendors and contractors.

1. Communications, public relations, marketing and key accounts personnel can be utilized for many projects during a disaster. Many duties these departments can carry out may be logistical in nature; that is, personnel may be used to coordinate the delivery of food, equipment, materials and meals, all in addition to their normal duties. Because of their varied experiences, these employees may also assist other departments as needed, including the cooperative's emergency operations center, customer service center, warehouse, temporary warehouse operations, staking, and engineering/operations.

2. Communications personnel should assist management in drafting letters (sample copies included herein) to the cooperative's membership, detailing the extent of the disaster and its impact on both the membership and the co-op. Such letters should be sent to all members in damaged areas, and include vital data such as the projected length of the outage, and phone numbers for service organizations such as Red Cross, local emergency shelters (churches, schools, etc.), and contact numbers for state emergency management and FEMA.

3. Public relations, marketing, and key accounts personnel may be able to assist in locating lodging for contractors and co-op crews that will be arriving at the cooperative headquarters within hours. These same departments can also contact area cafes, restaurants, and community service organizations concerning the preparation of meals and laundry services for repair crews. Flat rates for these types of services can often be negotiated with business owners.

4. Always communicate honestly and openly with the co-op membership and media. Always estimate outage duration on the high side. And, if you don't know an answer to member or media questions, say so! Most importantly, always tell the truth!

5. Write and submit press releases (via e-mail) to local newspapers as often as their print schedules allow. Send daily e-mail disaster updates to your cooperative's Statewide Association, local radio and/or television stations, and other information dispensing resources that can keep the cooperative membership and general public informed about all progress being made in the power restoration effort. Mailing weekly letters to consumers in damaged areas is strongly advised, since they will not have electricity and thus have limited access to radio/TV broadcasts.

6. Post daily updates on co-op phone message systems, at post offices, restaurants, and community centers.

7. Assist the engineering/operations departments by documenting the extent of the storm or disaster using both still photographs and videos. FEMA and state emergency management officials may not visit the co-op service area for several days or weeks, so having photos and videos of actual damage as it occurred is helpful. Date and document the times and places that photos and videos were taken.

8. Date, document, and describe all work performed by office personnel if it relates to field work, i.e., meal delivery, equipment and materials delivery, materials management at warehouse or satellite warehouse(s), or other activities directly relevant to field work.

9. If members or others donate food, services or labor, ask them to provide receipts or invoices for the items, or ask that they sign an affidavit listing the cost or value of items being provided for use by the cooperative. This may be credited toward the cooperative's Administrative Expense.

Material and Purchasing During an Emergency

United Cooperative Services has developed this action plan to be in effect in the event of a catastrophic occurrence at one or all of United Cooperative Services warehouse facilities. The plan is intended to cover the major aspects of purchasing and warehouse operations in the event of tornado, fire, major ice storms, or other factors which could incapacitate one or more warehouse locations.

Action plan for Purchasing in the event of a break in the supply chain

UCS has and will continue to support a diverse supplier group. Factors to be considered in selecting this diverse supplier base are, in part, supplier location, the supplier's internal logistics, and the ability to be a strong stocking supplier. Supplier location and internal logistics is a vital statistic in selecting a supplier. Location is important because it speeds response time to the cooperative. Logistics, or multiple locations in Texas, as well as strong ties to other geographic regions, insures that in the event of a widespread catastrophic failure in the supply chain, UCS will be able to draw materials from locations outside the affected geographic region. Keeping a diverse group (more than one) of suppliers decreases the chance of a break in the supply chain exponentially. Combine the preceding three factors with strong stocking suppliers and it gives UCS the ability to receive material within hours instead of days upon the failure of a segment of the supply chain.

Emergency contact information

Internal:

Jared Wennermark – Sr Vice President–Planning and Procurement	*Cell 817-648-5927*
Robert Sherman – Sr Manager of Procurement/Facilities	*Cell 682-429-3792*
Jason Goosen – Purchasing & Warehouse Supervisor	*Cell 817-240-9963*
Matt George – Storekeeper III	*Cell 817-933-8295*
Shawn Eiler - Storekeeper II	*Cell 817-781-9799*
Ronnie Hall - Storekeeper II	*Cell 254-434-8057*
Kevin Baker – Storekeeper II	*Cell 817-933-9888*
Gerardo Almaguer – Storekeeper I	*Cell 254-485-4668*
Mike Huston – Facilities Manager	*Cell 254-396-1345*
Kyle Pickard – Facilities Coordinator	*Cell 682-916-7633*

External:

A list of supplier office phone numbers as well as after hour contacts is maintained at all times in the event of a failure in the supply chain or a catastrophic event at one or all locations.

TEC Manufacturing and Distribution Services – 877-868-8610

The TEC main number provides all customers with the ability to leave a message for individual employees as well as an option for after hour and weekend emergencies. It is option #4 which forwards you to an "emergency" mailbox. After leaving the message, there is a sequence of cell phone numbers that the automated system calls notifying them of a message on the emergency voice mail system. If the first name on the list does not respond to the call within 15 minutes, the system will call the next of four people on the emergency callback list.

Emergency numbers:

Jason Leake	*Cell 940-765-4255*
Lane Holt	*Cell 580-318-5281*
Brandon Canady	*Cell 512-293-6805*

Techline, Inc. – Office# 817-561-9900

Emergency numbers:	***Home Phone***	***Cell Phone***
Stephen Johnson	*817-263-8515*	*214-354-3331*
Nathan Chan		*817-487-8799*
Phil Phillips		*817-739-5215*
Rich Hardin		*972-872-5068*
Patrick McAdoo		*817-395-6159*

Stella-Jones Corp. (Poles) – Office 936-824-2297

Court Perry	*Cell 936-635-0886*
Dee Ann Gaston	*Cell 936-465-0918*
Kristine McEnery	*Cell 936-240-5653*
Stephanie Conn	*Cell 936-556-0172*

Nationwide Poles - USANTX – Office 972-243-0977

David Lara	*Cell 817-233-4533*
Dale Philibeck	*Cell 214-405-8016*

Thomasson Lumber Co. (Poles) – Office# 800-647-6260

Craig Vowell	*Direct 601-650-3956*	*Cell 601-562-9365*

KBS Electric Supply – Office# 979-778-3200

Brad Macek	*Cell 903-951-8734*
Brian Gidley	*Cell 979-255-0155*

Stuart C Irby

Mark Stevens	*Cell 210-792-2195*
Ryan Hentschel	*Cell 210-632-3185*
Mike Able	*Cell 512-844-3939*
Manuel Martinez	*Cell 210-627-8970*

Anixter/WESCO/TVC

Labin Scott	*Cell 254-403-9502*
Kolter Newton	*Cell 806-678-5008*

NRTC

Rhonda Folk	*Cell 806-382-0722*
Coleman Calhoun	*Cell 361-790-6605*

ELECTRIC PLAN

Action plan for warehousing in the event of a catastrophic event at one or all locations

The Cleburne and Stephenville warehouses are the two main material hubs for UCS stocking approximately 55% of the material currently maintained. Secondary stocking facilities are Granbury, Burleson, Meridian, and Possum Kingdom (P.K.). Each warehouse, with the exception of Meridian and P.K. have storekeepers and warehouse dedicated pickup trucks. Three of the above-mentioned suppliers have supplier owned trucks and spider lift forklifts for remote deliveries. A work order is to be set up by the cooperative emergency plan coordinator for any catastrophic or FEMA event involving material. A material data base is saved on the server itself for remote viewing from any location. This data base contains pertinent material information such as catalog number, price, manufacturer, item number, and vendor of choice. If a loss occurs involving a warehouse and computer infrastructure, handwritten notes are to be maintained.

