Filing Receipt

Filing Date - 2024-09-04 05:30:14 PM

Control Number - 56822

Item Number - 146

PROJECT NO. 56822

INVESTIGATION OF EMERGENCY PREPAREDNESS AND RESPONSE BY UTILITIES IN HOUSTON AND SURROUNDING COMMUNITIES	§ § § §	**PUBLIC UTILITY COMMISSION OF TEXAS**

BOWIE-CASS ELECTRIC COOPERATIVE'S RESPONSE TO COMMISSION STAFF'S FIRST REQUEST FOR INFORMATION TO TARGETED ELECTRIC CO-OPS
QUESTION NOS. STAFF 1-1 THROUGH 1-120

TO: John Lajzer, Public Utility Commission of Texas, 1701 N. Congress Ave., Austin, Texas 78711

BOWIE-CASS ELECTRIC COOPERATIVE ("BCEC") files these responses to Commission Staff's First Request for Information to Targeted Electric Co-ops, Question Nos Staff 1-1 through 1-120 ("Staff's First RFIs to Co-ops"). Commission Staff directed that responses to Staff's First RFIs to Co-ops be filed by August 30, 2024, thus these responses are timely filed. BCEC stipulates that its responses may be treated by all parties as if they were filed under oath.

Dated: 8/30/2024, Respectfully Submitted,

Travis Turner

EMERGENCY OPERATIONS PLAN

Douglassville, Texas

Texas 40 Bowie

Serving Bowie, Cass, Morris and Titus Counties,
and
Portions of Franklin and Red River Counties
of Texas

November 2011

Revision: November 2011

TABLE OF CONTENTS

Section Description **Page**

GENERAL INFORMATION

Need / Purpose

- In every business, there exists a need for speedy recovery from different types of disasters. Acts of God and man-made disasters have been known to cripple or destroy business functions and even entire organizations. Since the terror attacks that occurred on September 11, 2001, electric utility interest in a disaster recovery plan has significantly increased.

- Given their natural exposure to weather related outages, electric utilities have long had proven disaster mitigation plans in place to recover their electrical grid. For example, Texas Electric Cooperatives currently maintains an Emergency Work Plan that provides disaster planning resources and mutual aid agreements between member electric cooperatives.

- Several types of disasters can occur that threaten our ability to efficiently provide service to our consumers. Disasters such as fire, tornado, and earthquake can result in total loss situations where tools and equipment, on-site data, hardware, software, facilities, and even personnel are lost. Severe weather, such as lightning, and floods can be damaging to sensitive electrical equipment and the ability to do business from a particular location. Both of these disasters tie in with the potential for loss of power or other utilities. Sabotage can be either from external forces causing damage to structures, facilities, data through hacking or viruses, or from internal sources (personnel) damaging company resources.

- Health hazards, such as pandemic outbreaks of influenza or virulent viruses, and wide-area bio-terrorism attacks may also disrupt Cooperative business activities. (A Pandemic is a global disease outbreak caused by a virus for which there is little or no immunity in the human population that causes serious illness and then spreads person-to-person worldwide.) When a pandemic or bio-terrorism attack occurs, it may cause severe economic and social disruption including travel bans; school, government and business closings; cancellations of major events; and significant worker absenteeism. Water, electricity, natural gas, and telecommunications services will play a critical role in effectively responding to health and bio-terrorism hazards.

- The purpose of this Disaster Recovery Plan is to speed a cooperative's recovery from a wide range of disasters. Which though it may have a low probability of occurring, would nonetheless have a huge impact on a cooperative's ability to manage business systems. It will enable neighboring electric cooperatives to share resources more efficiently, establish procedures for mitigating losses, and provide quick access to critical business operations information.

Objective

- The objective of this preparation manual is to provide the Cooperative with a process to improve the effectiveness and responsiveness of all aspects of cooperative business following various disasters. The TEC Member Services Department coordinate this manual to assist a cooperative in developing a comprehensive plan by focusing on the following:
    - Identification of the business and operations functions that could be affected by a wide range of disasters;
    - Mitigation efforts that will have a direct effect of reducing the impact on critical functions;
    - Short-term tactical restoration recommendations, and
    - Long-term strategic restoration and/or risk reduction recommendations.

Introduction

This plan establishes an organization to be used during major power outage/disaster situations.

This plan provides procedures for patrolling, communications, reporting interruptions and restoration data, outside crew requisition and logistics, feeding, and lodging during a major power outage situation.

EXECUTIVE SUMMARY

A. Emergency Preparedness / Major Power Outage Plan (MPOP) Revisions

1. The General Manager shall annually review the Emergency Preparedness / Major Power Outage Plan (MPOP) and make any necessary changes

2. The revised MPOP will be submitted to the Board of Directors prior to the Annual Meeting in October.

3. The MPOP will be exercised at least once annually via a tabletop crisis response drill.

B. MPOP Responsibilities

1. Power outage responsibilities, which have been assigned in this plan, are primary responsibilities and each individual shall be ready to perform secondary tasks as the restoration progresses.

C. Safety

1. All BCEC crews shall work with extreme caution and in compliance with current Bowie-Cass safety guidelines.

2. All outside crews' safety guidelines will be reviewed prior to beginning work and work safety will be monitored by the Safety Director or designated personnel.

3. All switching, blocking and grounding must be performed in compliance with safety standards.

D. MPOP Work Schedule

1. For an extended restoration effort of two or more days of duration the following guidelines should be followed:

   a. The schedule for field work should maximize the use of daylight hours

   b. Except as listed below an employee should not be required to work more than approximately sixteen (16) hours continuously and should have eight (8) hours off for rest before returning to work.

E. Restoration Policy

1. Restoration shall proceed in accordance with principles and concerns for insuring public safety and providing service to the greatest number of customers in the least amount of time

2. Within the context of #1 above, due consideration is given to priority restoration of any police station, fire station, emergency shelter, hospital, convalescent home, and members on life-support systems located within the service area affected

F. Vulnerability and Risk Assessment

Bowie-Cass Electric Cooperative, Inc. operation is located in the far northeast corner of Texas. The service territory includes Bowie, Cass, Titus, Morris and sections of Franklin and Red River Counties. The Cooperative owns and maintains nearly 6,000 miles of distribution line as well as over 200 miles of transmission lines. The enterprise is strictly a distribution operation and does not generate any of the power that passes across the Cooperative's lines.

There are no identified assets served by the Bowie-Cass Electric Cooperative system that are considered elements of national security. The risk level of the electric system is considered to be low due to the absence of generation facilities and no known national security targets.

No other utilities are dependent on the operation of Bowie-Cass Electric Cooperative or it's distribution network.

G. Business Continuity

In the event a major power outage causes disruption or prohibits the Cooperative from using its business systems (computer, financial or other business systems) the following safety measures have been employed:

1. The main computer system (CIS, billing, etc) is backed up to the tape on a daily basis and this backup tape is stored off premises.

2. The Cooperative has established an off-site computer system that is comparable and compatible with current equipment in place. The BCEC system is backed-up nightly on this system.

3. The Cooperative has also entered into an agreement with IBM to provide a like computer system within 24 hours of an incident that causes a major disruption or loss of the Cooperative's business systems at it's headquarters location.

4. The Cooperative also has an understanding with Wood County Electric Cooperative, a nearby utility with an identical computer system, to use their computer if the Cooperative's system becomes inoperable.

H. Government Assistance Programs

BCEC's plan is intended to comply with the eligibility requirements to qualify for the FEMA Public Assistance Grant Program. Bowie-Cass Electric Cooperative, Inc. **will comply** with all FEMA regulations in order to participate in the FEMA Public Assistance Grant Program.

Major Power Outage Aftermath

A. Critique/Debriefing Meeting

1. A critique/debriefing meeting shall be conducted within fourteen (14) days after the cessation of a major power outage. The purpose of this meeting is to solicit comments and suggestions from employees and support personnel of the Cooperative's performance of service restoration during the outage

2. The General Manager shall chair the critique/debriefing meeting and the conclusions and recommendations shall be forwarded to the Board of Directors

3. If any pertinent changes are adopted, a revised copy of the MPOP shall be issued to all appropriate personnel and the Board of Directors

EMERGENCY CONTACTS for AREA AGENCIES

Bowie-Cass strives to maintain good rapport with area agencies on an ongoing basis. Following is a list of emergency contacts for Federal, State and County officials, and local law enforcement agencies, medical service providers and fire departments.

County Officials

BOWIE COUNTY

County Judge
Judge Sterling Lacy
P. O. Box 248
710 James Bowie Drive
New Boston, TX 75570
Phone: (903)628-6718
Fax: (903)628-6719

Precinct 1 Commissioner
Jack Stone
1234 Stone Rd
Texarkana, TX 75501
Phone: (903)838-8691
Fax: (903)838-0696

Precinct 2 Commissioner
John Addington
P. O. Box 248
710 James Bowie Drive
New Boston, TX 75570
Phone: (903)838-6171
Fax: (903)831-5468

Precinct 3 Commissioner
Kelly Blackburn
850 Front St
DeKalb, TX 75559
Phone: (903)667-5116
(903)628-6832
Fax: (903)667-4164

Precinct 4 Commissioner
Pat McCoy
801 Hwy 8 S
New Boston, TX 75570
Phone: (903)628-2278
(903)628-6832
Fax: (903)628-4435

County Sheriff James Prince
100 North Stateline
Texarkana, TX 75501
(903)798-3149
Fax: (903)792-0959

CASS COUNTY

County Judge
Judge Charles L. McMichael
P. O. Box 825
Linden, Texas 75563
Phone: 903-756-5181
Fax: 903-756-5732
E-mail: casscojudge@casscountytx.org

Precinct 1 Commissioner
Kenneth Pate

Precinct 1 Commissioner
Brett Fitts

Precinct 2 Commissioner
Danny Shaddix

Precinct 3 Commissioner
Paul Cothren
607 County Barn Road
Queen City, TX 75572
Phone: 903-796-4502
Fax: 903-796-4634
E-mail: casscountybarn3@yahoo.com

Precinct 4 Commissioner
Darrell Godwin

County Sheriff
James Estes
P. O. Box 180
Linden, Texas 75563
Phone: 903-756-7511
Fax: 903-756-5434

FRANKLIN COUNTY

County Judge
Judge Paul Lovier
502 E. Main Street
Mt. Vernon, Texas 75457
Phone: 903-537-4252
Fax: 903-537-2418

Precinct 1 Commissioner
Danny Chitsey
Hwy 37 at FM 71
Talco, TX 75487
Phone: 903-632-4566

Precinct 2 Commissioner
Donnie Surratt
724 CR 2100
Mt. Vernon, TX 75457
Phone: 903-537-4263

Precinct 3 Commissioner
Deryl Carr
563 FM 900 W
Mt. Vernon, TX 75457
Phone: 903-588-2763

Precinct 4 Commissioner
Sam Young
FM 115 at FM 1448
Scroggins, TX 75480
Phone: 903-860-3502
Fax: 903-860-3702

County Sheriff
Sheriff Paul B. Fletcher, Jr.
Franklin County Sheriff's Office
208 TX Hwy 37
Mt. Vernon, TX 75457
Phone: 903-537-4539
Fax: 903-537-2632

MORRIS COUNTY

County Judge
Judge Lunda Munkres
500 Broadnax, Suite B
Daingerfield, Texas 75638
Phone: 903-645-3691
Fax: 903-645-5729

Precinct 1 Commissioner
Dennis Allen
500 Broadnax
Daingerfield, Texas 75638
Phone: 903-645-3691
Fax: 903-645-5729

Precinct 2 Commissioner
Weldon Lilley
500 Broadnax
Daingerfield, Texas 75638
Phone: 903-645-3691
Fax: 903-645-5729

Precinct 3 Commissioner
Michael Clair
500 Broadnax
Daingerfield, Texas 75638
Phone: 903-645-3691
Fax: 903-645-5729

Precinct 4 Commissioner
Gary Camp
500 Broadnax
Daingerfield, Texas 75638
Phone: 903-645-3691
Fax: 903-645-5729

County Sheriff
Sheriff Jack Martin
502 Union Street
Daingerfield, Texas 75638
Phone: 903-645-2232
Fax: 903-645-4443

RED RIVER COUNTY

County Judge
Judge Morris Harville
Phone: 903-427-2680
Fax: 903-427-5510

Precinct 1 Commissioner
Donnie Gentry
Phone: 903-632-5963
Fax: 903-427-5510

Precinct 2 Commissioner
David Barnett
Phone: 903-925-2753
Fax: 903-427-5510

Precinct 3 Commissioner
Richard Harvey
Phone: 903-684-3548
Fax: 903-427-5510

Precinct 4 Commissioner
Bobby Wages
Phone: 903-697-3390
Fax: 903-427-5510

County Sheriff
Sheriff Robert Bridges
Phone: 903-427-3838
Fax: 903-427-5913

TITUS COUNTY

County Judge
Brian P. Lee
100 West First Street, Suite 200
Mt. Pleasant, Texas 75455
Phone: (903)577-6791
Fax: (903)577-6793

Commissioner Precinct 1
Don Boggs
(903)563-3652

Commissioner Precinct 2
Mike Fields
(903)572-7172

Commissioner Precinct 3
Phillip Hinton
(903)575-0478

Commissioner Precinct 4
Thomas Hockaday
(903)572-0402

Fax Number for all Commissioners:
(903)577-6793

County Sheriff
Sheriff Tim Ingram
304 S. Van Buren
Mt. Pleasant, Texas 75455-4442
24 Hour Non-Emergency Phone Number:
(903)572-6641
Fax Number: (903)577-8038

Area Law Enforcement Contacts

FBI – Dallas Field Office
One Justice Way
Dallas, Texas 75220
(972) 559-5000
dallas.fbi.gov

TEXAS RANGERS (DPS)
*Company "B", Garland - Captain, 2 Lieutenants (Garland-Tyler), 17 Ranger Sergeants
Company "B"
350 W. IH 30
Garland, TX 75043
214-861-2360

SHERIFFS
Sheriff James W. Prince
Bowie County
100 N Stateline Ave Box 18
Texarkana, TX 75501
Phone: (903) 798-3149
Fax: (903) 792-0959

Sheriff James D "Troop" Estes
Cass County
PO Box 180
Linden, TX 75563
Phone: (903) 756-7511
Fax: (903) 756-5434

Sheriff Paul B. Fletcher, Jr.
Franklin County
208 TX Hwy 37
Mt. Vernon, TX 75457
Phone: 903-537-4539
Fax: 903-537-2632

Sheriff Jack D. Martin
Morris County
502 Union Street
Daingerfield, TX 75638
Phone: (903) 645-2232
Fax: (903) 645-7228

Sheriff Robert Bridges
Red River County
500 N Cedar
Clarksville, TX 75426
Phone: (903) 427-3838
Fax: (903) 427-5913

Sheriff Tim Ingram
Titus County
304 S Van Buren
Mount Pleasant, TX 75455
Phone: (903) 572-6641
Fax: (903) 577-8038

PRISONS
TELFORD (TO)
CID - Prison
PO Box 9200
New Boston, Texas 75570
(903) 628-3171 (**067)

BOWIE COUNTY (XC)
CID - Contract Leased Beds
105 West Front Street
Texarkana, Texas 75501
(903) 798-3530

POLICE DEPARTMENTS
Atlanta City - Police Department
310 North Louise Street
Atlanta, TX 75551
903-796-7973

Daingerfield City - Police Department
Daingerfield, TX 75638
903-645-5511

Dekalb-City - Police Department
110 East Grizzley Street
De Kalb, TX 75559
903-667-5170

Linden City - Police Department
104 North Taylor Street
Linden, TX 75563
903-756-5544

New Boston - Chief of Police
105 South Center Street
New Boston, TX 75570
903-628-3771