In the event that Granbury, Burleson, or both are incapacitated by a catastrophic event, Cleburne will be the relief facility for these warehouses. Warehouse personnel at the affected warehouse(s) will work from the Cleburne office until their facility is once again fully functional. Suppliers will be notified of the loss and be put on stand-bye. The above-mentioned storekeepers and pickups will be utilized for the distribution of materials from Cleburne to the affected warehouse(s). If the demand for material exceeds the capacity of the affected storekeepers and pickup, an additional storekeeper and pickup truck will be directed to report to Cleburne from the Stephenville warehouse. If demand still exceeds the distribution of material, suppliers will be mobilized with spider lift trucks to perform job site deliveries.

In the event that Meridian is incapacitated by a catastrophic event, Stephenville will be the relief facility for this warehouse. No storekeepers exist at this facility to re-direct. The above-mentioned pickup will be utilized for the distribution of materials from Stephenville to the affected warehouse. Due to the remoteness of this warehouse, suppliers will be notified of the loss and put on stand-bye for the use of their trucks and spider lift forklifts for the delivery of materials to this remote location or to job sites if needed.

In the event that P.K. is incapacitated by a catastrophic event, Stephenville will be the relief facility for this warehouse. No storekeepers exist at this facility to re-direct. The above-mentioned pickup will be utilized for the distribution of materials from Stephenville to the affected warehouse. Due to the remoteness of this warehouse, suppliers will be notified of the loss and put on stand-bye for the use of their trucks and spider lift forklifts for the delivery of materials to this remote location or to job sites if needed.

If Cleburne becomes incapacitated due to a catastrophic event, Burleson will be the relief facility. Suppliers will be notified immediately of the loss. Cleburne warehouse personnel will report to the Burleson office for logistics purposes. Upon assessment of needs, supplier trucks and spider lift forklifts will be mobilized for the distribution of material to the Burleson office or to specific job sites as the situation dictates. Cleburne warehouse personnel will deliver material as needed from the Burleson warehouse using the above-mentioned pickup. The storekeeper from Stephenville will be put on stand-bye for special material requests (Transformer's, Regulators, Etc.).

If Cleburne and Burleson become incapacitated, Granbury will be the relief facility. Cleburne and Burleson personnel will report to the Granbury office. Suppliers will be notified immediately of the loss. Upon assessment of needs, supplier trucks and spider lift forklifts will be mobilized for the distribution of material to the Granbury office or to specific job sites as the situation dictates. Cleburne and Burleson warehouse personnel will deliver material as needed from the Granbury warehouse using the above-mentioned pickups. The storekeeper from Stephenville will be put on stand-bye for special material requests (Transformer's, Regulators, Etc.).

If Cleburne, Burleson, and Granbury become incapacitated, Stephenville will be the relief facility. Warehouse personnel from the affected warehouses will report to the Stephenville office. Suppliers will be notified immediately of the loss. Upon assessment of needs, supplier trucks and spider lift forklifts will be mobilized for the distribution of material to the Stephenville office or to specific job sites as the situation dictates. All affected warehouse personnel will deliver material as needed from the Stephenville warehouse using the above-mentioned pickups.

If Stephenville becomes incapacitated due to a catastrophic event, Cleburne will be the relief facility. Suppliers will be notified immediately of the loss. Stephenville warehouse personnel will report to the Cleburne office for logistics purposes. Upon assessment of needs, supplier trucks and spider lift forklifts will be mobilized for the distribution of material to the Cleburne office or to specific job sites as the situation dictates. Stephenville and/or Cleburne warehouse personnel will deliver material as needed from the Cleburne warehouse using the above-mentioned pickups. The storekeepers from Granbury and Burleson will be put on stand-bye for special material requests (Transformer's, Regulators, Etc.).

If Stephenville, Meridian and/or P.K. become incapacitated due to a catastrophic event, Cleburne will be the relief facility. Suppliers will be notified immediately of the loss. Stephenville warehouse personnel will report to the Cleburne office for logistics purposes. Upon assessment of needs,

supplier trucks and spider lift forklifts will be mobilized for the distribution of material to the affected UCS location(s) or to specific job sites as the situation dictates. Stephenville and/or Cleburne warehouse personnel will deliver material as needed from the Cleburne warehouse using the above-mentioned pickups. The storekeepers from Granbury and Burleson will be put on stand-bye for special material requests (Transformer's, Regulators, Etc.).

If Stephenville and Cleburne become incapacitated due to a catastrophic event, Granbury and Burleson will be the relief facilities. Suppliers will be notified immediately of the loss. Stephenville warehouse personnel will report to the Granbury office and Cleburne warehouse personnel will report to the Burleson office. Upon assessment of needs, supplier trucks and spider lift forklifts will be mobilized for the distribution of material to the Granbury and Burleson office or to specific job sites as the situation dictates. The Purchasing and Warehouse Supervisor will report to the Burleson office for coordination of warehouse personnel, purchasing and supplier deliveries.

If all locations are lost due to an event, Cleburne and Stephenville will be the locations of choice for temporary warehouse operations. The Senior Manager of Procurement and Facilities with the assistance of the Stephenville and Cleburne line foremen will designate the base of operations for the Western and Eastern regions of the system respectively. The Senior Manager of Procurement and Facilities will coordinate purchases, deliveries, and warehouse personnel from the Cleburne temporary warehouse. Suppliers will be notified immediately of the loss and upon assessment of needs, supplier trucks and spider lift forklifts will be mobilized for the distribution of material to the temporary warehouse locations and/or specific job sites as the situation dictates. The Stephenville storekeeper will report to the Stephenville temporary warehouse while all other storekeepers will report to the Cleburne temporary warehouse to receive and deliver material as needed.

In the event of a widespread catastrophic event of distribution line that does not affect actual warehouse facilities, purchasing and storekeepers are to remain assigned to their normal warehouse performing their normal duties. Suppliers will be notified immediately of the loss. Upon assessment of needs, supplier trucks and spider lift forklifts will be mobilized for the distribution of material to UCS office locations or specific job sites as the situation dictates. All storekeepers will deliver material as needed from their respective warehouses using the above-mentioned pickups.

In emergency situations, it may be necessary for UCS to establish an off-location warehouse. Examples of these types of events include 1) damaged warehouse facilities or 2) events that require more warehouse space and manpower than UCS can provide internally. Upon assessment of needs, the location of off-location warehouse(s) should be established by the Senior Manager of Procurement and Facilities in conjunction with the affected line foreman and Manager of Operations. Utilizing UCS bidding procedures, the Senior Manager of Procurement and Facilities will establish a cost-plus agreement including labor for stocking, issuing, and maintaining the off-location warehouse. Living expenses will be allowed when necessary for this non-UCS employee and should be accumulated per FEMA guidelines (with receipts for eligible expenses). Any such agreement shall meet UCS review and approval guidelines prior to being signed.

FIBER PLAN

Action plan for warehousing in the event of a catastrophic event at one or all locations

Johnson Communications operates two yard facilities for United. The Alvarado facility houses approximately 90% of the entire fiber OSP inventory. The Cleburne facility houses approximately 7% of

the OSP inventory and consists mainly of drop cable, conduits, and vaults. All other OSP and ISP material is housed in United warehouses in Burleson and Stephenville.

Three of the above-mentioned suppliers have supplier owned trucks and spider lift forklifts for remote deliveries. A work order is to be set up by the cooperative emergency plan coordinator for any catastrophic or FEMA event involving fiber material. A material data base is saved on the server itself for remote viewing from any location. This data base contains pertinent material information such as catalog number, price, manufacturer, item number, and vendor of choice. If a loss occurs involving a warehouse and computer infrastructure, handwritten notes are to be maintained.

In the event that Johnson/Alvarado is incapacitated by a catastrophic event, Johnson/Cleburne will be the relief facility. Suppliers will be notified of the loss and put on stand-bye for the use of their trucks and spider lift forklifts. Upon assessment of needs, any good and usable material will need to be transported from the Alvarado yard to the Cleburne yard. A warehouse team may be assembled from available employees to help with identification and loading of this good and usable material. Any material deemed unusable should be reported to purchasing and replenished by the suppliers under emergency orders.

In the event that Johnson/Cleburne is incapacitated by a catastrophic event, Johnson/Alvarado will be the relief facility. Suppliers will be notified of the loss and put on stand-bye for the use of their trucks and spider lift forklifts. Upon assessment of needs, any good and usable material will need to be transported from the Cleburne to the Alvarado facilty. A warehouse team may be assembled from available employees to help with identification and loading of this good and usable material. Any material deemed unusable should be reported to purchasing and replenished by the suppliers under emergency orders.

In the event that Johnson/Alvarado and Johnson/Cleburne are incapacitated by a catastrophic event, the United/Burleson location will be the relief facility. Suppliers will be notified of the loss and put on stand-bye for the use of their trucks and spider lift forklifts. Upon assessment of needs, any good and usable material will need to be transported from the Johnson/Cleburne and Johnson/Alvarado to the United/Burleson facility. A warehouse team may be assembled from available employees to help with identification and loading of this good and usable material. Any material deemed unusable should be reported to purchasing and replenished by the suppliers under emergency orders.

If all fiber locations are lost due to an event, the Senior Manager of Procurement and Facilities with the assistance of Johnson, Irby, and United staff will designate the base of operations for fiber material. Suppliers will be notified immediately of the loss and upon assessment of needs, supplier trucks and spider lift forklifts will be mobilized for the distribution of material to the temporary warehouse location and/or specific job sites as the situation dictates.

In the event of a widespread catastrophic event of fiber line that does not affect actual warehouse facilities, suppliers will be notified immediately of the loss. Upon assessment of needs, supplier trucks and spider lift forklifts will be mobilized for the distribution of material to UCS office locations, contractor locations, or specific job sites as the situation dictates.

In emergency situations, it may be necessary for UCS to establish an off-location warehouse. Examples of these types of events include 1) damaged warehouse facilities or 2) events that require more warehouse space and manpower than UCS can provide internally. Upon assessment of needs, the location of off-location warehouse(s) should be established by the Senior Manager of Procurement and Facilities

in conjunction with staff. Utilizing UCS bidding procedures, the Senior Manager of Procurement and Facilities will establish a cost-plus agreement including labor for stocking, issuing, and maintaining the off-location warehouse. Living expenses will be allowed when necessary for this non-UCS employee and should be accumulated per FEMA guidelines (with receipts for eligible expenses). Any such agreement shall meet UCS review and approval guidelines prior to being signed.

Cooperative Identification of Weather Related Outages and ERP/EOP Activation

UCS maintains an emergency operations plan in anticipation of natural disasters or situations involving curtailments or major interruptions in electrical service. The plan establishes organizational and personnel assignments, describes emergency communication procedures and lists emergency contacts. It also contains information concerning members with life sustaining electrical equipment and plans for communication with all customer classes.

A significant portion of the plan concerns the coordination of emergency assistance with Local Office of Emergency Management and other local emergency agencies, neighboring cooperatives, construction contractors, and other utilities. It outlines procedures for securing assistance according to the plan developed by Texas Electric Cooperatives through TEC Loss Control.

Our plan has been revised based on the model developed by Texas Electric Cooperatives so that there would be significant uniformity from cooperative to cooperative. The Table of Contents is attached to illustrate the elements of the plan.

PURPOSE
Plan the restoration of service to our members prior to interruptions due to storms or other causes. The plan should maximize time, effort, and opportunity. This plan will be a guideline that will be varied as the situation requires.

SCOPE
This plan will establish:
1. The levels of the emergency from pre-storm watch to major destruction.
2. The guidelines to be used at each level.
3. Assign responsibilities and duties to each department and sometime to specific individuals.

This plan will be reviewed periodically and continually updated by the Cooperative Planning Department in coordination with efforts from TEC. Official copies will be maintained in all *UCS offices.*

A critique of the plan and its effectiveness should be conducted following each major outage. The critique should generate improvements to the plan and formulate solution strategies with regard to noted weaknesses in the plan.

DEFINITION OF EMERGENCY LEVELS

Pre-Storm Watch
The situation is prior to the arrival of an anticipated storm. This is a precautionary situation that would follow a weather broadcast of severe nature. The Dispatcher will monitor the situation and advise the

Senior Foreman. The Dispatcher and/or Senior Foreman may request the assistance of phone operators to answer calls..

- EXPECTED OUTAGE TIME-NONE
- CUSTOMERS OUT OF SERVICE-NONE
- INITIATED BY: DISPATCHER/SENIOR FOREMAN

Level 1

An emergency/outage where cooperative crews are able to restore service in less than 4-hours without the assistance of outside crews. Personnel assemble as needed.

- EXPECTED OUTAGE TIME: 0 TO 4 HOURS
- CUSTOMERS OUT OF SERVICE: LESS THAN 100 MEMBERS
- INITIATED BY: OPERATIONS MANAGER

Level 2

An emergency where cooperative crews are able to restore service in less than 8-hours without the assistance of outside crews. All construction, operations, and service personnel report.

- EXPECTED OUTAGE TIME: 4-12 HOURS
- CUSTOMERS OUT OF SERVICE: SUBSTATION OR MAJOR CIRCUIT
- INITIATED BY: OPERATIONS MANAGER

Level 3

An emergency where cooperative crews are going to need outside help to restore service. All Cooperative employees must report.

- EXPECTED OUTAGE TIME: MORE THAN 12 HOURS
- CUSTOMERS OUT OF SERVICE: DIVISION LEVEL - WIDE SPREAD DAMAGE
- INITIATED BY: OPERATIONS MANAGER OR SENIOR VICE PRESIDENT OF SYSTEM ENGINEERING/OPERATIONS

Staffing During an Emergency

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

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

Accounting shall ensure salaries are continually paid throughout the emergency situation to maintain income stability for employees and their families during the emergency timeframe. In the event that the Daffron iXp and MyAccount servers fail or are destroyed, United will utilize Daffron's Disaster

Recovery services as detailed in the IS&T Addendum. This will ensure that Payroll functions will continue with very little interruption.

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

Annexes

- Weather Emergency Annex
- Load Shed Annex
- Pandemic and Epidemic Annex
- Wildfire Annex
- Cyber and Physical Security Annex - **CONFIDENTIAL**
- Active Shooter Annex

Weather Emergency Annex

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

The ERP Considerations Chart, the Definition of Emergency Levels Chart, and the Disaster Planning Guide are found below:

DEFINITION OF EMERGENCY LEVELS

Pre-Storm Watch
The situation is prior to the arrival of an anticipated storm. This is a precautionary situation that would follow a weather broadcast of severe nature. The Dispatcher will monitor the situation and advise the Senior Foreman. The Dispatcher and/or Senior Foreman may request the assistance of phone operators to answer calls..

- EXPECTED OUTAGE TIME-NONE
- CUSTOMERS OUT OF SERVICE-NONE
- INITIATED BY: DISPATCHER/SENIOR FOREMAN

Level 1
An emergency/outage where cooperative crews are able to restore service in less than 4-hours without the assistance of outside crews. Personnel assemble as needed.

- EXPECTED OUTAGE TIME: 0 TO 4 HOURS
- CUSTOMERS OUT OF SERVICE: LESS THAN 100 MEMBERS
- INITIATED BY: OPERATIONS MANAGER

Level 2
An emergency where cooperative crews are able to restore service in less than 8-hours without the assistance of outside crews. All construction, operations, and service personnel report.