Area Trauma & EMS Contacts

TSA-F Designated Trauma Facilities

Lead Level Three Facility:
Titus Regional Medical Center, Mt Pleasant

Level Three Facility:
Hopkins County Memorial Hospital, Sulphur Springs

Level Four Facilities:
East Texas Medical Center - Clarksville

Facilities Awaiting Designation:
Atlanta Memorial Hospital, Atlanta

CHRISTUS - St. Michaels Health Care Center, Texarkana

Paris Regional Medical Center, Paris

Wadley Regional Medical Center, Texarkana

Good Shepherd - Linden Municipal Hospital, Linden

Local Health Departments

Texarkana-Bowie County
Kathy Moore, Director
Robert Fry, M.D., Medical Director
P.O. Box 749 (902 West 12th)
Texarkana, TX 75501
Telephone: 903-798-3250
Fax: 903-793-2289
email: moorek@txkusa.org

Local EMS/Ambulance Services
LifeNet, Inc
6300 Hampton Drive
Texarkana, TX 75503
(903) 832-8531

City of Atlanta Fire/EMS
P.O. Box 669
Atlanta, TX 75551
(903) 799-4062

Northeast Texas Community College
P.O. Box 1307
Mt. Pleasant, TX 75551
(903) 572-1911

Wadley Regional Medical Center
1000 Pine Street
Texarkana, TX 75501
(903) 798-8926

Titus Regional Medical Center
2001 N. Jefferson
Mt. Pleasant, TX 75455
(903) 577 - 6337

Titus Regional Medical Center – EMS
2001 N. Jefferson
Mt. Pleasant, TX 75455
(903) 577-6362

Health South Rehabilitation Hospital
515 W. 12th Street
Texarkana, TX 75501
(903)-735-5008

Atlanta Memorial Hospital
P.O. Box 1049
Atlanta, TX 75551
(903) 799-3000

Hopkins County Memorial Hospital
115 Airport
Sulphur Springs, TX 75483
(903) 439-4077

Hopkins County EMS
115 Airport

Sulphur Springs, TX 75483
(903) 439-4047

East Texas Medical Center - Clarksville
P.O. Box 1270
Clarksville, TX 75426
(903) 427-6487

Good Shepherd Medical Center - Linden
404 N. Kaufman
Linden, TX 75563
(903) 756-9873

CHRISTUS St. Michael Health Care Center
2600 St. Michael Drive
Texarkana, TX 75504
(903) 614-2027

Champion EMS
1104 N. Broad
Longview, TX 75604
(903) 291-2500

Area Fire Departments

BOWIE COUNTY FIRE DEPARTMENTS

BURNS RED BANK VFD
PO BOX 372
HOOKS, TX 75561
Type: VOL.

C-5 RED LICK/LEARY VFD
PO BOX 1132
NASH, TX 75569
Type: VOL. Phone: (903) 547-1371

CENTRAL BOWIE CO VFD
PO BOX 306
NEW BOSTON, TX 75570
Type: VOL.

CROSS ROADS VOL FIRE DEPT
CURTIS HALL
(903) 835-8268
Subst. Area: Bond

DEKALB VFD
110 SE FRONT ST
DE KALB, TX 75559
Type: VOL. Phone: (903) 667-2410 Fax: (903) 667-2689

EVERETT VFD
RR 1 BOX 226F
HOOKS, TX 75561-9724
Type: VOL.

HOOKS VFD
PO BOX 37
HOOKS, TX 75561-0037
Type: VOL. Phone: (214) 547-2250 Fax: (903) 547-2065

LIBERTY EYLAU VFD -- RR 9 BOX 562, PO BOX 6227, TEXARKANA, TX 75505-6227
Type: VOL. Phone: (903) 832-1874 Fax: (903) 832-7652

MAUD VFD -- PO BOX 132, MAUD, TX 75567-0132
Type: VOL. Phone: (903) 585-5813 Fax: (903) 585-5612

NASH VFD -- PO BOX 520, NASH, TX 75569-0520
Type: VOL. Phone: (903) 832-7071 Fax: (903) 831-3411

NEW BOSTON FIRE DEPT -- PO BOX 5, NEW BOSTON, TX 75570-0005
Type: VOL. Phone: (903) 628-5787

PLEASANT GROVE VFD -- PO BOX 4968, TEXARKANA, TX 75505-4968
Type: VOL. Phone: (903) 838-7123 Fax: (903) 832-6751

REDWATER VFD -- PO BOX 316, REDWATER, TX 75573-0316
Type: VOL. Phone: (903) 671-2376

SIMMS VFD -- RR 1 BOX 151A, SIMMS, TX 75574-9738
Type: VOL.
(903) 543-2032
(903) 543-2228

TEXARKANA FIRE DEPT -- 3124 TEXAS BLVD, TEXARKANA, TX 75503-4008
Type: PAID. Phone: (903) 798-3994 Fax: (903) 793-4731

WAKE VILLAGE FIRE DEPT -- 624 BURMA RD, WAKE VILLAGE, TX 75501-6118
Type: VOL. Phone: (903) 836-0515 Fax: (903) 831-4327

CASS COUNTY FIRE DEPARTMENTS

ATLANTA FIRE DEPT -- PO BOX 669, 606 S LOUISE ST, ATLANTA, TX 75551-0669
Type: PAID. Phone: (903) 796-2303 Fax: (903) 799-4060

AVINGER VFD -- PO BOX 356, 140 CHURCH ST, AVINGER, TX 75630-0356
Type: VOL. Phone: (903) 562-1000 Fax: (903) 562-1045

BLOOMBURG VFD -- PO BOX 238, MAIN ST, BLOOMBURG, TX 75556-0238
Type: VOL. Phone: (903) 728-5404

BRYANS MILL VFD -- RR 3 BOX 3413, NAPLES, TX 75568-9344
Type: VOL. Phone: (903) 835-1905

CASS CO FIRE DIST 1 VFD -- PO BOX 62, MC LEOD, TX 75565-0062
Type: VOL.

CASS COUNTY ESD NO 2 -- PO BOX 157, QUEEN CITY, TX 75572-0157
Type: VOL. Phone: (903) 796-9101 Fax: (903) 796-9101

CENTER HILL VFD -- 3074 FM 1841, N/A, LINDEN, TX 75563-9625
Type: VOL. Phone: (903) 796-9568

CROSSROADS/CORNETT VFD -- PO BOX 67-A, HUGHES SPRINGS, TX 75656-9764
Type: VOL. Phone: (903) 835-5405 Fax: (903) 835-5406

DOUGLASSVILLE VFD -- PO BOX 39, DOUGLASSVILLE, TX 75560-0039
Type: VOL. Phone: (903) 846-9991 Fax: (903) 846-2681

HUGHES SPRINGS VFD -- PO BOX 356, 112 S PINE, HUGHES SPRINGS, TX 75656-0356
Type: VOL. Phone: (903) 639-3716 Fax: (903) 639-7134

LINDEN VFD -- PO BOX 419, LINDEN, TX 75563-0419
Type: VOL. Phone: (903) 756-7502 Fax: (903) 756-7980

MARIETTA VFD -- 283 CR 2353, MARIETTA, TX 75566-0293
Type: VOL. Phone: (903) 835-3200

MC LEOD VFD -- PO BOX 264, MC LEOD, TX 75565-0264
Type: VOL.

RED HILL VFD -- RR 1 BOX 187H, DOUGLASSVILLE, TX 75560-9730
Type: VOL. Phone: (903) 846-2338

FRANKLIN COUNTY FIRE DEPARTMENTS

MOUNT VERNON VFD -- 203 TEXAS HIGHWAY 37, MOUNT VERNON, TX 75457-3106
Type: VOL. Phone: (903) 537-4681

NORTH FRANKLIN CO VFD -- PO BOX 1162, MT VERNON, TX 75457-1162
Type: VOL.

PURLEY VFD -- 1257 FARM ROAD 900 W, MOUNT VERNON, TX 75457-7158
Type: VOL. Phone: (903) 588-2852

SOUTH FRANKLIN VFD -- 120 DEER COVES, SCROGGINS, TX 75480-9718
Type: VOL. Phone: (903) 860-2999

MORRIS COUNTY FIRE DEPARTMENTS

CASON VFD -- PO BOX 221, CASON, TX 75636-0221
Type: VOL.

DAINGERFIELD VFD -- PO BOX E, DAINGERFIELD, TX 75638-0843
Type: VOL. Phone: (903) 645-3906

JENKINS FIRE DEPT -- PO BOX 615, 1011 F M 997, DAINGERFIELD, TX 75638-0615
Type: VOL. Phone: (903) 656-2956

LONE STAR VFD -- PO BOX 218, LONE STAR, TX 75668-0218
Type: VOL. Phone: (903) 656-2311 Fax: (903) 656-3355

NAPLES VFD -- PO BOX 340, 205 MAIN STREET, NAPLES, TX 75568-0340
Type: VOL. Phone: (903) 897-9128 Fax: (903) 897-2913

OMAHA VFD -- PO BOX 906, OMAHA, TX 75571-0906
Type: VOL. Phone: (903) 884-3022 Fax: (903) 884-3022

ROCKY BRANCH VFD -- RR 2 BOX 77EE, DAINGERFIELD, TX 75638-9531
Type: VOL.

RED RIVER COUNTY FIRE DEPARTMENTS

ANNONA VFD -- PO BOX 79, ANNONA, TX 75550-0079
Type: VOL. Phone: (214) 924-3325

AVERY VFD -- PO BOX 7, AVERY, TX 75554-0007
Type: VOL. Phone: (903) 684-5131

BAGWELL CO VFD -- PO BOX 91, BAGWELL, TX 75412-0091
Type: VOL. Phone: (903) 925-2115

BOGATA VFD -- PO BOX 488, BOGATA, TX 75417-0426
Type: VOL. Phone: (903) 632-5234

CUTHAND CO VFD -- RR 1 BOX 142, BOGATA, TX 75417-9717
Type: VOL.

TITUS COUNTY FIRE DEPARTMENTS

5 STAR VFD -- PO BOX 2145, MOUNT PLEASANT, TX 75456-2145
Type: VOL.

COOKVILLE VFD -- PO BOX 97, COOKVILLE, TX 75558-0097
Type: VOL.

HAGANSPORT VFD -- RR 1, TALCO, TX 75487-9801
Type: VOL.

MT PLEASANT FIRE DEPT -- PO BOX 328, 728 E FERGUSON RD, MOUNT PLEASANT, TX 75456-0328
Type: BOTH. Phone: (903) 575-4144 Fax: (903) 577-8631

NORTEX VFD -- RR 1 BOX 1630, MOUNT PLEASANT, TX 75455-9785
Type: VOL. Phone: (903) 572-0788

NORTHEAST TEXAS COMM COLLEGE – PO BOX 1307, MT PLEASANT, TX 75456-1307
Type: OTHER. Phone: (903) 572-1911 Fax: (903) 572-6712

SUGAR HILL FIRE DEPT -- 60 COUNTY ROAD 3925, MT PLEASANT, TX 75455-6825
Type: VOL. Phone: (903) 379-2715

TALCO FIRE DEPT -- PO BOX 365, TALCO, TX 75487-0365
Type: VOL. Phone: (903) 379-3731 Fax: (903) 379-3311

TRI LAKES VFD -- RR 5 BOX 240-3, PITTSBURG, TX 75686-8806
Type: VOL. Phone: (903) 577-7500 Fax: (903) 577-1235

WINFIELD VFD -- PO BOX 95, WINFIELD, TX 75493-0095
Type: VOL. Phone: (903) 524-3611

PANDEMIC/BIO-TERRORISM RESPONSE

Bowie-Cass Electric Cooperative, Inc. maintains a pandemic/bio-terrorism plan as a part of the continuity of operations planning discussions. When a pandemic occurs, it may cause severe economic and social disruption including travel bans; school, government and business closings; cancellations of major events; and significant worker absenteeism. When a wide-scale bio-terrorism attack occurs, it may cause minor to moderate economic and social disruption including local or area-wide travel bans; school, government and business closings; worker absenteeism and limited or non-availability of Cooperative offices and facilities. Water, electricity, natural gas, and telecommunications services will play a critical role in effectively responding to a pandemic or bio-terrorism attack.

Pandemics and bio-terrorism attacks are similar and may require similar responses in some instances, but they are or can be very different. This section will mainly address pandemics, while a bio-terrorism attack may utilize portions of both the pandemic response and the "Emergency Service Restoration" section of this document.

All available literature on pandemics suggests that it is not a matter of if, but rather when the next one occurs. A Pandemic is a global disease outbreak caused by a virus for which there is little or no immunity in the human population that causes serious illness and then spreads person-to-person worldwide and many scientists believe it is only a matter of time until the next pandemic occurs. During the 20th century there were 3 pandemics: the 1918 influenza pandemic caused at least 500,000 U.S. deaths and up to 40 million deaths worldwide; the 1957 influenza pandemic caused at least 70,000 U.S. deaths and 1-2 million deaths worldwide; and the 1968 influenza pandemic caused about 34,000 U.S. deaths and 700,000 deaths worldwide. When a pandemic emerges, its global spread is considered inevitable and although measures such as border closures and travel restrictions may delay the arrival of the virus but cannot stop it. When a pandemic occurs a substantial percentage of the world's population will require some form of medical care and medical systems throughout the world will be severely depleted in the attempt to provide antiviral drugs, equipment, hospital beds and medical assistance to the number of people who have contracted this disease. A pandemic will cause severe economic and social disruption including travel bans, school, government and business closings, cancellations of major events and significant worker absenteeism. Water, electricity, natural gas, and telecommunications services will play a critical role in effectively responding to a potential pandemic.

Purpose

Plans to respond to health and bio-terrorism hazards are being developed in support of State and federal initiatives supporting the Bio-terrorism Act of 2001. It has been recommended that all plans include provisions for ensuring that critical personnel receive inoculation on a priority basis as they relate to a potential pandemic; and that plans be reviewed and updated on an annual basis, be robust in assuring staffing for critical functions through cross training, permit modification of operation to enhance telecommuting or remote dispersal of personnel to minimize disease transmission, and be responsive to the potential of travel restrictions affecting the general movement of the population.

Scope

This plan will establish:

1. The levels of the emergency from pre-event watch to major disruption of operations and/or employee effectiveness.
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 Engineering Department. The official copy will be maintained in the Headquarters Office in Douglassville, Texas.

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

Planning Assumptions

The following pandemic planning assumptions are taken from the Electricity Sector Influenza Pandemic Planning, Preparation and Response Reference Guide, developed by the North American Electric Reliability Council (NERC):

1. The timing of the outbreak of a pandemic is uncertain and depends on many factors.
2. Once human to human transmission begins, the disease will spread very rapidly around the world within three to eight weeks.
3. Attack rate for the general population is expected to be in the range of 25 percent and these people would be very ill for up to a week.
4. Absentee rates for employees may be in the range of 35 percent for the duration of the pandemic due to illness and other factors such as needing to take care of family members. The pandemic could last for 6 months. Absentee rates will not be uniform across an organization and will be caused by employee illness as well as family care issues, inability to get to work, etc.
5. Persons who contract the virus are not expected to contract it a second time due to a build up of immunity. However, if the virus mutates, recurrences for the same individual would be possible.
6. Personnel will need to be managed differently to conduct essential business processes and to minimize the spread of the virus.
7. Not enough anti-viral medicines or vaccines will be available for the entire population. There may be none in the early stages and then limited quantities for select populations. Anti-viral medicines, such as Tamiflu, present a variety of difficult issues such as availability, effectiveness against specific virus strains and dosage levels for pre-infection prevention as compared to post-infection treatment.

8. A pandemic will strike in at least two waves, each lasting six to eight weeks. The first wave will peak in three to four weeks. The second wave will be three to six months after the first and will likely be stronger than the first. There may also be a third wave with characteristics similar to the second.
9. It will be important to provide accurate and timely information distribution to employees, labor organizations and government before and during the pandemic.
10. Interdependencies with other segments of the electricity sector (Generators, transmission operators, distribution providers) and other critical infrastructures (Communications, nuclear, natural gas, petroleum, transportation, emergency services, etc) as well as contractors and suppliers will be severely tested during influenza pandemic.