- EXPECTED OUTAGE TIME: 4-12 HOURS
- CUSTOMERS OUT OF SERVICE: SUBSTATION OR MAJOR CIRCUIT
- INITIATED BY: OPERATIONS MANAGER

Level 3
An emergency where cooperative crews are going to need outside help to restore service. All Cooperative employees must report.

- EXPECTED OUTAGE TIME: MORE THAN 12 HOURS
- CUSTOMERS OUT OF SERVICE: DIVISION LEVEL - WIDE SPREAD DAMAGE
- INITIATED BY: OPERATIONS MANAGER OR SENIOR VICE PRESIDENT OF SYSTEM ENGINEERING

Emergency response plan considerations

These guidelines have been developed to grade the outage severity level to determine staffing, outage time expectations, internal communications and member communications.

These guidelines do not take into account all variables, circumstances, and emergencies which may dictate other actions.

Note: outages involve many dynamics that must be working in tandem for outages to be handled perfectly including:

(1) SCADA
(2) Telephone Systems
(3) IVR system
(4) Radio System
(5) Inbound Communication Volume
(6) Outage Management System
(7) Crew/Staffing availability
(8) Radio Communication
(9) Member Communication
(10) G&T Communication
(11) Substation status
(12) Equipment availability
(13) AMI system
(14) AVL/Crew Mgmt.

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

***Communication - Expectations**

Notification of Engineering Services will be the responsibility of System Operations

Notification of Member Services Department will be the responsibility of Engineering Services

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

United Cooperative Services

Your Touchstone Energy® Cooperative

Disaster Planning Quick Reference Guide for Employees

Last Updated: December 2022

Introduction and Purpose

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

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

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

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

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

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

United Emergency Response Plan Overview

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

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

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

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

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

An excerpt from the ERP concerning responsibility of employees follows:

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

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

Other duties of the Emergency Coordinator are as follows:

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

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

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

Office Evacuation in Emergency

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

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

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

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

Reporting to Offices in an Emergency

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

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

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

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

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

If you report to an office and it is not accessible, you should report this to the Emergency Coordinator and Safety On-Call Employee as soon as possible if no employee is already on site. If there are no other instructions, employees should report to the following offices under these circumstances:

- Cleburne Office Damaged: All employees report to Burleson.

- Stephenville Office Damaged: Stephenville Administration employees and Cooperative Planning employees report to Cleburne. Customer service, system engineering, and line crew employees report to Granbury.

- Granbury Office Damaged: All employees report to Stephenville.

- Burleson Office Damaged: All employees report to Cleburne.

- Meridian or PK Lake Office Damaged: All employees report to Stephenville.

- Joshua Office Damaged: All employees report to Cleburne

Contact with Media

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

Personal Preparation

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

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

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

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

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

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

To Limit the Spread of Germs:

- Follow CDC guidelines for personal hygiene.

- Wash your hands frequently with soap and water; model the correct behavior for peers and children.

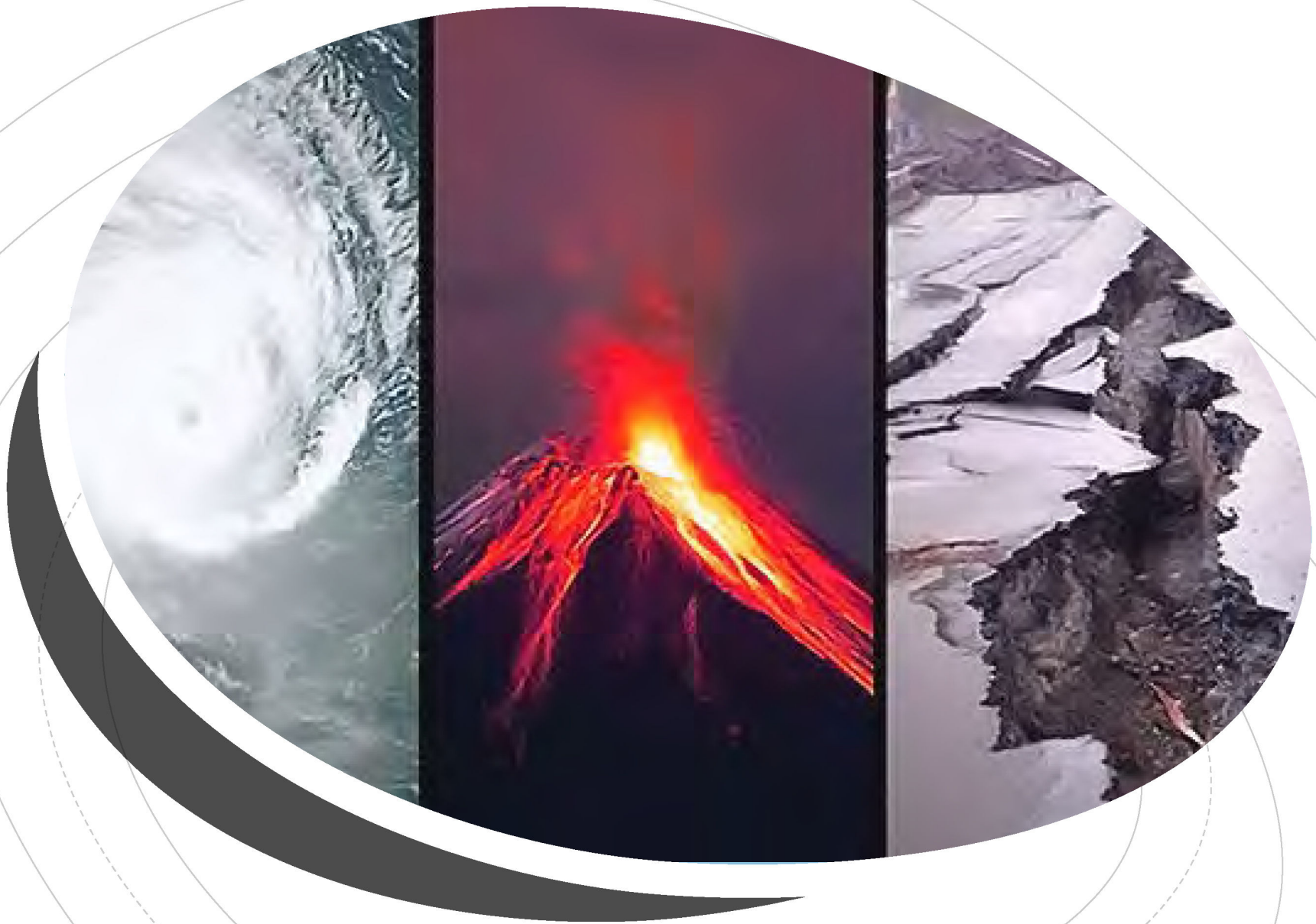
- Always cover when coughing or sneezing.

- Stay away from others as much as possible if they are sick or if you are sick. Stay home if you are experiencing any common symptoms of the pandemic.

Employee Checklist

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

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

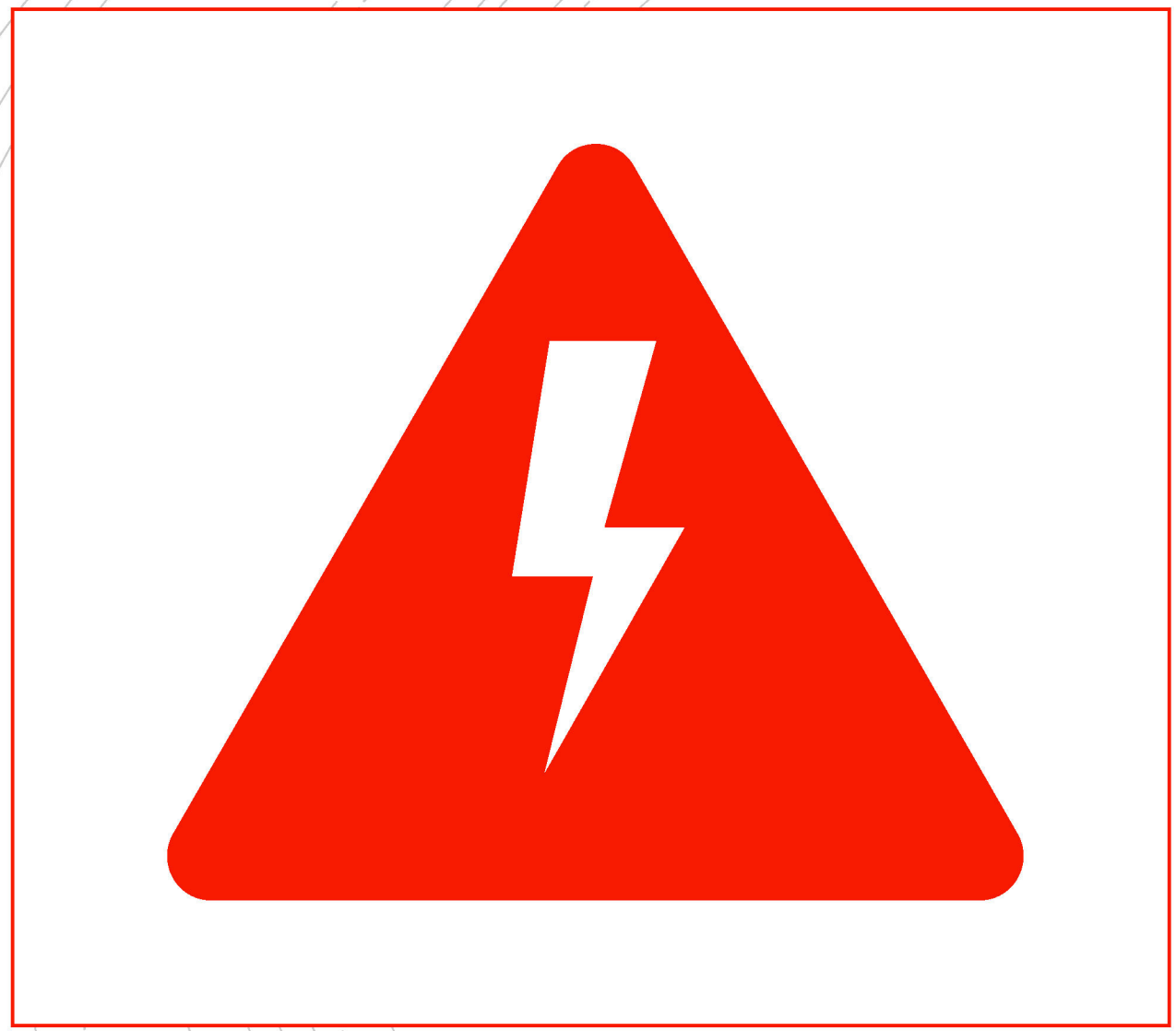


Disaster Planning for Employees

JANUARY 2023

WHY ARE WE GOING OVER THIS?

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



Emergency Response Plan

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

Emergency Response Plan (ERP) Overview

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

Tabs 1 through 5 give specific information related to the type of emergency event that occurs.

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

2022 Tabletop Exercise - Disaster Scenario

- In early July 2022, United's territory was hit by a late season thunderstorm.
- At the same time the rest of Texas was experiencing record heat and the potential for rolling outages across the State.
- The storm caused over 100 outages across UCS's system which left approximately 5,000 meters without power
- Several of United's employees were on vacation following the July Fourth Holiday, and a number of the Cooperative's IS&T, Billing, and Member Service supervisors were out of town for the annual Milsoft Users Conference.

2022 Tabletop Exercise - Disaster Scenario

- Phishing emails were being sent to utilities (including United) posing as ERCOT requesting emergency load shed to stabilize the grid.
- An employee that was busy working the outages accidentally clicked on the link in the email which loaded a Zero-Day ransomware on the network.
- During the storm the Burleson POP building was and there were approximately 12,000 Internet Customers who lost internet access across United's territory including the cooperative's offices.
- Finally, the cooperative's Cloud based VOIP Phone system was also rendered unusable because of the damage to the Burleson POP.

Quick Reference Guide Layout

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

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

Office Evacuation in an Emergency

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

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

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

Reporting to the Office in an Emergency

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

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

Understand which office you are to report to if an office is damaged.

Contact with Media

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

Personal Preparation

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

Are you prepared?

Understand how you should react to different threats

Understand and answer the check-list

Questions should go to your supervisor

Load Shed

Purpose

ERCOT Operating Guides and the Brazos Emergency Operations Plan (EOP) dictate that United must be prepared to shed firm load in the event of an Energy Emergency Alert Level 3 (EEA) event. United is responsible for shedding its pro rata share of Brazos load according to the Brazos EOP, which is updated annually. This process outlines the strategy and process for selecting and prioritizing circuits to be shed throughout the event.

Timing

When ERCOT system conditions (Physical Response Capability and/or frequency) have deteriorated below prescribed levels due to bulk transmission or generation outages or shortages, Brazos will initiate emergency load shed procedures and notify United of the event and United's load shed obligation.

Process:

1. Brazos informs United's dispatch of an EEA3 event per the Brazos EOP protocol, including United's load shed obligation.
2. United's dispatcher initiates the automated load shed scheme in the SCADA system and initiates a robocall to Tier 2 and higher accounts (see 5 below).
3. The automated load shed scheme opens breakers on circuits until the prescribed load shed level is achieved. The circuits are prioritized by tiers depending on the type of key accounts on the circuit.
4. Once the desired load shed level is reached by the automated load shed scheme, circuits remain open for approximately 20 minutes, then the next round of circuits are opened based on their priority (tier) ranking. This process continues until the end of the EEA3 event as determined by ERCOT and communicated by Brazos, at which point the dispatcher terminates the automated load shed scheme.
5. The circuit tier ranking is based on the highest level key account code of any account on that circuit, as follows:
    a. Tier 1
        i. Street Lights – KEY1
        ii. Key Account Misc. – KEY1
        iii. Directors/Staff – KEY1
        iv. Scouts/Special Camps for Kids – KEY1
    b. Tier 2
        i. Dairies – KEY2
        ii. City Water – INF2
        iii. Key load – KEY2
        iv. Personal medical need w/letter – MED2
    c. Tier 3
        i. Water Treatment – INF3
        ii. Schools – KEY3

iii. City Services – INF3
iv. Prisons – SAF3

d. Tier 4
   i. Urgent Care – MED4
   ii. Nursing Home/Assisted Living – MED4

e. Tier 5
   i. Communication Towers – INF5
   ii. Traffic Lights – SAF5
   iii. Emergency Sirens – SAF5
   iv. Fire/Police Department – SAF5

f. Tier 6 – Never Shed (must have letter)
   i. Gas load – INF6
   ii. Hospital/ER – MED6
   iii. Outpatient/Dialysis – MED6

Key Responsibilities

System Operations: Responsible for initiating and terminating automatic load shed scheme. Responsible for initiating robocall to tier 2 accounts and above. Also responsible for running key accounts query monthly and sending to Planning Engineering Manager.

Planning Engineering Manager: Responsible for setting up circuits appropriately in SCADA by tier according to key accounts query.

Key Accounts: Responsible for determining the appropriate key account code for key accounts.