Definition of Emergency Levels

Pre-Event Watch

The situation is prior to the outbreak of a potential epidemic, pandemic or bio-terrorism attack. This is a precautionary situation that would follow a government agency notification, either of an official or unofficial nature, or announcement recommending voluntary implementation of prudent, health safety precautions. The General Manager, or his designee, will monitor the situation and advise supervisors and/or employees of measures to be implemented.

- INFECTION RATE: LESS THAN 5% OF THE GENERAL POPULATION
- INFECTION PROFILE: LIGHT OR LIMITED OUTBREAK OF THE FLU
- INITIATED BY: GENERAL MANAGER OR DESIGNATED PERSON
- MINIMUM IMPLEMENTATION:
    - Employees encouraged to participate in immunization programs recommended by governmental agencies (i.e.; flu shots)
    - Alcohol-based hand sanitizer placed in all common areas such as restrooms, break rooms, conference rooms, and at all meetings where food and drink are served.
    - Disinfectant spray (i.e.; Lysol) placed in all restrooms.
    - Facial tissues placed in all meeting rooms and break rooms.
    - Cleaning crews briefed on disinfecting techniques.

Level 1 - Outbreak of Virus

This is a precautionary situation that would follow an official government agency notification or announcement recommending voluntary implementation of prudent, health safety precautions. The General Manager, or his designee, will monitor the situation and advise supervisors and/or employees of measures to be implemented.

- INFECTION RATE: 5% TO 10% OF THE GENERAL POPULATION
- INFECTION PROFILE: NORMAL ANNUAL OUTBREAK OF THE FLU
- INITIATED BY: GENERAL MANAGER OR DESIGNATED PERSON

- MINIMUM IMPLEMENTATION:
  - Cooperative schedules immunization program recommended by governmental agencies (i.e.; flu shots)
  - Employees encouraged to participate in immunization programs
  - Cooperative gathers specific guidance from public health or governmental agencies regarding outbreak, symptoms and recommended "wellness" measures
  - Employees **do not** report to work if sick
  - Employees **do not** return to work until all symptoms have cleared
  - Alcohol-based hand sanitizer placed in all common areas such as restrooms, break rooms, conference rooms, and at all meetings where food and drink are served.
  - Disinfectant spray (i.e.; Lysol) placed in all restrooms.
  - Facial tissues placed in all meeting rooms and break rooms.
  - Cleaning crews briefed on disinfecting techniques.

Level 2 - Outbreak of Epidemic

This is a precautionary situation that would follow an official government agency notification or announcement recommending voluntary or required implementation of prudent, health safety precautions. The General Manager, or his designee, will monitor the situation and advise supervisors and/or employees of measures to be implemented.

- INFECTION RATE: 10% TO 20% OF THE GENERAL POPULATION
- INFECTION PROFILE: WIDESPREAD OUTBREAK OF THE FLU
- INITIATED BY: GENERAL MANAGER OR DESIGNATED PERSON
- MINIMUM IMPLEMENTATION:
  - Departments prepare for reduced employee attendance
  - Departments evaluate all job functions and designated essential functions to be preserved and continued by available employees
  - "Work from Home" or "Off Site" employees evaluated and designated
  - Cooperative schedules immunization program recommended by governmental agencies (i.e.; flu shots)
  - Employees strongly encouraged to participate in immunization programs
  - Cooperative gathers specific guidance from public health or governmental agencies regarding outbreak, symptoms and recommended "wellness" measures
  - Employees **do not** report to work if sick
  - Employees **do not** return to work until all symptoms have cleared
  - Limit face-to-face meetings
  - Limit travel to affected areas
  - General Manager or designated person communicates changes in Company policies and/or practices
  - Alcohol-based hand sanitizer placed in all common areas such as restrooms, break rooms, conference rooms, and at all meetings where food and drink are served.
  - Disinfectant spray (i.e.; Lysol) placed in all restrooms.
  - Facial tissues placed in all meeting rooms and break rooms.
  - Cleaning crews briefed on enhanced disinfecting techniques.

Level 3 - Outbreak of Pandemic

This is a serious situation that would follow an official government agency notification or announcement recommending voluntary or required implementation of prudent, health safety precautions. The General Manager, or his designee, will monitor the situation and advise supervisors and/or employees of measures to be implemented.

- INFECTION RATE: GREATER THAN 20% OF THE GENERAL POPULATION
- INFECTION PROFILE: WIDESPREAD OUTBREAK OF THE FLU
- INITIATED BY: GENERAL MANAGER OR DESIGNATED PERSON
- MINIMUM IMPLEMENTATION:
  - Departments increase preparedness for reduced employee attendance
  - Departments evaluate all job functions and designated essential functions to be preserved and continued by available employees
  - Non-essential job functions reduced or eliminated
  - "Work from Home" or "Off Site" employees designated and dispersed
  - Cooperative schedules immunization program recommended by governmental agencies (i.e.; flu shots)
  - Concerted effort for all employees to be immunized
  - Cooperative gathers specific guidance from public health or governmental agencies regarding outbreak, symptoms and recommended "wellness" measures
  - Employees **do not** report to work if sick or family member sick
  - Employees **do not** return to work until all symptoms have cleared in family
  - Suspend face-to-face meetings
  - Suspend non-critical travel to affected areas
  - General Manager or designated person communicates changes in Company policies and/or practices
  - Respiratory masks and/or latex gloves required of employees as recommended by governmental agencies
  - Alcohol-based hand sanitizer placed in all common areas such as restrooms, break rooms, conference rooms, and at all meetings where food and drink are served.
  - Disinfectant spray (i.e.; Lysol) placed in all restrooms.
  - Facial tissues placed in all meeting rooms and break rooms.
  - Cleaning crews briefed on enhanced disinfecting techniques as recommended or required by governmental agencies.

Policy Modification/Development

The outbreak of a local epidemic, a pandemic or a bio-terrorism attack may require that Company policies be modified to limit the transmission of the virus. This may be undertaken as a precautionary situation or in response to a government agency notification or announcement recommending voluntary or required implementation of prudent, health safety precautions. The General Manager, or his designee, will evaluate Company policies and practices, and advise supervisors and/or employees of measures to be implemented. Measures to be evaluated are:

Employee Education

Efforts will be made to educate employees about influenza, how it spreads and how the Cooperative is preparing. Educational resources available from the World Health Organization (WHO) and the Centers for Disease Control (CDC) will be gathered and reviewed. Employee luncheons, posters and broadcast e-mail will be used to convey this information to employees. Existing communication tools and communications plans would be used to educate and communicate pandemic-related messages to employees.

Employee education may include:

- How to avoid the Flu or Virus
- Preventing the spread of the Flu or Virus
- Symptoms of the Flu or Virus
- When not report to work if sick, including directives on when to return to work
- When and how employees are expected to limit face-to-face meetings
- When and how employees are expected to limit travel to affected areas
- Company and personal preparation for the pandemic
- Cooperative pandemic response procedures

Policy Modifications

Policy modifications are anticipated to center around "sick leave" policies, "Work from Home" and/or "Off site Work" policies. Policy modifications may include:

- A relaxing of the definition of sick leave during a pandemic to allow leave to be taken to care for an employee's sick family members
- The possibility of mandatory leave for employees with symptoms of illness
- A set of return to work guidelines to prevent employees from returning while still contagious
- Some guidance on the handling of missed time for employees that do not wish to come to work for fear of exposure
- A Work from Home guideline to allow employees the ability to work from home to minimize contact during a pandemic

- A set of guidelines to minimize business travel and face-to-face contact during a pandemic

Business Continuity

Department Heads will be asked to re-examine their critical business process plans to determine if changes are necessary to cover a contagious disease pandemic. Specifically:

- Are employees within the Department and/or Division cross-trained in job functions related to critical business processes?
- Could the Department continue to perform its critical business processes with a 40-50% employee absentee rate?
- Which employees' job functions could be performed from home?
- Which of those employees are equipped to work from home (home computer, Internet access, etc.)?
- If the Cooperative, by nature of its critical service provider status, were to be provided with a limited number of doses of vaccine, whom would they be given to?
- Which job functions should be designated "essential" functions to be preserved and continued by available employees?
- How should "essential" job functions be modified (i.e.; work with smaller crews) to limit transmission of viruses?
- Should "Non-essential" job functions be reduced or eliminated without jeopardizing future operations the Cooperative?
- Can employees be accommodated to "Work from Home" or "Off Site" locations to disperse job functions and limit personal contacts?
- IT personnel should develop plans for a wide deployment of software and services during a pandemic to support a large number of "Work from Home" employees
- IT should also provide instruction on the use of the Cooperative e-mail system and the Cooperative Network from a remote location

Notes / Recommendations:

EMERGENCY SERVICE RESTORATION

Bowie-Cass Electric Cooperative, Inc. 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 altered to meet local conditions, 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 Engineering Department. The official copy will be maintained in the Headquarters Office in Douglassville, Texas.

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 on-call Operations Supervisor. The Dispatcher and/or Supervisor may request the assistance of phone operators to answer calls.

- EXPECTED OUTAGE TIME-NONE
- CUSTOMERS OUT OF SERVICE-NONE
- INITIATED BY: DISPATCHER/OPERATIONS SUPERVISOR

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 SUPERINTENDENT OR ON-CALL SUPERVISOR

Level 2

An emergency/outage 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: ENGINEERING REPRESENTATIVE OR THE GENERAL MANAGER

Level 3

An emergency/outage 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: THE GENERAL MANAGER

Priorities for Restoration of Service

Priorities for restoration of service generally will address critical areas or consumers first, then work towards restoring less critical areas. System restoration of the distribution system can not be implemented on a "piece meal" basis in that service typically can not be restored to the extremities of circuits, but must be restored beginning at the "source", typically the substation, with restoration efforts moving outward along the three-phase lines and then addressing single phase lines. This process is well established as it results in restoring service to the largest amount of consumers more quickly. Consideration will be given to restoring certain single-phase lines that serve critical customers though.

"Critical load customers" are defined by PUC regulations as: 1) A customer for whom electric service is considered crucial for the protection or maintenance of public safety; 2) An industrial customer, for whom an interruption or suspension of electric service will create a dangerous or life-threatening condition on the retail customer's premises; and 3) A residential customer for whom an interruption or suspension of electric service will create a dangerous or life-threatening condition. A "Critical Load Customer List" has been established and will be updated at least annually. This List will be used as a part of the effort to determine priorities for restoration of service.

A "courtesy list" has been established for the restoration of consumers that could directly affect public safety or might serve "community wide" assistance efforts. Consumers on the "courtesy list" include County Commissioner Precinct "barns", Volunteer Fire Department facilities, City Halls, railroad crossing signage, community water wells and sewer lift stations, gas pipeline control valves, community centers, schools and churches. This List will also be used as a part of the effort to determine priorities for restoration of service.

Critical Load Customers and Registry

"Critical load customers" are defined by PUC regulations as: 1) A customer for whom electric service is considered crucial for the protection or maintenance of public safety; 2) An industrial customer, for whom an interruption or suspension of electric service will create a dangerous or life-threatening condition on the retail customer's premises; and 3) A residential customer for whom an interruption or suspension of electric service will create a dangerous or life-threatening condition. A "Critical Load Customer Registry" has been established and will be updated at least annually. This Registry will be located, in electronic and hard copy, adjacent to all copies of the Plan. Although this Registry may not be accurate "to the minute" of use, it will provide a basis for identifying and communicating with those consumers directly. A "to the minute" copy of the Registry will be available to dispatch personnel and management at the headquarters location.

Communications Plan Summary

Bowie-Cass has plans in place to post public service notices on the company website and contact media outlets, including radio stations, newspapers and television stations, at the onset of an emergency affecting electric service. The plan lists contact entities, addresses, phone numbers, FAX numbers and e-mail addresses where available. The plan will provide pertinent information on in a timely, "as needed" basis, typically with morning and evening updates, concerning the affected areas and estimated service restoration schedules.

"Critical load customers" as defined by PUC regulations may be contacted individually by telephone or direct visits. When telephone service is not available, the Cooperative will attempt to notify critical loads either before or at the onset of an emergency through broadcast radio and television announcements, working with law enforcement officers and utility personnel in the field. This contact will determine whether assistance is needed and the nature of assistance required. It is anticipated that assistance may simply be estimated service restoration schedules, or may include assistance in finding temporary shelter, critical provisions (food, water, gasoline for generators and/or oxygen), or medical evaluation and transportation. The monitoring and care of critical load customers may be transferred to county, city or local organizations who are better suited to meet this need on a case-by-case basis.

The following pages list current information available for area media outlets.

Area Television Stations

KTBS – Channel 3
312 E. Kings Highway
Shreveport, Louisiana USA 71104
Main Number 318-861-5800
Newsroom 318-861-5880
318-219-4680 (fax)
news@ktbs.com

KTAL – Channel 6
Shreveport Office
3150 North Market Street
Shreveport, LA 71107
Main:(318) 629-6000
Toll Free: 866-665-6000
Main Fax: (318) 629-6001

Texarkana Office
KTAL TV
#132 Central Mall
Texarkana, TX 75503
Main: (903) 334-0285
Main Fax: (903) 334-0288

KTAL General News E-mail
ktal@ktalnews.tv

KSLA – Channel 12
1812 Fairfield Avenue
Shreveport, LA 71101
(318) 222-1212 (Main Switchboard)
(318) 677-6713 (News Department)
(800) 444-5752 (To the News Department)
Fax us:
(318) 677-6703
(318) 677-6705 (News Department)
E-mail News Department:
news12@ksla.com

Area Newspapers

DeKalb
DeKalb News
tribunenews@valornet.com
http://www.newbostonnews.com
903-628-5801

New Boston
Bowie County Citizen Tribune
ads.tribunenews@valor.com
http://www.newbostonnews.com
903-628-5801

Texarkana
Texarkana Gazette
P.O. Box 621 (315 Pine St.)
Texarkana, TX 75504
(903) 794-3311
News Fax (903) 794-3315
http://www.texarkanagazette.com

Atlanta
Atlanta Citizens Journal
news@atlantacitizensjournal.com
903-796-7133

Linden
Cass County Sun
casscountysun@valornet.com
903-756-7396

Daingerfield
The Bee
beenewspaper@aol.com
903-645-3948

Naples
The Monitor
themonitor@valornet.com
903-897-2281

Mount Pleasant
Daily Tribune
news@dailytribune.net
http://www.dailytribune.net
903-572-1705

Mount Vernon
Mount Vernon Optic-Herald
optic@mt-vernon.com
http://www.mt-vernon.com
903-537-2228

Bogata
Bogata News-Talco Times
tppub@1starnet.com
903-632-5322

Clarksville
Clarksville Times
ctimes@classicnet.net
http://www.clarksvillenews.net
903-427-5616

Detroit
Detroit Weekly
tppub@1starnet.com
903-652-4205

Area Radio Stations

KFYX-FM RADIO
615 Olive Street
Texarkana, TX 75501-5559
903-793-4671 (wk)
903-792-4261 (fax)

KKYR-AM RADIO
2324 Arkansas Blvd
Texarkana, TX 71854-2016
870-772-3771 (wk)
870-772-0364 (fax)
www.kkyr.com

KOWS-FM RADIO
1323 College Drive
Texarkana, TX 75503-3531
903-793-1109 (wk)
903-794-4717 (fax)

KZHE-FM RADIO
406 Union Street
Magnolia, AR 71753-2747
870-234-7790 (wk)
870-234-7791 (fax)
www.kzhe.net

KTXK Public Radio
Texarkana College
2500 North Robison Road
Texarkana, Texas 75599
(903) 838-4541 Ext. 3269 or 3330
Fax Number (903) 832-5030 Attn: KTXK Radio
ktxktc@yahoo.com

KJUK 92.3 FM, Mount Pleasant, TX, Christian Contemporary, Radio

KHTA 92.5 FM, Wake Village, TX, Religious, Radio
Houston Christian Broadcasters
(Master Station KHCB Houston)
2424 South Blvd. Houston, TX 77098
(888) 777-KHCB toll free or (713) 520-5200

KWSK 92.7 FM, Daingerfield, TX,

KEWL 95.1 FM, New Boston, TX, Oldies, Radio
1323 College Drive
Texarkana, TX 75503
Office: (903) 793-1100
Public Service Director, Fabienne Thrash
fabe1039@cableone.net

KXDX 95.7 FM, Mount Pleasant, TX,
David Hill, General Manager
Paula Hill, Program Director
P.O. Box 1393
Mt. Pleasant, TX 75456-1393
Telephone: 903-577-9595

KPWW 95.9 FM, Hooks, TX, Top-40, Radio

KTAL 98.1 FM, Texarkana, TX, Classic Rock, Radio

KNRB 100.1 FM, Atlanta, TX, Religious, Radio

KZRB 103.5 FM, New Boston, TX, Urban Contemporary, Radio
B & H Broadcasting Systems, Inc.
710 West Ave. A Hooks, Texas 75561
kzrb@txk.com
903-547-3223.

KCMC 740 AM, Texarkana, TX, Sports, Radio

KPYN 900 AM, Atlanta, TX, Christian Contemporary, Sports, Talk, Religious
PO Box 900
Atlanta, TX 7551
Studio: 903-796-6056
Office: 903-796-2817
Fax: 903-796-1000

KTFS 940 AM, Texarkana, TX, News/Talk, Radio

KIMP 960 AM, Mount Pleasant, TX, Country, Radio
(KSCN,KALK,KIMP)
1798 U.S. Highway 67 West
Mt. Pleasant, Texas 75455
(903) 572-8726

KKTK 1400 AM, Texarkana's Talk Station Texarkana, TX, Spanish, Radio

KPGG
1323 College Drive
Texarkana, TX 75503 Office Hours
Main: (903) 793-1100
Fax: (903)794-4717

KNBO 1530 AM, New Boston, TX, Religious, Radio
PO Box 848
New Boston, TX 75570
903-628-2561

KNGR 1560 AM, Daingerfield, TX, Gospel Music, Radio
KING Country Radio
PO Box 474
Daingerfield, Texas 75638
(903) 645-4325
Bob Wilson: Bob@kingcountry.org
Glorya Wilson: Glorya@kingcountry.org

East Texas Broadcasting, Inc.
Bud Kitchens, President/General Manager
Mt Pleasant/Sulphur Springs/Paris Operations
Bryan Friesth, General Manager, Paris

Mount Pleasant Office
(KSCN,KALK,KIMP)
1798 U.S. Highway 67 West
Mt. Pleasant, Texas 75455
(903) 572-8726

Paris Office
(KBUS,KOYN,KPLT-fm,KPLT-am)
2810 Pine Mill Road
Paris, Texas 75460
(903) 785-1068

Sulphur Springs Office
(KSCH)
930 South Gilmer Street
Sulphur Springs, Texas 75482
(903) 885-1546

GAP Broadcasting
12900 Preston Road Suite 525
Dallas, TX 75230
http://www.gapbroadcasting.com
Phone: 214-295-3530
FAX: 972-386 -4445

Call Sign: KPWW-FM
Format: CHR
Call Sign: KKYR-FM
Format: Country
Call Sign: KYGL-FM
Format: Classic Rock
Call Sign: KMJI-FM
Format: Soft AC
Call Sign: KOSY-AM
Format: Oldies

CURTAILMENT, LOAD SHEDDING and PLANNED INTERRUPTIONS

Curtailment, load shedding and planned interruptions during an emergency can be required due to a variety of issues. Curtailment, load shedding and planned interruptions generally involve voluntary, on the Cooperative's part at least, de-energizing particular consumers or discrete areas of service. Curtailment is generally defined as de-energizing particular consumers until the emergency situation ends, such as de-energizing a few large consumers in lieu of a large number of residential consumers. Curtailment can be accomplished with prior warning of a few hours. Load shedding is accomplished through either automatic or manual means. Load shedding generally occurs with very little notice and results in de-energizing particular distribution substations or circuits. Planned interruptions typically are a result of required planned maintenance or repair work that would result in unsafe work practices if performed while the line or equipment is energized.

Curtailment Priorities

As noted, de-energizing particular consumers can accomplish curtailment of load. The Cooperative does not currently offer "interruptible" rates to large consumers. However, the Cooperative does enjoy a good working relationship with most large consumers. As a result, large consumers may voluntarily submit to curtailment in an emergency. While all consumers would be subject to costs of lost productivity", some consumers would affect fewer employees and therefore suffer less from paid or unpaid wages, and disruption of employees income stream. A curtailment list has been compiled and inserted, as a portion of the "Load Shedding Plan", developed to address requirements of the Southwest Power Pool (SPP). The "Load Shedding Plan" is available for dispatch personnel and management as needed. Generally, large consumers (compiled monthly as a "Large Power List") have been assigned a "Load Curtailment Priority" and are listed as aggregated load in the table below.

Curtailment Priority	Load Type	Load Category	Total # of Consumers	Total Monthly Demand (kW)	Total Mo. Energy (kWH)
1	Oil/Gas	Production	24	3,494	1,827,547
1	Oil/Gas	Transport	1	35	9,180
2	Manuf.	Metal Fab.	22	8,083	1,965,739
2	Manuf.	Misc.	3	414	52,360
2	Manuf.	Stor./Transp.	5	1,620	754,800
2	Timber	Processing	6	1,903	396,420
3	Gov.	College	1	922	340,200
3	Gov.	Prison	2	1,405	741,955
4	Transp.	Trucking	3	209	44,920
4	Gov.	Schools	9	461	115,160
4	Gov.	Co. Bldgs	3	169	71,819
4	Retail	Misc.	8	839	293,400
5	Utility	Gen. Plant	1	32	8,000
5	Comm.	Radio	2	117	44,740
		TOTAL	**90**	**19,703**	**6,666,240**

Revision: November 2011

Procedure for Load Shedding

As noted, load shedding is accomplished through either automatic or manual means. Load shedding generally occurs with very little notice and results in de-energizing particular distribution substations or circuits. A "Load Shedding Plan" has previously been developed to address requirements of the Southwest Power Pool (SPP). The "Load Shedding Plan" is available for dispatch personnel and management as needed. The Plan is summarized below.

Automatic Shedding: SPP directives require the automatic shedding of load due to abnormal decreases of the system frequency with three (3) 10% total system load increments dropped as the system frequency deteriorates. The first 10% load increment is set to shed at a system frequency of 59.3 Hz, the second 10% increment sheds at 59.0 Hz, and the third 10% increment sheds at 58.7 Hz. Certain circuits have been equipped with relaying that monitors system frequency and opens circuit breakers or circuit reclosers at the substation to meet the incremental requirements. To date, no automatic load shed event has occurred within the service territory of Bowie-Cass, but it is anticipated that if total area load (including Cooperatives, IOUs and Municipals) exceeds available generation then the system frequency will deteriorate resulting in load shedding.

Manual Shedding: SPP directives require a "Plan" to manually shed load due to abnormal system conditions such as overloaded lines, anticipated shortfalls in available generation, and/or deterioration of system transmission voltage. The manual plan anticipates advanced warning of 30 minutes to several hours to implement manual load shedding. In 2006 and 2007, the Plan was practiced with the area power deliverer AEP-SWEPCO to ensure that communications were in place and the manner in which load increments would be designated (MW load blocks versus % of load blocks). The requests to shed load will be transmitted in MW load blocks from AEP-SWEPCO via e-mail and telephone. The Plan is designed to shed load in 5% increments up to a total of 30% of total system load. The Plan anticipates "rolling" blackouts of the Bowie-Cass system with 5%, 10%, 15%, 20%, 25% and 30% increments designated and the order in which the load will be rolled. Care has been taken to roll blackouts in a manner that can be accomplished with servicemen in all areas of the system without any one area being overly represented in the process. To date, no manual load shed event has occurred within the service territory of Bowie-Cass, but several warnings have been issued due to loss of generation near peak loading times.

Planned Interruptions

As noted, planned interruptions typically are a result of required planned maintenance or repair work that would result in unsafe work practices if performed while the line or equipment is energized. These events normally affect small areas and are handled on a case-by-case basis.

DUTIES FOR ALL GROUPS

General Manager

- Gather information from BCEC staff and make determination if major outage has occurred. Manager will then order the implementation of the Major Power Outage Plan (MPOP).
- Contact each member of the Board of Directors and inform him or her of implementation of MPOP. Also, maintain contact with the Board members and inform them of any changes and updates during the duration of the outage.
- Report outage to PUC as required
- Coordinate efforts of all BCEC Department heads
- Directs and approves information dissemination both externally (media) and internally.
- Chairs daily update meeting with department heads and direct staff operations during outage.
- Authorizes extraordinary expenditures
- Last resort for member complaints on an "as needed " basis

Assistant General Manager

- The Assistant Manager shall work under the direction of the General Manager
- Shall attend the daily the update meeting and shall gather information from the Director of System Operations concerning the restoration effort and shall disseminate this information to the Members Service Team Leader, Key Accounts Manager, Staff Assistant (if position filled), and Information Specialist
- Shall maintain a list of local media and their coverage areas, confirm deadline times and broadcast hours
- Shall maintain "Major Outage Restoration Kits" to be used with local media prior to and during a major power outage which shall include:
    - Safety and Health tips
    - Typical restoration procedures and durations
- The Assistant Manager shall initiate media contacts and have the Information Specialist respond to media inquiries and advise the public of safety procedures, power outage procedures, restoration efforts, and progress, etc.

- Shall assist the Member Services Supervisor in disseminating information and answering questions of members

Director of System Operations

- Work under the direction of the General Manager
- Manage the restoration effort in the Bowie-Cass system
- Assign qualified personnel to specific geographical areas to do initial damage assessments
- Determine the extent of the trouble and estimate personnel, material, and transportation requirements and communicate needs to warehouse supervisor and purchasing agent
- Assign supervisors to specific geographical areas to supervise restoration effort
- Establish overall restoration plan considering pre-established priorities
- Provide a safe environment for workers and the public
- Attend daily update meeting and along with the General Manager establish priorities for restoration effort
- Conduct conference calls with area supervisors approximately every four hours to receive restoration updates and coordinate work in progress
- Provide the General Manager, Assistant Manager, and Information Specialist with outage information updates on a timely basis
- Inform the "resource tracker" of all incoming outside crews and any released crews

Director of Line Operations

- Shall work under the direction of the Director of System Operations and shall provide the Director of System Operations with an initial assessment of the damage in his assigned restoration area.
- Shall supervise and coordinate all restoration efforts of the work crews in his assigned area.
- Shall provide the Director of System Operations, Warehouse Supervisor and Purchasing Agent with a list of materials needed and also request the number of outside crews needed in his assigned area.

- Shall log the type of work completed (to include: when initiated, completed, and what personnel were utilized) and the number of hours worked by each crew

- Track the work crews in his area and report location information and restoration efforts to dispatcher on a timely basis

- Attend the daily morning update meeting (either in person or via telephone) and participate in restoration update conference call to be held approximately every 4 hours

- Advise the Director of System Operations when outside crews are no longer needed in his assigned restoration area

Construction Superintendent

- Shall work under the direction of the Director of System Operations and shall provide the Director of System Operations with an initial assessment of the damage in his assigned area.

- Shall supervise and coordinate all restoration efforts of the work crews in his assigned area.

- Shall provide the Director of System Operations, Warehouse supervisor, and the Purchasing Agent with list of materials needed and also request the number of outside crews needed in restoration effort

- Log type of work completed (when requested, initiated, completed and what personnel were utilized)

- Attend the daily morning update meeting (either in person or via telephone) and participate in the restoration update conference calls to be held approximately every 4 hours.

- Track the crew locations in his assigned area and report information to dispatcher and track number of hours worked by each crew

- Advise the Director of System Operations when outside crews are no longer needed in his assigned restoration area

Right-of-Way (ROW) Supervisor

- Work under the Director of System Operations and provide initial damage assessment in assigned restoration area

- Coordinate all restoration effort of work crews in his assigned area after consultation with Director of System Operations.

- Work closely with the Director of Line Operations and Construction Supervisor in coordinating restoration efforts

- Attend the daily update meetings (either in person or via telephone) and participate in the restoration update conference calls to be held approximately every 4 hours.

- Log type of work completed (to include: when initiated, completed, and what personnel were utilized) and the number of hours worked by each crew

- Will maintain an up to date list of contract ROW crews currently working with the Cooperative along with name and phone number of key contact person.

- Will maintain a list of contract ROW companies in close proximity to the Cooperative system (along with contact information) that could be utilized during a major power outage.

- Will advise the Director of System Operations when additional contract crew are no longer needed in his assigned restoration area

Chief Engineer

- The Chief engineer and his/her staff shall work closely with the Director of System Operations to determine the extent of the outage and to assist in the development of a restoration plan considering pre-established priorities

- Engineering staff shall assist the Director of System Operations in making daily work assignments to ensure the safest and fastest restoration of power

- The Chief Engineer shall be readily available to Director of System Operations and Dispatcher to answer questions concerning the restoration effort and to diagnose trouble area

Dispatch Supervisor

- Shall work under the direction of the Director of System Operations during the restoration effort

- Shall insure that dispatch personnel work no more than 12-hour shifts during the restoration effort unless sufficient personnel are unavailable to adequately man the dispatch area.

- Monitor dispatch personnel who are responsible for radio and telephone communication between work crews and operations

- Oversee the dispatching of work assignments to work crews and monitor the location of

each work crew during the restoration effort and record location of work crews on the wall map located in the dispatch area

- Shall record completed restoration efforts and report this to Director of System Operations and Chief Engineer

- Shall immediately inform Director of Safety and Training and Director of System Operations of any safety related incident

Staff Assistant

- Shall work under the direction of the Assistant Manager during the restoration effort.

- Shall attend the daily morning update meeting as well as the periodic restoration conference calls to be held approximately every 4 hours

- Shall assist Member Services Team Leader and Assistant Manager in disseminating information and answering questions of disgruntled members

Member Services Team Leader

- Member Services Team Leader shall have a plan for staffing Bowie-Cass telephones on a 24 hour basis to report outage information and to provide members with restoration information as available

- Immediately after the General Manager implements the Major Power Outage Plan (MPOP) the Member Services Team Leader shall implement plans to staff the telephones on a 24-hour basis.

- Member Services personnel shall work 12 hour shifts during the outage unless sufficient personnel are unavailable to man the telephones (stagger lunch periods and arrival and departure times)

- The Member Services Team Leader shall work closely with the Director of System Operations during the outage and provide the Director of System Operations with interruption and trouble information obtained from members

- Member Services shall provide members with restoration status information obtained from the Assistant Manager

- Member Services Team Leader shall assist member services representatives in providing information and answering questions of members

Information Specialist

- Shall work under the direction of the General Manager and Assistant Manager during the restoration effort and shall receive information from the Assistant Manager to be disseminated to local media, town liaisons, and telephone message center
- Shall insure that "Major Power Outage Kits" are made available to the local media and town liaisons during a major power outage.
- Shall insure that all updates provided the local media are given in a timely basis so that deadlines for broadcasts and press times can be met
- Shall attend the daily morning update meeting as well as the periodic restoration update conference calls

Key Accounts Manager

- Key Accounts Manager shall provide the Director of System Operations with interruption and trouble information obtained from designated members
- Key Accounts Manager shall initiate lines of communication with designated members and shall solicit information regarding outages and, in turn, provide these members with restoration information obtained from the Assistant Manager
- Shall work closely with the General Manager and Assistant Manager during the restoration effort to keep them abreast of the interruptions and trouble with key accounts
- Maintain up to date list of Key accounts with contact name and telephone number

Warehouse Supervisor

- Ensure adequate supply of material throughout the restoration effort
- Provide coverage at warehouse site to facilitate access of materials and supplies
- Work in close cooperation with operations manager and purchasing agent to project material needs and procurement

Vehicle Maintenance Technicians

- Provide repair service for all Bowie-Cass and outside vehicles involved in the restoration effort

- Arrange for minor repairs of vehicles at service stations in restorations area as required
- Ensure adequate supply of fuel at Bowie-Cass Headquarters during outage

Purchasing Agent

- Purchasing Agent shall work under the direction of the Director of System Operations during the restoration effort to assure that all materials needed are procured on a timely basis
- Shall work closely with the Warehouse Supervisor to get daily updates of materials on hand and materials requested
- Shall maintain a record of items purchased during the restoration effort, including food and lodging

Outside Crews – Line or Right-of-Way Contractors

- The General Manager shall determine if outside crews are necessary to assist in restoration efforts during a major power outage.
- An outside crew is defined as any line or tree crew from outside the area, other utility or contract crew.
- The Director of System Operations shall prepare for outside crews by:
    - Contact Meals and Lodging coordinator and advise number of outside crew to expect so that adequate accommodations can be made
    - Identify personnel to serve as outside guides
    - Maintain an adequate supply of "outside crew orientation" material, [i.e. *outside crew record form*, maps, lodging and restaurants lists, etc.]
    - Notify "Resource Tracker" of incoming personnel

If outside crews are to be reassigned or released the Director of System Operations or his designee shall notify the "Resource Tracker" as well as the Food and Lodging coordinator as soon as possible.