LAST REVIEW/UPDATE BY PROCESS COMMITTEE:

EEA Protocol

When we have a shortage of generation on the system, due to either high demand or power plants going down, ERCOT may start the EEA (Energy Emergency Alert) process. The different levels, and the actions that are to be taken at each, are as follows.

EEA Level 1

Required Conditions:

When operating reserves drop below 2,300 MW and are not expected to recover within 30 minutes, grid operators can call on all available power supplies, including power from other grids, if available.

Actions to be taken:

- Send an email to **EEA Notify** with the following information:
    - Subject Line: "ERCOT Issued EEA Level One at" (include time here)
    - Main Body:
        - Who notified us of the situation (most likely Brazos)
        - The EEA level
        - Time that the EEA level was called for
        - The current operating reserves

EEA Level 2

Required Conditions:

When operating reserves are less than 1,750 MW and are not expected to recover within 30 minutes, ERCOT can reduce demand on the system by interrupting power from large industrial customers who have contractually agreed to have their electricity turned off during an emergency. ERCOT can also use demand response resources that have been procured to address tight operating conditions.

Actions to be taken:

- Send an email to **EEA Notify** with the following information:
    - Subject Line: "ERCOT Issued EEA Level Two at" (include time here)
    - Main Body:
        - Who notified us of the situation (most likely Brazos)
        - The EEA level
        - Time that the EEA level was called for
        - The current operating reserves
- Call Michael Lattner and System Operations Manager to let them know that we are in EEA Level 2
    - Michael Lattner will have to start Voltage Reduction, or walk the operator through the process

EEA Level 3

Required Conditions:

When operating reserves drop below 1,000 MW and are not expected to recover within 30 minutes, ERCOT will order transmission companies to implement rotating outages.

Actions to be taken:

- Call System Operations Manager
- We will only have 15 minutes to start shedding load, so when you get off the phone with Brazos and we have our MW obligation, navigate to the Load Shed screen in SCADA and start manually opening feeders (starting at the top of Tier 1) until we have met the MW's called for.
    - Follow the Load Shed Protocol for the details on how to set up the screen and what actions need to be taken to shed load
    - Once we have met our obligation, call Brazos back and let them know
    - Continue to rotate through the list leaving no one off for more than 30 minutes at a time, but always keeping the MW's shed at or above our required obligation
- Send an email to **EEA Notify** with the following information:
    - Subject Line: "ERCOT Issued EEA Level Three at" (include time here)
    - Main Body:
        - Who notified us of the situation (most likely Brazos)
        - The EEA level
        - Time that the EEA level was called for
        - The current operating reserves and UCS's MW obligation

Load Shed Event Protocol

Operating Load Shed

Whenever Brazos communicates with us concerning Load Shed the system operator taking the call will write down the time and the request/information relayed. Additionally, when Brazos calls and gives an initial or updated MW obligation for UCS to meet we will send an email to EEA Notify as a reply to the EEA emails that were sent previously (EEA Protocol) with the ERCOT call and the obligation that UCS now must meet.

SCADA Load Shed screen setup steps:

1) Disable the AST's using the "DISABLE AST" button on the Load Shed screen in SCADA
2) Change the "ERCOT CALL" point to match what Brazos has communicated
3) Change the "UCS TOTAL REQ." point to match the obligation that UCS has been asked to meet (per Brazos)

Shedding the load:

Starting with Tier 1, open circuits until the "NEED TO SHED" point on the screen is at or below 0. Leave circuits off for a max of 30 minutes. When you are ready to turn Circuits back on be sure to open enough additional circuits to accommodate the load that is about to be put back on the system (UCS will always need to meet the MW obligation). The load that was previously on each circuit prior to being opened is under the "CAPACITY" heading in each tier, this can be used to judge how much load each circuit will have when it's closed back in. Rotate through the Tiers (1-5) on the screen continually until Brazos communicates that the emergency is over and all circuits can be restored.

If Brazos calls and changes the obligation that UCS needs to meet, then change the "ERCOT CALL" and "UCS TOTAL REQ." points to match the new values (write these down on your call tracking sheet). This change will either mean that we need to shed more or less circuits, but either way we will continue the rotation.

The Red diamonds next to the Circuit names on the screen notate that a circuit needs to remain in its current state. Do not operate one of these circuits as part of the rolling outages unless asked to specifically.

The circuits with "L" (meaning "Limited") next to them denote feeders that can only be shed every X number of hours. X in this case being the number next to the L on the screen. As an example, if there is an L4 next to a circuit then it must stay energized for at least 4 hours between 30-minute sheds.

The TTS (Time to Shed) point in each tier has the same meaning as the "L" notations (can only be shed every X hours). The difference being that the circuit without the "L" notations can have different values in the TTS points during the event. If an "L" notation is present then the TTS point will always match the number notated there. If the TTS point is 0 then there is no time restriction on the feeder.

UFR Circuits:

The UFR circuits on the Load Shed screen in SCADA are to be used with permission only, and then only on a limited basis. These are not to be toggled on/off as part of the rolling outages except with the permission of UCS Management.

Ending the Load Shed Event:

After we are instructed by Brazos that the load shed event is over, we will follow these steps:

1) Communicate the end of the event (as an email to EEA Notify)
2) Close in all circuits that were part of the load shed event
3) Enable all AST's using the "ENABLE ASTS" button

Load Shed Outage Review Plan

This outage review process will be started when a Load Shed Event (EEA level 3) is initiated by ERCOT, and we are instructed by Brazos to begin rotating outages. The manager of System Operations Engineering will make sure that the managers of the other work groups involved understand the situation and what tasks need to be done. Each manager will ensure that everyone in their respective work group is aware of the required tasks. We will follow this process until the Load Shed Event has ended and we no longer have rotating power outages.

During a Load Shed Event we will need to identify and respond to outages outside of the intentional shedding process being run in System Operations. To do this we will utilize several work groups:

- MSR's
- Engineering Services
- FER's
- System Operations/Engineering

The main issue with identifying outages during a Load Shed event is that while the rotating outages are occurring the outages put into Calls Manager/OMS are being predicted/rolled up. When this happens, the reported outages are lost and cannot be responded to. If the outages are caught in time we also have no way of quickly knowing in System Operations if a member is reporting outages due to the Load Shed event, or if there really is an issue. To combat these problems we have put the following plan in place and have assigned tasks to different groups. There are 3 steps to this process.

1) Members report an outage
2) The outages are vetted/verified to make sure they need to be acted on
3) The outages are assigned/worked

The details on each step, and the responsibilities of each workgroup, are outlined below.

Members Reporting Outages:

Members generally use one of three ways to report issues:

1. Call the outage in
2. Use the IVR System or text in the outage
3. Email the outage details from our website

Option 1 is usually handled by the MSR's and the outage is put in manually. Option 2 will automatically generate an outage in our OMS system. While option 3 requires someone manually reading the emails and putting in the outage by hand.

Because we have multiple ways for outages to be reported, and so much activity going on during a Load Shed event, we will need to utilize multiple departments to help ensure that we vet the outages and react appropriately.

Vetting Outages:

To vet the outages during a load shed event we will need to verify them before they disappear when a circuit is opened and the OMS predictor reassigns them. We will have 3 different departments working on these verifications.

MSR's: Will receive manual calls from the Members and input outages marked as "Operator Review". This will mark the outages as ones that need to be looked at.

Engineering Services: Will verify all outages marked for "Operator Review" as well as outages that come through email. This will be done in various ways, including checking iXp for any notes on the account, verifying the meters (if they are RF), and if needed calling the member. Once an outage is found to be either legitimate or not it will be marked as verified in OMS or deleted. Once the outage is verified then System Operations will work it as normal.