Upon release of a crew, the "Resource Tracker" shall complete the *outside crew record form* and forward the form to the Director of System Operations.

Resource Tracker

- The resource tracker is responsible for maintaining an up to date list of personnel and equipment in use during a major power outage. *(for outside crews only)*

- The resource tracker shall keep the number of vehicles, crews, persons arriving and leaving, company name, and time of arrival and departure for all outside crews

- The resource tracker shall prepare an "Outside Crew Record Form" for each crew, including supervision and support personnel. *(The resource tracker shall hold this outside record form until the crews are released.)*

- The resource tracker shall give a photo-copy of the form to the Food and Lodging coordinator for the arrangement of accommodations

- The resource tracker shall provide outside crews with orientation packets and shall direct them to the Director of System Operations for assignment

Operating Group

Coordination and direction for the operating activities required for the restoration of the transmission and distribution system during the entire period of any and all emergencies:

- Staff the facilities at the Operations Center for the required operational restoration functions.
- Provide central communication and status information updates to the Management and Communications Coordinator.
- Determine problems and a course of action to follow.
- Set priorities for switching, patrolling, and restoration.
- Control and direct all instructions for switching and patrolling.
- Determine extent of service interruptions by member count and by area.
- Log all events during the outage.
- Determine manning requirements and call out appropriate personnel.
- Determine the need for outside contractor assistance.
- Provide Technicians to support relaying, PORSCHE, SCADA, substation and radio system problems.

Operations Superintendent

- Responsible for determining proper course of action to restore transmission and distribution systems to operating condition.
- Responsible for determining the priority for restoration.
- Determines the level of the emergency.
- Insures all operating personnel are functioning as prescribed.

- Secures outside contract assistance if necessary.
- Determine and execute relief schedules during extended service restoration.

System Operators

- Coordinate and dispatch all switching and patrol operations between the field and the Operations Superintendent.
- Monitor Outage Management, SCADA and/or Automated Phone Systems.
- Maintain a list of employees' phone numbers and addresses. Call-out personnel upon the request of the Superintendent.
- Track working time on all service and construction crews.
- Notify the Lubbock Communications Operations Center according to the Operations Directive #11.

Engineering Personnel

- Sort outage reports and determine location and possible cause of the outage.
- Provide a list of members with special, life-support, or other critical problems.
- Determine location of protective devices and switches involved for the restoration of power and recommend a course of action.
- Identify each problem area on the system map.
- Track the location of personnel in the field and post on the map.

Member Service Group

- Provide trained and courteous personnel for answering member outage calls and verifying power restoration to members.
- Assist with the prioritizing of outage calls with regard to special needs or critical loads.
- Provide members with addition information with respect to anticipated outage time and the extent of the damage as supplied by the Communication Officer's publications.
- Confirm restoration of power by follow-up phone call.

District Management

- Not Applicable.

Member Service Clerks

- Answer member outage calls courteously, calmly and professionally.
- Collect complete information using outage management program.
- Call customers back when service is restored.

- Apologize for the inconvenience and give the correct time.

Construction Group

- Repair, sectionalize, or restore all damaged transmission and distribution systems to acceptable operating condition during the emergency
- Provide adequate personnel and equipment to repair or sectionalize damaged equipment.
- Provide personnel for patrolling circuits.
- Assist in the determination of severity and extent of damage to the transmission and distribution systems.
- Coordinate material requirements with Engineering to the material supplier.
- Periodically review and determine the best utilization of equipment and personnel.
- Request mechanic personnel for emergency equipment and vehicular repair as needed.

Line Crew Foremen

- Coordinate, in the field, the execution of the power restoration plan by maximizing the available crews, equipment, and material.
- Establish a crew rotation plan when restoration of the system is exceeding 16 hours.
- Meet daily with the Operations group to assist in the development of the Restoration Plan for the following day.

Facilitators

- Includes any and/or all remaining employees of the Cooperative. Their duties will be assigned by the Manager (on duty). Their duties will vary from day-to-day and will address any special needs of the membership, Cooperative, or the workforce.

  The following list of duties and activities are representative only.

  - May be directed to determine the extent of damage by field inspection.
  - May provide guidance to damage areas and accumulate material lists.
  - May coordinate and deliver materials and meals to Construction Crews.
  - May guide out-of-town crews to the damaged areas.
  - May visit members that are on life support systems if communication system is not working.
  - May provide additional support to critical or “key” accounts.
  - May help transport employees to and from homes or from one crew location to another.

Communications Group

- Coordinate news releases and public service announcements with the General Manager. Establish and maintain information flow to the membership and the employee service group.
- Responsible for preparing news releases, public service announcements, and other pertinent information as may be deemed necessary for general instructions, safety, and well being of the membership.
- Updates the Board of Directors on the current situation as advised by the Operations Superintendent and General Manager.
- Issue updated information on a timely basis.

All Personnel - Report information about employees or the operations and activities of the Cooperative to the Communications Specialist.

Dispatchers or System Operating Personnel - In the event of a major electric system outage or emergency (one in which a substation or major feeder is interrupted for more than a few minutes in a heavily populated area or the same condition in a very rural area that is likely to last several hours), the Engineering Representative should be notified immediately. If advisable, then notify the Communications Representative, and the General Manager where a decision will be made to either contact the news media or wait for an inquiry. Depending on the nature of the situation, the Communications Representative may decide to call in the Communications Specialist to write a report (take photos, etc.) for either a news release or member advisory in the Texas Coop Power or by special letter.

Communications Representative - Review and approve all news and press releases and advise the General Manager accordingly. Serve as the official spokesperson for the Cooperative in answering inquiries and making position statements. Confer with appropriate department managers on matters requiring either media response or news releases in order to assure accuracy of reporting.

Engineering Representative - Notify the Communications Representative of system operating outages and other emergency conditions or situations that could invite media attention or need media or member advisories

Accounting Representative - Notify the Communications Representative of rate and/or billing matters or other situations that could invite media attention or need media or member advisories. Act as official spokesman in the absence of both the Communications Representative and the General Manager on matters relating to his department.

Computer Services Representative - Notify the Communications Representative of any media inquiries or situations that need media or member advisories.

Field Crews - Keep Dispatchers and Engineering Representative fully informed of any situation that would invite media attention. In situations where the media is on location, cooperate fully to the extent that neither safety nor efficiency of work is impaired. Answer all questions as briefly as possible without speculating.

Complaint Handling Procedures

During an emergency, the Cooperative's telephone system will be staffed around the clock in order to receive information from customers, emergency authorities and others. Also, personnel will be on duty at all times to receive outage reports from consumers appearing in person.

Coordination With Visiting Work Crews

If visiting crews operate on the same radio frequency as the Cooperative, the dispatchers will communicate directly with the radio-equipped trucks. For those trucks operating on a different frequency or without radio equipment, the Cooperative may issue hand-held radios to communicate with the dispatchers.

ENGINEERING and OPERATIONS

1. Engineering departments should develop and submit to management and Boards of Directors a policy concerning specific pole and conductor sizes and other items to be used in a "Standard Construction Policy." Co-op staking sheets and work plans may be used as examples to show proof of a "replacement standard" being in place prior to the occurrence of a natural disaster.

2. Engineering and operations personnel should note the date and time the first outage occurred due to the disaster, and the date and time the last consumer's electricity is restored.

3. The engineering/operations department should solicit at least three (3) bids for permanent repair work to be done, preferably before the conclusion of the 70-hour Emergency Protective Measures period. Bids from contractors must be received, along with price sheets for storm labor and equipment. It is recommended that bids be made on a per-unit basis, rather than hourly. However, if billing is hourly, proof must be shown that the Contractor was supervised by the Cooperative, complete with daily notes and documentation.

4. 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 provides for an orderly flow of necessary and vital information to other key departments.

5. Member donated items, such as food, services and labor, must be well documented. It may be necessary for the member or group providing these items to sign an affidavit listing the cost of donated items, or for an invoice to be provided. This could then be included in Administrative Expense by the Cooperative.

6. Prepare staking sheets as soon as possible for work to be done. Make sure that all permanent work has a staking sheet documenting the completed work. The labor for making the staking sheets should be included in the work order and is FEMA reimbursable (Category F). The labor involved in looking for and estimating damage to the system **is not** reimbursable **except** as Administrative Expense.

7. Damage surveys: It is strongly recommended that, if possible, co-op personnel resist the urge to send all available human resources into the field to assist in the repair of damage. Instead, the following is advised:

    a. Send several experienced field personnel on a 'Fast Survey' of the areas in which damage is suspected. Use enough personnel to drive through the damaged area(s) in one day or less.

    b. Initially, some lineman may need to be utilized to patrol line rather than to repair it. The Fast Survey is designed to rapidly determine the extent of damage throughout

the co-ops' system. It will allow for better decision-making concerning crews, materials and equipment.

c. Damage reports from survey personnel should list the location, approximate length (1 mile, etc.) of damage in area, the type of damaged pole line, i.e., "south side of section 23, T15N, R1W – One mile of 3 phase line, 1/0 conductor on 45-foot, Class 4 poles is down."

d. Collect all reports during the survey at the dispatch center or Emergency Operations Center and draw the damaged locations on a Key Map. Start a database using Excel or Access software to log each of the damage reports by line section or map location number. This will help the engineering and operations departments document the scope and location of the damage for later accounting purposes.

e. If possible, allow survey teams to use cell phones to report damage; designate someone to log these reports onto the Key Map and also log the reports into the database. This is also the time to note the locations of any lines that may be blocking major roadways, since main roads will need to be cleared quickly.

f. Do not allow survey teams to stop and draw staking sheets or to make detailed material sheets during the initial Fast Survey. The goal is to rapidly drive through the damage area(s) to determine the extent and locations of damage. The information gathered will then be used to determine crew and material requirements. The earlier the co-op gets a handle on the extent of the damage, the earlier proper staking sheets can be developed for known damage locations.

8. Beginning repairs: Concentrate on the areas that will allow the Cooperative to get power restored to the most consumers with the least amount of work, and to critical loads, if any. Begin work at substations and work main feeder lines outward from that point. If damage is extensive in an area, staking technicians may need to be sent ahead of repair crews in order to draw staking sheets and set stakes. Identify in advance all feeder lines and critical loads.

9. Some lines can be repaired with little or no staking; others will have to be staked as if they are new construction. In the case of strong tornadoes or hurricanes, the pole line may be completely obliterated, with no poles left for reference points. In these cases, the line may have to be completely re-staked prior to reconstruction.

10. Ice storms, on the other hand, may break poles down, but type of framing and original hole locations will still be known. Repair crews can reset new poles in these instances without staking sheets or stakes, unless the damage involves Codes and Standards changes, which may necessitate re-staking due to changes in ruling spans being made for proper clearance purposes.

11. Quick staking sheet drawings listing pole framing requirements are very helpful for repair crews, but in ice storms, with a visible pole line in place, it may not be necessary for staking technicians to 'wheel off' spans or set stakes. Whether damage is caused by an ice storm, hurricane or tornado, staking teams will have to coordinate with repair crews, and vice-versa.

12. Inspect and document the repairs: Once repairs are underway, use engineering personnel to inspect completed repair locations. Consider using consultants or additional engineering help from neighboring co-ops. Engineering teams will have to look for all poles and construction units that were set or replaced during the disaster. Some repairs may have been made without benefit of written records; the purpose of the engineering follow-up inspection is to further document repair locations and materials used.

13. The second purpose of the inspection is similar to work order inspections. List the material units used at each damaged pole location, noting any cleanup or corrections that may be required in order to bring the line into compliance with current co-op, RUS and NESC Codes and Standards.

14. For Category F, Utility (permanent repairs), it is extremely important to have in place board-approved co-op design standards and staking tables. This customized "Standard Construction Policy" should spell out standard pole heights, conductor sizes and ruling spans to be used at the Cooperative, and should be utilized every day by co-op staking personnel.

15. The third purpose of the inspection is to have engineers check surrounding areas for damaged lines possibly overlooked during the initial Fast Survey. Some lines may serve idle or seasonal services and should be closely evaluated for rebuild or retirement.

16. Inspection notes must be detailed and listed by map location number. The notes should be entered into a database for easy retrieval and subsequent evaluation. Documentation of all work performed during the disaster is a major task, but is absolutely critical if a cooperative expects to qualify and receive FEMA reimbursement. These records will be used to ensure the system is returned to current Codes and Standards, and to help document material and labor costs associated with all reconstruction efforts.

17. Contracts from contractors: The co-op must have in place, or be prepared to receive from at least three (3) different sources, bids for permanent repairs. This is preferable during the 70-hour Emergency Protective Measures period immediately following the disaster. During the initial emergency period, if a contract has not been signed by the contractor, any record of contact, arrival times, and/or anything discussed by phone or in person with the contractor should be documented. OIG auditors may allow these costs from contractors, but only if the co-op proves such verbal agreement existed via documentation.

18. Contractors unfamiliar with local co-op service areas will require supervision and instruction by local co-op employees. It is suggested that trained and experienced employees be used to supervise these contractor crews, such as those employees from the co-op's staking department, marketing department, or key accounts department.

19. If predicted storms appear to be extremely destructive in nature (forecasted ice storms, hurricanes, or tornado outbreaks), consider creating work orders in advance to charge all time and materials to.

20. If possible and if needed, use in-house contractors and any of their extra crews before calling in or bidding other contract crews. In-house crews are contractors the Cooperative presently employs for contract construction work. Make sure the in-house contractor has their emergency storm repair rates on file with the Cooperative, as well as rates for permanent repairs.

21. Keep **all** receipts during the event, in case the storm or event is later declared a federal disaster.

22. Work Orders: Some co-ops prefer to make one work order per disaster. Counties (or parishes, etc.) are designated with map location numbers noted on all time sheets, staking sheets and material sheets.

23. On-file contracts: Some co-ops retain contracts and keep them on file from contractors. Included in those contracts is a sheet pertaining to emergency storm work. However, it is usually a good practice to call in contractors within the first 24 to 36 hours of the disaster if damage warrants their assistance. Again, bids for repairs should be let during the 70-hour Emergency Protective Measures period, and before permanent repairs begin.

24. In-house contractors: These are contractors already under contract with the Cooperative and are usually already familiar with the co-op's crews and service area. These contractors may or may not need the direct supervision of a Cooperative employee, depending upon their knowledge of the co-op's system, its substations, main feeder circuits, critical loads, etc.

25. Rights-Of-Way (R-O-W) contractors: Some co-ops maintain rights-of-way contractors on an annual basis. These R-O-W contractors can be very beneficial during a disaster, especially if needed for debris removal. These contractors may still need to be supervised by co-op personnel, and will need to provide complete details of their daily work to the affected cooperative, preferably submitting detailed invoices on a weekly basis.

26. Co-op R-O-W supervisors can be very helpful in preparing damage report maps, locations of work to be performed, and in preparing transformer or pole replacement reports. Because of their experience, some co-ops may choose to make these R-O-W supervisors their disaster Project Officers. This will obviously vary from co-op to co-op.

27. Notify all other departments of work orders assigned to the disaster. Other departments should also be informed of activity codes that may be assigned. Coordinate specifically with the accounting department to ensure that copies of all time sheets, invoices, checks and cash receipts are obtained. Keep a working file that is designated by work order number, FEMA Category A through F, and location (map number, county, etc.).

28. Utilize marketing, public relations, or key accounts employees, based on their experience and level of training, to deliver food and/or materials to crews in the field. Ask them to keep all receipts and detailed logs of material and/or equipment delivered.

29. Arrange for fuel (diesel, gas, etc.) from suppliers throughout the co-op's service area. Have a contingency plan to deliver properly sized backup generators to these fuel suppliers in case their pumps have no electricity due to the disaster.

30. Have all contactors sign a simple contract stating that they are indeed contractors and that they agree to "hold harmless" the Cooperative from liability, worker's compensation claims, damage to hotel/motel rooms, and damage to public/private property due to their crews' negligence. Include in this agreement that the Cooperative expects weekly invoicing for work performed by the contractor.

31. Engineering firms may need to be used to prepare bid specifications. Utilize their services during a disaster situation. This will also help in allowing the Cooperative's in-house engineering and staking department personnel to stay ahead of contractors and construction crews with staking and material sheets, **which is absolutely necessary**.

32. As soon as possible during the disaster, utilize public relations personnel, part-time employees, or possibly retirees to take both still pictures and videos of the damage. This serves two purposes: **1.)** It makes a permanent record of the amount of ice that was on the line or the level of devastation caused by a hurricane or tornado, thus making damage repair estimates more realistic; and, **2.)** Photos and videos can be used to show FEMA and/or state emergency management personnel conditions that caused the damage to the Cooperative's system. Remember that FEMA and/or state emergency management personnel often do not show up at the Cooperative until several days (or weeks) have passed, so these photos and videos can play a very important role in verifying and validating damage assessments and the necessary levels of permanent repairs to be stipulated in PWs.

33. **Any contract or agreement** between contractors and Cooperative personnel shall be of a written nature and shall be recorded. A checklist should be made by the engineering/operations departments of documentation to be required from all contract crews. This documentation will serve as backup for review of billing invoices submitted by contractors. If documentation is not present and does not backup an invoice submitted by the contractor, the contractor should be required to find and submit the proper documents before the Cooperative makes payment to the contractor.

34. Contractors should be required to submit weekly invoices, including time sheets, detailing individual crew member names, where they worked, hours worked, equipment used, etc., and listing costs for pieces of equipment used in both the emergency restoration and permanent repair efforts.

35. Engineering/operations personnel should be prepared to document and explain the process used by the local Cooperative to select work crews, whether from other co-ops (through the Mutual Aid Plan) or from contract construction crews. An 'Action Plan' detailing how the co-op selected contractors and why specific equipment was requested for the emergency restoration and permanent repairs process should also be developed.

NOTE: Department of Public Safety officials should be notified anytime a cooperative declares an Emergency Outage Situation due to a disaster, thus extending "Hours of Service" driving regulations for certain personnel.

Notes / Recommendations:

ACCOUNTING & OFFICE MANAGEMENT

The stability of the electric utility industry makes us slightly less susceptible to business interruption when compared to businesses that will likely lose significant market share if they cannot deliver their products and services in a competitive environment. However, it is important to plan for recovery from a large-scale disaster.

Cooperative Management shall designate personnel to establish a temporary payment collection point in the event of destruction or inaccessibility of Cooperative-owned physical locations to collect payments from walk-in consumers. Management may temporarily suspend payment acceptance. Alternate locations or alternate facilities (RV or fifth-wheel camper) should be evaluated for temporary payment collection points.

Cooperative Management shall designate personnel to establish and maintain contact with normal moneylenders and locally used banks. Under the direction of management, personnel shall arrange temporary lines of credit as necessary.

Physical security of temporary operating/collection points shall be coordinated with County Sheriff and/or local police departments. Temporary employment of security firms will be evaluated and employed as needed.

Chief Accountant or their designee shall evaluate and implement as necessary steps to ensure the following functions to ensure continuity of service.

- Accounts payable
- Accounts receivable
- Banking
- Payroll
- Availability of short-term cash
- Records and record keeping
- Security
- The following accounting functions are necessary for the smooth operation of the business during normal operating conditions and/or emergency conditions:
- Maintenance of accounting records.
- Safeguarding of accounting records.
- Non-interruption of accounting functions, including payroll time sheets and receipt tracking.
- Establishment of lines of credit with current / new vendors, CFC, RUS and/or CoBank.
- Contact with banking institutions, insurance carriers and vendors.
- Public and member communications through print, radio or television.

1. Project Worksheets (PWs) should specify quantifiable and verifiable quantities of work to be done whenever possible. Accounting personnel should be prepared to explain any cost over-runs or the reasons for higher costs than were estimated. **Notify the state emergency management office immediately if an over-run is anticipated**. The progress of a PW should be tracked constantly, and may require the use of a full-time accounting manager for any FEMA-related work performed at the Cooperative.

2. On the first day of the disaster, implement activity codes for tracking work by location and by type of work, i.e., rights-of-way clearing, emergency restoration, permanent repair, etc. These activity codes **must** be used by all employees on their time sheets and accountants **must** use them on contractor invoices.

3. Maintain close contact with the engineering department regarding work order numbers assigned, or to be assigned, to the disaster. To expedite information gathering, activity codes by county **may** be assigned to work projects.

4. The co-op should keep a log of all contract crews hired during the disaster. The log should include company names, their hotel/motel expenses, and meal expenses, with crewmembers' names and their local accommodations.

5. Contractors should be made responsible for maintaining their expense records and for submitting invoices to the Cooperative on a weekly basis. In addition to crew names on receipts, it would be helpful to list the crews' weekly work location by county, map number, etc. Also, if the time and expenses are related to time spent by the contractor driving to the Cooperative, the contractor should so specify on the invoice or receipt. If receipts are not included with invoices, then the Cooperative should make no payments until such time as missing receipts are supplied or the charge is removed from the billing.

6. After FEMA's Project Officer has been assigned and begins working with the cooperative, assign the PW numbers to all invoices. Prepare a spreadsheet that summarizes the PWs, including the invoices, check numbers, vendor names, and amounts. If possible, make copies of all documents and place with the spreadsheet. Make copies of all spreadsheets that are created and place them on a disk (CD) and file them in the cooperative's vault, a safety deposit box, or a safe and secure place.
7. Keep all receipts from co-op crews; consider utilizing credit cards for supervisors in order to better maintain records from the disaster.

8. Make copies of all time sheets, invoices, checks and cash receipts as they are obtained. Keep a working file designated by work order number, FEMA disaster Category A through F, and by location.

9. In order to show details of work, it is recommended that a folder be set up in Excel (or other spreadsheet software used by the local cooperative) and to save all work documents on a shared server platform. This allows the following:

    A. Payroll detail to be captured from time sheets. A spreadsheet can be prepared showing daily time, including regular hours and wages, overtime hours and wages, with employee names, numbers, and titles for each FEMA Category A through F.

This also allows for preparation of a cover sheet with total hours and total dollars, including breakdown of costs by county. It is suggested that space be set-aside on the spreadsheet for a supervisor's signature, certifying the true and accurate nature of the time sheets and other materials to be reviewed.

B. Prepare a similar spreadsheet(s) for contract employees, temporary employment service personnel, or other temporary employees. Contractor certificates of insurance and relevant contracts with the cooperative should also be attached with the spreadsheet. A supervisor's signature verifying accuracy is recommended.

C. Prepare a cover sheet for all contractors' invoices for Category F damage, outlined by specific contractor, invoice numbers, dates of invoices, check numbers, amounts, and distribution by county. A supervisor's signature verifying accuracy of information and invoices is recommended.

D. Print a detailed listing of all material from the material systems. Maintain copies of warehouse pick lists and any documents used to gather materials information. It is recommended that a special inventory be taken as soon as possible after the disaster to reinforce documentation. If a co-op has inventory on consignment, the vendor should also balance their inventory.

E. Prepare a Totals page of all FEMA Categories, by county, and present a grand total of the disaster damage incurred by the cooperative. This gives confirmation that detailed spreadsheets are in balance.

10. Create a check register in Excel or other spreadsheet software, keeping it in check number order. Create a column to reference the PW that applies to each check written for reimbursement. This register will prevent duplicate claims from occurring on multiple PWs.

11. Keep all records of calculations involving percentages for fringe benefits for employees.

12. Keep all records and documents in **one** location; copy **any** document that could **possibly** be related to the disaster. **Do not** let documents get separated.

13. Keep copies of all contractors' contracts. If no written contract exists, keep notes of any verbal agreements, their stipulated rates of pay, and requests for copies of their certificates of insurance.

14. 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).

15. Make a copy of the Worker's Compensation report for each month that disaster work is performed and keep on file for auditors.

16. Require all contractors to send in copies of their employees' time sheets on a weekly basis. It is also advisable to keep co-op employees' time sheets in this file as well. Make

copies of co-op employees' individual rates of pay at the time of disaster and keep on file with their time sheets for the length of the disaster.

17. Keep all payroll audit reports for the time frame of the disaster; also keep all payroll calculations for the disaster period.

18. Make a copy of all journal entries made regarding the disaster.

19. Keep copies of all cash sheets that show when the cooperative received FEMA or state emergency management agency disbursements.

20. Remember: all contractors' billing is date-sensitive. Therefore, all billings should include: when, with what equipment, by whom, and how much (labor/materials), all to be accounted for on a daily basis and submitted to the cooperative, weekly, at minimum.

21. It is **imperative** that co-op and contractor labor be accounted for in proper disaster Categories A through F, and correlated with time sheet information.

22. Maintain documents detailing costs for pieces of equipment used by other cooperatives and/or by contractors during emergency restoration and permanent repair efforts; consult FEMA equipment price lists for allowable comparisons.

23. Keep an accurate accounting of all overheads as they relate to emergency restoration and permanent repair activities.

Risk Mitigation Efforts

Steps should be taken to minimize the losses to the cooperative in the event the accounting functions are affected by an emergency situation. It is strongly encouraged that the following mitigation efforts be taken to prepare for possible emergency situations:

- Designate/appoint chain of command for management to assume control of the site.
- Assess neighboring cooperatives for "best fit" of accounting practices. It may be necessary to use them as a contingency site until permanent business location can be restored.
- Create and keep a contact list of banking institutions, insurance carriers, vendors, etc. in a secure offsite location
- Establish rapport with a secondary financial institution to reduce vulnerability.
- Consider off-site storage of backup records.

Short-Term Recovery Efforts

Short-term actions to consider following an emergency involving loss of accounting functions include:

- Reestablish communications.
- Contact insurance carrier.
- Reestablish central information systems and then desktop systems as needed.
- If needed, use central billing system provider to estimate and send customers' bills.
- Ensure payroll is quickly operational – if no ACH (Automated Clearing House), write checks by hand.
- Secure short-term loans as necessary and communicate with vendors on lines of credit.
- Establish credit agreements and accounts.
- Provide for ongoing local payables (motels, restaurants, gas stations, suppliers).
- Confirm local banking arrangements are operational.
- Use credit cards as necessary to defer cash movement to the next month or longer.
- Utilize neighboring cooperatives, as necessary.
- Use emergency bill stuffers / messages to communicate with members.
- Provide for receipt tracking, payroll time sheets, etc.
- Keep excellent records of disaster losses and restoration efforts for FEMA, may need to educate FEMA personnel on disaster definition at the cooperative level.

Long-Term Recovery Efforts

Long-term actions to consider following an emergency involving loss of accounting functions include:

- Use "bill stuffers" to communicate important messages to members.
- Assess losses to stored documents to determine if facilities provided adequate protection of important papers.

- Assess need for a system upgrade and/or equipment change with replacement.
- Contact vendors for proposals and equipment upgrade recommendations.

Notes / Recommendations:

COMMUNICATIONS and PUBLIC RELATIONS

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.

Risk Mitigation Efforts

Steps should be taken to minimize the losses to the cooperative if communication equipment may be affected by an emergency situation. It is strongly encouraged that the following mitigation efforts be taken to prepare for possible emergency situations:

- Consider keeping spare radio transmitter on hand and maintain it offsite.
- Consider "Talk-Around" truck-to-truck radios when purchasing new systems.
- Provide a direct wired (Bell) telephone that can be used without power.
- Assess your telecommunications provider's ability to respond to various disasters.
- Establish agreements with local communications companies to get priority on use of their tower space if needed for radio equipment.
- Establish disaster contract with a call center if not already used for after-hours answering service.
- Develop a plan to switch incoming telephone calls to CRC or equivalent call center.
- Develop an ongoing relationship with your local emergency management agency

(EMA).
- Create and keep a contact list available of important community and emergency management personnel.
- Provide designated company spokesperson education on how to interface with the media.
- Establish designated and backup internal official media spokesperson that will deliver the same message when asked questions.
- Develop a canned press release.
- Designate/appoint chain of command for management to assume control of the site.
- Encourage / pay for employees' amateur radio licenses.
- Establish relationship with local (county) American Radio Relay League liaison
    - (http://www.arrl.org/ - national,

Short-Term Recovery Efforts

Short-term actions to consider during an emergency involving communications include:

- Loss of Radios
- Contact / use Nextel, Verizon, Cingular, etc. - mobile phones / 2-way paging.
- Use amateur radio.
- Contact radio vendor for new equipment.
- Neighboring Co-op, other utilities.
- Contact state EMA for information on the emergency management radio system.
- Assess / address coverage issues and safety issues of using alternate radio or phone systems.
- Lease tower space, use spare radio transmitter or rent one.
- Assess temporary radio range if tower location and/or equipment have changed.
- Use a physical runner.
- Loss of Land Lines or Telecommunications Equipment
- Forward to Call Center, another co-op, business, or employees' homes.
- Use mobile phones and obtain more as needed.
- Use stand-alone telephone if internal telecommunications equipment fails.
- Move physical telecom equipment (switch, computer, handsets) to alternate location.
- Contact Phone Company - switch number routing, as needed.
- Communicate with State of Texas EMA, National Guard as necessary.
- Use amateur radio (American Radio Relay League).
- Consider using direct way satellite Internet for alternate communications methods (e-mail).
- Loss of Cell Phone Service
- Use landlines if possible (field personnel call from member phone or pay phone).
- Use company radio.
- Use amateur radio if all other communications are unavailable.
- Contact primary and alternate wireless communications companies.
- Use pagers.
- Employee communications coverage — broadcast pager message to critical

employees.
- Ask neighboring co-ops or businesses for assistance.
- External Communications
- Keep public message consistent.
- Consult OREC personnel for assistance with the media message.

Long-Term Recovery Efforts

Long-term actions to consider following an emergency involving communications include:

- Loss of Radios
- Assess need for a system upgrade and/or frequency change.
- Tower location / height.
- Address FCC requirements.
- Survey neighboring cooperatives regarding the quality of their radio systems to decide if an upgrade to more current technology is needed.
- Contact radio vendors for proposals and equipment upgrade recommendations.
- Loss of Land Lines or Telecommunications Equipment
- Assess need for a system upgrade.
- Contact vendors for proposals and recommendations.
- Consider local provider change, if available.
- Loss of Cell Phone Service
- Assess need for a system upgrade and/or equipment change.
- Contact vendors for proposals and equipment upgrade recommendations.
- Consider provider change, if available.

Notes / Recommendations:

INFORMATION SYSTEMS and RECORDS

Nearly as important as loss of personnel is protecting against the loss of electronic data and paper files.

1. The main computer system (CIS, billing, etc) is backed up to the tape on a daily basis and this backup tape is stored off premises.

2. The Cooperative has established an off-site computer system that is comparable and compatible with current equipment in place. The BCEC system is backed-up nightly on this system.