FER's: Will verify all outages that are not marked for "Operator Review". Outages not marked for "Operator Review" have come through IVR or Text and will show up in OMS as white with no color status attributed to it. This verification will be done in various ways, including checking iXp for any notes on the account, verifying the meters (if they are RF), and if needed calling the member. Once an outage is verified as either legitimate or not then a designated person in Engineering Services will be notified through Email and they will either verify or delete the outage. Once the outage is verified then System Operations will work it as normal.

Working the Outages:

System Operations will work the verified outages only, the unverified outages will be vetted by the assisting departments. Once an outage is verified then it cannot be absorbed into a larger one and the Operators are able to work them without having them disappear as part of the Rotating Load Shed.

As an additional tool System Operations will utilize a Tableau report to locate RF meters that have been lost for more than 3 hours. This application has a map to show where the outages are located and the ability to export data in a CSV format for analysis. Once an RF outage is identified using this tool System Operations will create and verify an outage which will then be worked along with the outages that are being vetted and verified by the other workgroups.

United Cooperative Services

Your Touchstone Energy® Partner

PANDEMIC PREPAREDNESS ANNEX

Updated: February 2022

Pandemic Preparedness Plan
Table of Contents

1.0 Purpose

United Cooperative Services (United) has established a Pandemic Preparedness Plan to help ensure the safety of all persons on United's premises when there is a threat of influenza or other pandemic that causes a serious widespread illness. The plan has two main strategies: reduce transmission of the pandemic virus within United's facilities and the communities that we serve; and maintain essential services to our Membership.

The plan communicates responsibilities of United Cooperative Services' employees, contractors and managers prior to and during a serious infectious outbreak occurrence, identifies and defines responsibilities of the Pandemic Response Team, and provides processes and protocols to be followed through the five stages of a pandemic.

1.1. Employee and Contractor Responsibilities

Employees and Contractors must follow United's Pandemic Directives as they are communicated. Pandemic Directives can be communicated before or at declaration of a pandemic depending on its evolution. (Appendix A – Example)

1.2. UNITED COOPERATIVE SERVICES Pandemic Response Team Responsibilities

The Cooperative's Emergency Response Coordinator will be responsible for coordinating the Cooperative's Pandemic Response. The Emergency Response Coordinator may call upon additional resources as need in response to a specific pandemic. These resources may include members of HR, Facilities, Safety and Loss Control, Communications, and the Executive Team

2.0 Plan Activation

The Cooperative's Emergency Response Coordinator is responsible for working with the Cooperative's Executive Team to enact the Cooperative's Mobilization Procedures.
Mobilization Procedures will be activated when one or more of the following criteria are met:

- The World Health Organization (WHO) declares a pandemic when it is in increased and sustained transmission in the general population.
- Essential services are impacted by influenza flu or other pandemic either due to employee absenteeism, lack of supplies, or other reasons.
- Determination from employee self-reporting or management reporting.

3.0 Mobilization Procedures

Responsibilities and actions are listed for the Inter-Pandemic, Pre-Pandemic (Alert phase), Pandemic and Post Pandemic (Transition) Periods below:

Inter-Pandemic Period

1. Upon hearing of a potential pandemic, regardless of the areas effected, the Cooperative's Emergency Response Coordinator (ERC) shall begin monitoring the World Health Organization (WHO), Center for Disease Control (CDC), and Texas Department of State Health Services (TxDSHS) websites for information
2. The ERC will communicate current and potential pandemic activity to the Executive Staff
3. The ERC will coordinate a meeting with all effected Departments to communicate the potential threat of a pandemic and begin communications and preparations for a potential pandemic

Pre-Pandemic Period (Alert phase)

1. The ERC will continue to monitor the WHO, CDC, Texas DSHS, local news websites for pandemic information
2. The ERC will communicate current and potential pandemic activity to the Staff
3. The Cooperative's Staff will anticipate employee fear and anxiety, rumors, and misinformation and plan communications accordingly
4. The Cooperative will activate the pandemic notification process to manage cases at work, and track employee exposures
5. Facilities will activate pandemic workplace cleaning procedures
6. The Cooperative will begin tracking overseas and domestic travel by the employees and their families if applicable
7. The ERC will communicate to the Staff that the potential for a pandemic alert is imminent
8. The ERC and Staff will initiate Social Distancing Protocols

Pandemic Period

1. The ERC will activate the pandemic preparedness plan
2. The ERC will continue to monitor pandemic information on WHO, CDC, Texas DSHS, local news websites
3. The CEO and Staff will communicate activation of the plan to the employees and Membership as needed
4. The Cooperative will continue to monitor and manage cases at the Cooperative, and track employee pandemic exposures
5. Pandemic workplace cleaning procedures will continue
6. Monitoring of employee and employee's family overseas and domestic travel will continue if applicable
7. The ERC will monitor CDC and TxDSHS sites for anti-viral medication information and/or the development of vaccines
8. The Staff and ERC will activate social distancing protocols if applicable

Post-Pandemic Period (Transition phase)

1. The ERC will continue to monitor the WHO, CDC, TxDHSH, and local news websites
2. The ERC and Staff will de-activate the pandemic plan

3. The CEO and Staff will communicate the de-activation of the plan to Cooperative employees and Membership
4. Facilities will return to normal workplace cleaning procedures
5. Tracking of employee and employee's family travel will be discontinued
6. The Cooperative will de-activate social distancing protocol if applicable

3.1. Monitoring

- United's primary source of pandemic information is https://www.cdc.gov/. The Cooperative's Emergency Response Coordinator will monitor related information that may impact United.

3.2. Health Response Communications

- The CEO, ERC, Staff, and HR coordinate communications made via email, SMS text, mass communications tool, and telephone
- United's pandemic information and instructions will be provided to the employees and Membership by the CEO, Staff, and HR.

3.3. Containment Activities

- The Cooperative's Staff will access the pandemic situation and will limit or restrict public, Member, and contractor/vendor access to the following areas as needed:
    - Cooperative Community Rooms
    - Cooperative Lobbies
    - Cooperative Office Areas

3.4. Social Distancing

- Social distancing refers to strategies to reduce the frequency of contact between people. Social distancing strategies may include:
    - Avoid meeting people face to face – use the telephone, video conferencing and the internet to conduct business as much as possible – even when participants are in the same building.
    - Avoid any unnecessary travel and cancel or postpone non-essential meetings/gatherings/workshops/training sessions.
    - If possible, arrange for employees to work from home or work flex hours to maintain healthy staff and avoid cross infection, and rework shift changes to allow for intervals between shifts so that the work area can be thoroughly cleaned and ventilated.
    - Avoid public transport: walk, cycle, drive a car or go early or late to avoid rush hour crowding on public transportation.
    - Bring lunch and eat at desk or away from others (avoid break room and crowded restaurants).
- If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose a large meeting room and sit at least 6 feet away from each other if possible; avoid shaking hands or any personal contact.
- Encourage staff to practice social distancing away from the office.

3.5. Cleaning

- The Cooperative's Cleaning Contractor will be asked to step up office cleaning during the pandemic period.
- The Contractor's may be asked to apply specific cleaning solutions to counteract the specific virus or bacteria that is the prevalent cause of the pandemic. These solutions, if required, will be applied in the common areas, counters, railings, washbasins, toilet bowls, and urinals daily.
- Commonly recommended cleaning products may include:
    - Household (Laundry) Bleach: Dilute ¾ cup bleach into 1 gallon of water.
    - Rubbing Alcohol: (e.g. 70% isopropyl alcohol or 60% ethyl alcohol) Do not dilute; use straight from bottle. Items with lower alcohol concentrations will not be effective.
    - Lysol Brand Disinfectant

3.6. Managing Fear

- The ERC will work with the Staff and HR to manage this in the following ways:
    - Communicate the possibility of a pandemic to all staff when warranted.
    - Maintain this plan and provide communications to staff as necessary.
    - Provide clear, timely and proactive communications to staff when things are changing.
    - Provide clear communications on how the Business is handling the situation if a pandemic does occur.
    - Provide backup assistance for counseling staff through the EAP service.