3. The Cooperative has also entered into an agreement with IBM to provide a like computer system within 24 hours of an incident that causes a major disruption or loss of the Cooperative's business systems at it's headquarters location.

4. The Cooperative also has an understanding with Wood County Electric Cooperative, a nearby utility with an identical computer system, to use their computer if the Cooperative's system becomes inoperable.

Think about the following questions in planning for the cooperative's business contingency:

- What type of backup system is currently in place to restore business information to current operating conditions?
- Have all critical systems been backed up and tested for accuracy?
- Have all critical hard files (paper, etc.) been duplicated and stored in remote locations to protect against loss?
- What types of information systems are in place?
- Can our company rely on other cooperatives and/or vendors to help us restore our data quickly?
- Computers, hardware and data important to normal operating conditions are:
- Mainframe, server, network systems
- PCs
- Paper (shared or individual)
- Software licenses
- The following items are strongly dependent on the computers, hardware and data for normal operating conditions and during emergency conditions:
    - Maintenance of accounts payable and receivable, payroll, engineering, operations and inventory records.
    - Connectivity between offices (branch or other co-ops).
    - Secure storage of software licenses.

Risk Mitigation Efforts

Steps should be taken to minimize the losses to the cooperative in the event the computers, data and hard files are affected by an emergency situation. It is strongly encouraged that the following mitigation efforts be taken to prepare for possible emergency situations:

- Designate/appoint chain of command for management to assume control of the site.
- Complete logical network diagrams, to assist in rebuilding system.
- Critical information is backed-up and/or duplicated and stored offsite.
- System backups performed as per pre-determined schedule.
- Establish disaster contract with call center if not already used for after-hours answering service
- Upgrade workflow to include digital imaging and/or paperless work orders.
- Maintain a list of vendors who can supply equipment on short notice.
- Coordinate with a neighboring cooperative or call center for temporary use of their systems.
- Test vendor capabilities and response times to determine impact of varying disasters.

Short-Term Recovery Efforts

Short-term actions to consider following an emergency involving loss of computers, hardware and data include:

-
- Keep adequate supply of paper forms for manual recording of information.
- Temporarily use database at offsite call center.
- Use printout of entire system.
- Contact vendors to acquire essential hardware.
- NISC, SEDC, ACE or in-house billing backup restoration.
- TURTLE backup restoration (outage info).
- SCADA backup restoration.
- Contact Buckeye Power for temporary satellite hardware, if necessary.

Long-Term Recovery Efforts

Long-term actions to consider following an emergency involving loss of computers, hardware and data include:

- Assess need for system upgrade to move toward paperless workflow (reduced dependence on hard copies of files).
- Document/assess vendor response time and capabilities to improve understanding of future needs.

Notes / Recommendations:

OFFICE SPACE and EQUIPMENT

Loss of a building or buildings, inability to access your work place, or loss of office equipment and inventory can cause severe consequences to the business.

Upon loss of headquarters facilities, the Cooperative will contact local cities and Chambers of Commerce to aid in finding short to intermediate term office facilities. Appropriate facilities would be: Atlanta – Richie Center and Mt. Pleasant – Exposition Center.

Personal computers may initially be replaced with employees' home computers and will be replaced, in the intermediate term, through local vendors.

Upon loss of warehousing facilities, the Cooperative will contact local fairgrounds and exposition centers. Appropriate facilities would be: Atlanta – Cass County Livestock; Linden – Boles Arena; and, Mt. Pleasant – Exposition Center.

Upon loss of fueling facilities, the Cooperative will contract with local service stations and/or State and County Governments for fueling facilities.

Think about the following questions in planning for the cooperative's business contingency:

- Where will your cooperative temporarily relocate if your building and grounds are inaccessible or destroyed?
- What office equipment (computers, communications, etc.) does your cooperative need to continue to operate effectively?
- Where will you realistically obtain inventory items necessary to continue to function for various lengths of time?
- Items essential to the normal operation of the physical location are:
    - Office and warehouse facilities
    - Equipment and vehicles
    - Tools
    - Communication
    - Computer system(s)
    - Fuel
    - Housing
    - Utilities
    - Security

- The following items are strongly dependent on the physical location 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, EPA, law enforcement and fire department.
- Internal communications and coordination of recovery efforts.
- Contact with employees and their families.
- Contact with vendors and contractors.
- Dispatching of personnel and equipment.

- Storage and maintenance of equipment and vehicles such as digger derricks, aerial devices, stringing equipment, small vehicles, forklifts, etc.
- Storage and inventory of tools such as heavy presses, hand tools, personal protective equipment, cover-up and other protective devices.
- Storage and dispensing of gasoline, diesel fuel and LP gas for vehicles and equipment.
- Recording and maintaining outage information, automated meter reading equipment Turtle systems), system maps.
- Coordination of co-op and outside crews, including staging, area, assignments, temporary housing and meals.
- Affirming adequate shelter for the families of co-op employees.
- Safeguarding of assets including building, equipment and inventory.
- Non-interruption of utilities for both co-op property and members, if applicable, including electric, gas, propane, water and telephone.
- General maintenance of office and warehouse facilities including structural integrity, sanitary facilities (restrooms, port-a-pots, washrooms/showers), trash disposal (waste, scrap material, hazardous materials, etc.).

Risk Mitigation Efforts

Steps should be taken to minimize the losses to the cooperative if the physical location, office equipment and/or inventory are affected by an emergency situation. It is strongly encouraged that the following mitigation efforts be taken to prepare for possible emergency situations:

- Designate/appoint chain of command for management to assume control of the site.
- Inventory building contents down to deductible level (insurance). This will help assess needs as well as provide documentation for insurance provider. Maintain the information in a secure location off-site perhaps with your insurance carrier.
- Based on the age of your building(s), start high-level planning for what you would like your next campus to look like and where it could best be located. Visit other Co-ops with newer facilities.
- Don't lose what works! Document best practices.
- Emergency plan should designate a hierarchy of employee responsibility in regard to facility issues in case the person responsible is not accessible.
- Maintain a list of contractors that might be used for various facility-related matters such as clean-up or security.
- Maintain a list of vendors who can supply equipment and materials on short notice.
- Maintain a list of hotels, restaurants and emergency shelters.
- Prepare a list of buildings that can be used on a temporary basis and update it periodically.
- Define minimum office requirements.
- Define minimum connectivity issues.
- Refer to Communications Section for loss of landlines, telecommunications, radios and cell phone service.

Short-Term Recovery Efforts

Short-term actions to consider during an emergency involving loss of physical building, office equipment and inventory include:

- Contact property and casualty insurer.
- External communications – keep public message consistent, defer media to OREC personnel if it is too much to handle
- Contact NISC / SEDC / ACE Disaster Team for spare equipment and assistance recovering essential data (see Information Systems & Paper Records section).
- Acquire publicly accessible building (strip mall, warehouse, etc.).
- Use the media to inform the members of the temporary location, if necessary.
- Use realtors as a resource to identify property that can be used as a temporary site or a new permanent site, if needed.
- Lease temporary office trailers.
- Set up various employees to work from home, if necessary. Have a detailed plan in place that identifies what can be done at home and how it can be done.
- Use OREC office as a short-term physical location.
- Consider asking for partial property use of neighboring Co-ops, IOUs, municipals, businesses and/or schools.
- Obtain essential office furniture and equipment from local and/or regional suppliers.
- Provide security on site (employees, vendor, fence, guards). Local law enforcement or contracted security services.
- Establish clean up crew for site using employees or contractors.

Long-Term Recovery Efforts

Long-term actions to consider following an emergency loss of physical building, office equipment and inventory include:

- Assess current location and layout. Allow for future growth! (list of potential sites developed under risk mitigation).
- Document/assess vendor and contractor response time and capabilities to improve understanding of future needs.
- Consider regional natural disasters and man-made disasters in new building design.
- Restore procedures and processes that worked best.
- Should some business functions be outsourced? Or conversely, should some business functions be done in-house following the disaster experience? These decisions will impact the overall building design and space requirements.

Notes / Recommendations:

PERSONNEL / HUMAN RESOURCES

The issue of personnel is a major variable in disaster recovery. How many would there be available for the recovery efforts given different types of emergencies?

Upon loss of personnel and/or key employees, the Cooperative will evaluate retired employees skills and capabilities, and will contact TEC for emergency help.

Think about the following questions in planning for the cooperative's business contingency:

- Will the employees be able to function for an extended period of time?
- Are the employees' homes and families directly affected by loss of personal property and shelter?
- Will new employees have to be hired to fill the spots left by injured or deceased employees?
- Can key employees be borrowed from neighboring cooperatives to keep the cooperative operational?
- Should the cooperative engage in cross-training and job-sharing to mitigate potential losses?
- In the event of an emergency and the potential for loss of personnel, the following items are important to the continuity of service:
    - Safety of employees and their families
    - Preparation for any loss of personnel
    - Prioritize business functions
    - Board notification
    - Action plans developed
- The following items are strongly dependent to the smooth operation of the business during normal operating conditions and/or emergency conditions:
- Complete job descriptions including documented, detailed procedures on how to do each job (similar to JSA).
- Specific "key" positions defined and cross training / job sharing for these positions is ensured.
- Maintain a good working relationship with contractors, municipals, IOUs, retired employees and other cooperatives.
- Key personnel are insured through the company's policy.
- Legal issues involving insurance, workers' compensation etc., in regards to permanent and temporary employees, has been addressed with corporate attorney.
- Identification of a grief counselor.

Risk Mitigation Efforts

Steps should be taken to minimize the potential for personnel losses in the event of an emergency. It is strongly encouraged that the following mitigation efforts be taken to prepare for possible emergency situations:

- Designate/appoint chain of command for management to assume control of the site.
- Keep job descriptions updated with essential functions.
- Encourage cross training/job sharing among internal employees and develop relationships with contractors, area municipals, IOUs and other cooperatives.
- Maintain an inventory of skills for employees, contractors, retirees, temps, etc. Include normal job duties as well as functions they can perform outside those normal duties.
- Establish an emergency action plan and review annually making special note of any changes.
- Annually practice evacuation drill and shelter drill.
- Develop a list of possible vendors for potential outsourcing of certain work (temporary or permanent).
- Establish a hierarchy of employee responsibility for hiring both temporary and permanent help.

Short-Term Recovery Efforts

Short-term actions to consider during an emergency involving loss of personnel include:

- Follow chain of command based on employee loss and business function priorities. Use outside coordination (neighboring Co-op, OREC) as necessary.
- Initiate employee assistance program for employees and families.
- External communications – keep public message consistent, defer media to OREC personnel if it is too much to handle.
- Contact OREC staff for safety coordination and assistance.
- Provide medical care, as needed.
- Adjust / stagger employees working hours to increase availability of cooperatives services to members and vendors.
- Use contractors.
- Ask for assistance from other Co-ops.
- Review emergency work plan for employee help.
- Provide personnel and board members with status briefings to keep them apprised of situations.
- Contract with retirees and/or employees' family members to assist with routine business tasks.
- Borrow employees from other cooperatives, OREC, software provider or local business.
- Assist employees and their families as needed.

Long-Term Recovery Efforts

Long-term actions to consider following an emergency involving loss of personnel include:

- Evaluate staff and responsibilities to limit exposure in future emergencies.
- Assess the cooperative's needs, policies and requirements.
- Consider outsourcing non-essential business practices to reduce risk.

- Develop a long-term succession plan.

Notes / Recommendations:

WAREHOUSE and FLEET

The core function is to keep housing and systems in place so that employees have a place to work. It is important to consider that a large-scale disaster can cripple the entire community, so relying on public buildings and community services may not be an option.

Upon loss of warehousing facilities, the Cooperative will contact local fairgrounds and exposition centers. Appropriate facilities would be: Atlanta – Cass County Livestock; Linden – Boles Arena; and, Mt. Pleasant – Exposition Center.

Upon loss of fueling facilities, the Cooperative will contract with local service stations and/or State and County Governments for fueling facilities.

Think about the following questions in planning for the cooperative's business contingency:

- Are the facilities and infrastructure of the cooperative itself damaged?
- What would the cooperative do if there is no longer a physical facility to operate from and the infrastructure has been severely damaged or destroyed?

Items essential to the normal operation of the warehouse and/or pole yard are:

- Warehouse facilities
- Equipment and vehicles
- Materials
- Tools
- Fuel
- Utilities
- Security

The following items are strongly dependent on the warehouse and pole yard for normal operating conditions and during emergency conditions:

- Storage and maintenance of equipment and vehicles such as digger derricks, aerial devices, stringing equipment, small vehicles, forklifts, etc.
- Storage and inventory of materials such as poles, crossarms, transformers, wire, etc.
- Storage and inventory of tools such as heavy presses, hand tools, personal protective equipment, cover-up and other protective devices.
- Storage and dispensing of gasoline, diesel fuel and LP gas for vehicles and equipment.
- Safeguarding of assets including building, equipment and inventory.
- Non-interruption of utilities for both co-op property and members, if applicable, including electric, gas, propane, water and telephone.
- General maintenance of warehouse facilities including structural integrity, sanitary facilities (restrooms, port-a-pots, washrooms/showers), trash disposal (waste, scrap material, hazardous materials, etc.).

Risk Mitigation Efforts

Steps should be taken to minimize the losses to the cooperative if the warehouse and pole yard are affected by an emergency situation. It is strongly encouraged that the following mitigation efforts be taken to prepare for possible emergency situations:

- Designate/appoint chain of command for management to assume control of the site.
- Inventory building contents down to deductible level (insurance). This will help assess needs as well as provide documentation for insurance provider. Maintain the information in a secure location off-site perhaps with your insurance carrier.
- Based on the age of your building(s), start high-level planning for what you would like your next warehouse and yard to look like and where it could best be located.
- Emergency plan should designate a hierarchy of employee responsibility in regard to facility issues in case the person responsible is not accessible.
- Maintain a list of contractors that might be used for various facility-related matters such as clean-up or security.
- Maintain a list of vendors who can supply equipment and materials on short notice.
- Prepare a list of potential buildings that can be used on a temporary basis and update it periodically.
- Refer to Communications Section for loss of landlines, telecommunications, radios and cell phone service.

PURCHASING and MATERIALS MANAGEMENT

1. Material issue sheets **are critical** for tracking material from warehouse (or in instances where temporary field warehouses are set up) to the field. Every effort should be made to track all material received from suppliers and all material used by contractors and co-op crews in the emergency restoration and permanent repair efforts.

2. The material issue sheet should include, at minimum, where (location) material is used, when it was used (day, date), and quantities of construction units specified on the work order.

3. If a picking list system is commonly used on work orders, strongly consider switching to staking sheets in order to capitalize material. If material issue sheets are to be used, there must be tickets for **all** material for which FEMA reimbursement is expected.

4. Material should be ordered immediately, or as soon after initial Fast Surveys of damage are completed. Fast Surveys should give warehouse and materials management employees enough information to determine **initial orders** of poles, cross arms, conductor, splices, and other construction hardware. Utilize the Standard Construction Policy design criteria developed by the cooperative **before** the disaster so approximate types and quantities of material will be known for ordering.

5. Arrange for material delivery points as near as possible to damaged areas. If temporary field warehouses are utilized, **it is critical that all material received at those locations be accounted for, and material issued from these field warehouses be precisely tracked**, preferably using material issue sheets. It is recommended that a warehouseman or materials management clerk be stationed at each temporary warehouse or satellite facility in order to daily check in material received and check out material to be used by construction crews.

6. Some vendors will contract with a cooperative to furnish trailers loaded with materials necessary for rebuilding or repairing lines during a disaster. The vendor is responsible for an inventory of all items, allows removal of items from the trailer only upon completion of material issue sheets, and conducts a follow-up inventory for reconciliation. If this method is employed by the affected cooperative, control must be exercised over material received and checked out. Documentation must be in place to record where (location, by map number and county or parish) the material was used and what construction units were put in place.