3.7. Managing Cases at Work

- HR and the ERC will access the latest US Department of Health and Human Services (DHHS) advice regarding managing staff that become ill and modify the process outlined below as appropriate. This information will then be provided to the Pandemic Response Team.
- The ERC, Staff, and/or HR will send out awareness emails to staff regarding what to do if people get sick at work. If a person feels ill, or if someone observes that another person is exhibiting symptoms of influenza at work, they should notify their manager. Managers should contact the Pandemic Plan Coordinator by telephone if at all possible.
- Using the screening flowchart (Appendix B), the Staff and/or HR:
    - Should manage the process over the phone, if possible.
    - If the employee leaves the office without first contacting the Pandemic Plan Coordinator, or calls in sick with flu-like symptoms, they should be treated as a "suspect case
    - Pandemic supplies are located at each facility.
- Contact Management – The Cooperative will: identify contacts (once an employee is suspected to be infected); advise contacts that they have been in contact with a person suspected of having influenza/coronavirus; ask contacts to monitor their health and

practice social distancing in the workplace by reducing contact with others for 14 days. They will be able to remain at work unless fever develops.
- The suspect case's work station should be cleaned and disinfected.
- Return to work of a confirmed case: A Fitness for Duty form will be required to be submitted to HR.

3.8. Travel

Travel Advisories

- The ERC will monitor any travel advisories from the US DHHS at https://www.cdc.gov/
- The Emergency Response Coordinator will communicate to Staff, as information becomes available, to avoid the potential for travelers to be stranded overseas if flights, etc., are cancelled to minimize risk of spread, or to avoid being quarantined through the US DHHS quarantine procedures.

Preventing Travel to Infected Areas

- United's ERC will notify the Staff and Human Resources of locations to be blocked for business travel.

Managing Those Already in Infected Areas

- Per mobilization procedures, United's ERC will work with HR and the Staff to determine when to activate the travel log for employees and visitors.
- The ERC, HR, and Staff will work together to determine who is currently in infected areas.
- The ERC and HR will research information regarding infection control precautions and requirements for those travelling home from infected areas, and this information will be shared with the Staff.

Those Recently Returned from Infected Areas

- Communications will be sent by the CEO, the Staff, or HR regarding the need to be vigilant regarding self-checking for symptoms and to seek medical advice by phone immediately if symptoms occur. The traveler should report their travel history to the treating doctor or nurse.

Travel Advice

- The health content of Travel Communication will be taken from the US DHHS web site (https://www.cdc.gov/).

3.9. Treatment

Anti-viral medication

- The US DHHS will provide recommendations for the use of anti-viral medication.
- The ERC should check the US DHHS website for the latest information on the use of anti-viral medications and communicate to the Staff as necessary.

Influenza vaccine

- Vaccine development cannot commence until the pandemic virus has been isolated.
- It may take 3-6 months after the declaration of a pandemic by WHO before a vaccine is generally available for use by United's employees.

3.10. Maintenance of Essential Business Activities

- The Cooperative's Emergency Response Plan will be adhered to in order to ensure that all essential business activities continue.

Identification of mission critical business processes

- The minimum staffing levels to run mission critical business processes under pandemic conditions shall be identified by the Cooperative's Leadership Team and communicated to the Staff.
- Based on the severity and nature of the pandemic event, work from home protocols may be enacted to ensure the continued availability and capability of the Cooperative's employees to manage the event.
- Alternate sources of skilled people may be utilized in the event of a prolonged pandemic. United may consider the use of retirees, vendors, contractors and consultants.

Communications

- Communications associated with pandemic events will be managed by the Cooperative's CEO and Staff. The Leadership Team will communicated with the Cooperative's contractors and vendors as necessary to inform them of the Cooperative's Plan implementation and any restrictions that may apply to said contractor or vendor.

APPENDIX A

Illness, Exposure and Travel Work Restriction Guidance for COVID-19 as of April 2, 2020

Definitions

Active monitoring: If available, public health authority or health care provider (HCP) assumes responsibility for establishing regular communication with employee to assess for the presence of symptoms.

CDC Level 3 countries: All countries except the United States

Close contact: (a) being within approximately 6 feet of a COVID-19 case for a prolonged period of time; close contact can occur while caring for, living with, visiting, or sharing a healthcare waiting area or room with a COVID-19 case, OR (b) having direct contact with infectious secretions of a COVID-19 case (*e.g.,* being coughed on).

Free of fever/symptoms (determination): Free of fever and symptoms without the use of medicine to reduces fevers (*e.g.,* acetaminophen) or other symptoms (*e.g.,* cough suppressant)

Self-monitor: Take temperature twice a day and remain alert for respiratory symptoms and notify appropriate healthcare provider if fever or respiratory symptoms develop.

Symptoms /Symptomatic: Fever of 100.4° F or greater using an oral thermometer (or a device used by a medical professional) OR respiratory symptoms (*e.g.,* cough, fatigue, shortness of breath)

Texas self-quarantine list: *For travel to OR through OR from:* States: New York, New Jersey, Connecticut, California, Louisiana, Washington; Cities: Atlanta, GA, Chicago, IL, Detroit, MI, Miami, FL

Seek medical care if needed. Always practice social distancing and good hygiene.

Illness and Exposure Status:

Employee Status	Employee Reporting Symptoms	Employee with close contact with person tested positive for COVID-19	
		Not Symptomatic	Symptomatic
Work Restrictions	NOT TESTED / NEGATIVE TEST: • Notify your supervisor if you will miss work and/or you have a fever or other respiratory symptoms • Return to work only after free of fever for at least 72 hours AND other symptoms have improved AND you have followed all written instructions from a public health official or your HCP. *If your HCP note allows return to work in less than 72 hours, you may return earlier upon approval of HR.* • If you have visited a HCP (in person or telemedicine), you must provide a note from your HCP to HR and receive approval from HR before returning to work. • *Stay at home / self-quarantine for the specified period if you are instructed to do so by a public health official or HCP.*	• Notify HR • Self-quarantine for 14 days after known exposure • Self-monitor for symptoms • Remote work if possible	• Notify HR • Self-quarantine for 14 days after known exposure • Notify local health department and/or health care provider • Active monitoring
	PENDING TEST: Notify HR. Follow positive test guidance below until test results received.		
	POSITIVE TEST: Notify HR. Do not return to work until: • *If you will not be tested again:* Free of fever for at least 72 hours AND other symptoms have improved AND at least 7 days have passed since symptoms first appeared. • *If you will be tested again:* Free of fever AND other symptoms have improved AND you received two negative tests in a row, 24 hours apart. • *HR must approve return to work.*		

Travelers Returning From Outside of Texas:

Employee Status	Employee traveling back from outside the State of Texas (notify HR)		
	Location Risk Level	Not Symptomatic	Symptomatic
Work Restrictions	CDC Level 3 OR on Texas self-quarantine list OR passenger on any cruise ship	• Notify HR • Self-quarantine for 14 days after return • Self-monitor for symptoms • Remote work if possible	• Notify HR • Self-quarantine for 14 days after return • Notify local health department and/or health care provider • Active monitoring
	CDC Level 1 & 2 (Currently, all countries except US are Level 3)	• Notify HR • No work restrictions • Self-monitor for symptoms	

Travel restrictions may change at any time. Traveling employee will be subject to the restrictions / self-quarantine in place at the time of travel and return.