7. Consider utilizing warehouse or materials management employees from other cooperatives early in the disaster.

8. Ask for vehicle inventory sheets from all contractors and other co-op crews before they are allowed to commence work. Carefully monitor material that is issued, and inventory these same vehicles before crews depart for home at the end of their contract term or period of work.

9. Try to run all material through the material issue system if possible. Quantities, dates, and locations are much easier to track this way.

10. Copies of all material issue sheets should be made and stored with all other records being prepared for audits by FEMA, state emergency management, and TEC personnel.

11. Carefully record any and all material coming in from the field that is to be considered as salvage. This is required for reconciliation of co-op material records.

Short-Term Recovery Efforts

Short-term actions to consider during an emergency involving loss of warehouse and pole yard include:

- External communications – keep public message consistent, defer media to TEC personnel if it is too much to handle
- Acquire accessible building (warehouse, etc.).
- Establish temporary yard, security, and fencing.
- Establish electricity on-site and lighting.
- Consider asking for partial property use of neighboring Co-ops, IOUs, municipals, businesses and/or schools.
- Provide forklift and material handling capabilities.
- Construction trailer for security storage.
- Contact Property and Casualty Insurer.
- Track inventory and minimums needed.
- Work off printed material list and/or vendor history.
- Obtain essential equipment and materials from local and/or regional suppliers.
- Provide security on site (employees, vendor, fence, guards). Local law enforcement or contracted security services.
- Establish salvage yard.
- Establish cleanup crew for site using employees or contractors.

Long-Term Recovery Efforts

Long-term actions to consider following an emergency involving loss of warehouse and pole yard include:

- Assess current location and layout. Allow for future growth! (list of potential sites developed under risk mitigation).
- Document/assess vendor and contractor response time and capabilities to improve understanding of future needs.
- Consider regional natural disasters and man-made disasters in new building design.
- Should some business functions be outsourced? Or conversely, should some business functions be done in-house following the disaster experience? These decisions will

impact the overall building design and space requirements.

Notes / Recommendations:

EMERGENCY OPERATIONS CENTER(S)

1. For the purposes of this manual, Emergency Operations Centers shall be defined as cooperative dispatch centers or other emergency communications centers used by the cooperative in times of disaster.

2. Emergency Operations Centers should be equipped with standby generators to provide for continuous phone and radio communications during emergency disaster conditions. Such centers should also have the capability and capacity to add extra phone lines to handle additional calls from consumers.

3. While cell phones are affordable, convenient and efficient, it should be noted that the use of cell phones during certain disaster conditions might be severely limited or impaired. This is especially true during ice storms and hurricanes, when cellular transmission towers are often rendered virtually useless due to ice or wind damage. In emergencies such as tornadoes, high volume calling often causes congestion, thus making cell phone calling ineffective. However, if cellular towers are unaffected by the disaster, cell phones are an effective tool that can be utilized by initial Fast Survey crews to report system damage estimates to the co-op.

4. Computerized weather monitoring software programs are highly recommended for use in co-op Emergency Operations Centers and may also be available through other agencies as subscription services.

5. The only FEMA reimbursable expense for phone support is **the overtime** for full-time, hourly employees in the Emergency Operations Center. Part-time, temporary, or contract phone support personnel are eligible for reimbursement for both regular and overtime hours (Category B).

Notes / Recommendations:

ENVIRONMENTAL ISSUES

1. Debris removal: Defined by FEMA as the clearance, removal, and/or disposal of items such as trees, sand, gravel, building components, wreckage, vehicles, and personal property. For debris removal to be eligible for FEMA reimbursement, the work performed must be necessary to:
   a) Eliminate an immediate threat to lives, public health and safety;
   b) Eliminate immediate threats of significant damages to improved public or private property;
   c) Ensure the economic recovery of the affected community.

2. Examples of eligible debris removal activities:
   a) Debris removal from a street or highway to allow the safe passage of emergency vehicles;
   b) Debris removal from public property to eliminate health and safety hazards, such as the threat of fire.

3. Examples of ineligible debris removal activities:
   a) Removal of debris, such as tree limbs and trunks, from natural (unimproved) wilderness areas;
   b) Removal of pre-disaster sediment from engineered channels;
   c) Removal of debris from a natural channel unless the debris poses an immediate threat of flooding to improved property.

4. Debris removal from private property is generally **not** eligible because it is the property owner's responsibility. If property owners move the disaster-related debris to a public right-of-way, the local government may be reimbursed for curbside pickup and disposal. If the debris significantly impacts the public health and safety of a community, FEMA may fund debris removal from private property by the state or local government (county or municipality).

5. It is recommended that contract crews or in-house right-of-way contract crews be used for debris removal activities following a disaster. All time charged by these crews should be eligible for reimbursement should a disaster be declared.

6. If contract crews are to be used, at least three (3) bids should be let for the work to be done.

7. For brush and tree debris removal, it is recommended that contracts be arranged on a footage basis, with co-op personnel mapping and verifying the measurement of all footage estimates. Such mapping and documentation should be filed and copied for later use by FEMA and state emergency management representatives to verify eligible footage of debris removal and disposal.

8. The cooperative should maintain and keep readily available copies of their Release of Liability for Broken Poles form. The cooperative should keep a copy of the signed release form for all property owners where poles were left on private property. Individuals who remove poles from temporary storage areas that may be set up by FEMA following a disaster must also sign such forms.

9. Burning of damaged utility poles is **prohibited**; if poles are to be chipped, the chips **are not to be used** for mulch or bedding. Chipped utility poles must be disposed of at a permitted Subtitle D landfill. A list of such permitted landfills is attached as a part of this section. The following is a list of options for the reuse and/or disposal of damaged wood poles, the preferred method listed first:

   a) Reuse: The cooperative may choose to contact the landowner where the damaged utility poles are located and offer the poles to them; if this is the case – and the landowner accepts the poles – then the poles **are not** subject to Department of Environmental Quality (DEQ) regulation.

   b) The cooperative may transport the damaged poles to one of their facilities (pole yard, etc.) and offer the poles for reuse. Poles taken for reuse **do not** fall under DEQ jurisdiction or regulation. As with (a) above, a signed liability release form is recommended.

   c) The cooperative may transport the damaged poles to a site approved by the Emergency Disposal Site Evaluation and Registry procedure to stockpile and offer poles for reuse from the site. The Emergency Disposal Site Evaluation and Registry form(s) must be completed, submitted and approved before a disposal site is used. The section "Guidelines for Emergency Burning, Burial and/or Stockpiling of Solid Waste" outlines the site criteria. (This is attached as a part of the Emergency Disposal Site Evaluation and Registry form.)

   d) Disposal: The preferred method of disposal is to dispose of the poles at a permitted Subtitle D landfill. The landfill should be contacted prior to transport for specific instructions. **NOTE:** Permitted C and D landfills **cannot accept** utility poles for disposal.

   e) Damaged poles may be buried at an approved site using the Emergency Disposal Site Evaluation and Registry procedure. The Emergency Disposal Site Evaluation and Registry form must be completed, submitted and approved before a disposal site is used. The section "Guidelines for Emergency Burning, Burial and/or Stockpiling of Solid Waste" outlines the site criteria. Such criteria should be reviewed when locating a potential disposal site. **NOTE:** The bottom of the disposal pit must be at least five feet (5') from known groundwater. It is preferred that the burial site be in clay or clay loam soils. The burial site cannot be in sandy soils. The local DEQ environmental specialist for the cooperative's area will be available to assist in evaluating a site and in completing necessary forms. The local DEQ environmental specialist **must** visit and approve the site **before it is used by the cooperative**. **Do not submit the form without a DEQ environmental specialist's signature**. If a city, town or county does not own or operate the site, the attached Legal Access Agreement must also be completed.

10. Site selection: Local DEQ environmental specialists can assist the cooperative in finding a suitable site and in complying with any state and/or federal environmental requirements. Staging areas and disposal sites can be located on publicly owned property or on private property.

11. Any questions regarding the above listed criteria for the reuse or disposal of wood utility poles should be directed to the state environmental enforcement office regarding regulations concerning the reuse and/or disposal of treated wood utility poles following a disaster situation.

12. Historic preservation and cultural resources: There may be numerous structures or sites within a declared disaster area that are historic in nature or are listed as cultural resources. These might include buildings, bridges, other structures or specific sites. Such structures and sites are protected under federal law (Section 106 of the National Historic Preservation Act), and as such, **require any eligible recipient of federal disaster funds to notify the following entities prior to reconstruction efforts being initiated:**

Notes / Recommendations:

STATE HISTORIC PRESERVATION OFFICE

Texas Historical Commission
1511 Colorado, Austin, TX 78701
PO Box 12276, Austin, TX 78711-2276

thc@thc.state.tx.us	Phone	Fax
Administration	512-463-6100	512-463-8222
Staff Services	512-463-6100	512-475-4872

POST-DISASTER AUDIT PREPARATION

1. Helpful information concerning post-disaster audits can be found in the following two (2) documents:

   "Audit Tips for Managing Disaster-Related Project Costs" (15 pages), which is a publication of the Federal Emergency Management Agency and the Office of Inspector General; and "Consolidated Audit Guide, Audit of Disaster Assistance Grant Programs" (36 pages – revised March, 2001), also a joint publication of FEMA and OIG. Copies of these two documents have been included with this section. It is strongly recommended that all cooperative managers, accountants, and engineering/operations personnel review these two documents prior to a disaster event.

2. 7 CFR Chapter XVII (1-1-99 Edition) Subpart B – RUS Audit Requirements, §1773.3 "Annual Audit" states the financial audit requirements for electric cooperatives. Section (e) stipulates the following in regards to OMB Circular A-133: "Audits of States, Local Governments, and Non-Profit Organizations **does not** apply to audits of RUS electric and telecommunications cooperatives and commercial telecommunications borrowers." [56 FR 63360, December 3, 1991, as amended at: 59 FR 659, January 6, 1994; 63 FR 38722, July 17, 1998]

3. Accounting personnel should refer to and utilize several data sources during their internal audit preparations, including the use of FEMA cost codes, fringe benefit calculation sheets, the TEC "Mutual Aid Plan for the Electric Cooperatives of Texas, each cooperative's Employee Policy Manual, including relevant personnel organization charts and employee job descriptions.

4. All calculations used to determine percentages for fringe benefits should be retained and documented for use during the FEMA and/or OIG audit.

5. 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 FEMA Categories A, Debris Removal; B, Emergency Protective Measures; and F, Utilities (Permanent Repairs).

6. Compile a list of employee rates of pay before, during and after the disaster.

7. Keep documents that denote the date and time the first outage occurred, and the date and time the last consumer's electric service was restored.

8. Compile a check register for each month that disaster damages were paid. The check register should match all PWs submitted in order to prevent duplication of charges to FEMA.

9. Maintain individual time sheets for every person on which labor was claimed during the disaster. Contractors should submit (at minimum) weekly time sheets detailing their employees' activities to the cooperative; these time sheets must be signed by the individual employee or by the crew foreman. The equipment used should also be listed on time sheets.

10. Payroll calculations for the duration of the disaster should be available for the auditors. The cooperative must be able to verify that dollars paid match amounts claimed for cooperative employee's payroll.

11. Keep records of any and all salvaged material that was sold; this will be deducted from FEMA reimbursements made to the cooperative.

12. Contractor and cooperative employee hotel and meal receipts should be maintained, preferably listing who stayed in what room and who purchased what meals (indicating which FEMA Category the expense will fall in - either A, B, or F).

13. Keep all administrative allowance funds separate.

14. If possible, have contractors submit invoices by PW number.

15. FEMA and OIG auditors suggest setting up a general ledger account number with several sub-accounts labeled Contractor, In-House Contractor, Labor, etc. It is recommended that the accounting department start using these accounts as soon as the disaster occurs. Keep FEMA funds separate from normal day-to-day costs.

16. Keep all FEMA publications, such as the Public Assistance Policy Digest (FEMA 321) and any Appendices, and the FEMA Public Assistance Guide (FEMA 322) as available reference materials.

17. Require personnel from the accounting, engineering and operations departments to read all FEMA and OIG publications as they relate to Public Assistance, and require attendance at all FEMA or state emergency management training sessions, specifically those relating to disasters and Public Assistance to eligible applicants, such as electric cooperatives.

18. Maintain a copy of the cooperative's signed "Mutual Aid Agreement" that has also been filed with the National Rural Electric Cooperative Association (NRECA) and your state's Statewide Association. Auditors will request a review of this agreement.

FEMA REGULATION COMPLIANCE

On November 21, 2011, RUS-Washington provided the following information relative to an Amendment that is required for the Emergency Restoration Plan. In order to qualify for FEMA Disaster Assistance, the ERP must state that the Cooperative will comply with all FEMA regulations, as follows:

> RUS recently issued a final rule amending section 1730.28, Emergency Restoration Plan. The amendment now requires that your ERP include a section that describes "a plan to comply with the eligibility requirements to qualify for the FEMA Public Assistance Grant Program." Many of you have worked with FEMA in the past, and most will probably work with FEMA after your next disaster to take advantage of this program. This new rule asks you to include a section in your ERP that reflects compliance with FEMA requirements. RUS is not necessarily looking for great detail in this new section of the ERP, we are looking for a statement indicating that you are cognizant of the need to maintain awareness of FEMA requirements. Of course you can include as much detail as you like on how you plan to maintain FEMA awareness and eligibility for FEMA funds.

Please see the following link to the Final Rule which includes a background section for more details.

http://www.gpo.gov/fdsys/pkg/FR-2011-08-04/html/2011-19661.htm

Attached is the FEMA fact sheet DAP 5890.6 which outlines their criteria for FEMA disaster assistance. You may want to include some of this information or reference the policy in your ERP. It is suggested that you make the appropriate changes to your ERP as soon as practical.

Bowie-Cass Electric Cooperative, Inc. will comply with all FEMA regulations in order to participate in the FEMA Public Assistance Grant Program.

Plan To Comply with the Eligibility Requirements to Qualify for the FEMA Public Assistance Grant Program

[Federal Register Volume 76, Number 150 (Thursday, August 4, 2011)]
[Rules and Regulations]
[Pages 47055-47056]
From the Federal Register Online via the Government Printing Office [www.gpo.gov]
[FR Doc No: 2011-19661]

==========

Rules and Regulations Federal Register

This section of the FEDERAL REGISTER contains regulatory documents having general applicability and legal effect, most of which are keyed to and codified in the Code of Federal Regulations, which is published under 50 titles pursuant to 44 U.S.C. 1510.

The Code of Federal Regulations is sold by the Superintendent of Documents. Prices of new books are listed in the first FEDERAL REGISTER issue of each week.

==========

Federal Register / Vol. 76, No. 150 / Thursday, August 4, 2011 /
Rules and Regulations

[[Page 47055]]

DEPARTMENT OF AGRICULTURE
Rural Utilities Service
7 CFR Part 1730
RIN 0572-AC16

Emergency Restoration Plan (ERP)

AGENCY: Rural Utilities Service, USDA.
ACTION: Final rule.

SUMMARY: The Rural Utilities Service (RUS) is amending the requirements established for Emergency Restoration Plans (ERPs), currently mandated for all borrowers, to include a plan to comply with the eligibility requirements to qualify for the Federal Emergency Management Agency (FEMA) Public Assistance Grant Program in the event of a declared disaster. This amendment will ensure that RUS borrowers have a plan to maintain their eligibility to receive financial assistance from FEMA in the event they incur eligible costs for disaster related system repair and restoration.

DATES: September 6, 2011.

FOR FURTHER INFORMATION CONTACT: Donald Junta, USDA--Rural Utilities Service, 1400 Independence Avenue, SW., Stop 1569, Washington, DC 20250-1569, telephone (202) 720-1900 or e-mail to donald.junta@wdc.usda.gov.

SUPPLEMENTARY INFORMATION:

Executive Order 12866

This rule has been determined to be not significant for purposes of Executive Order 12866 and, therefore, has not been reviewed by the Office of Management and Budget.

Executive Order 12988

This final rule has been reviewed under Executive Order 12988, Civil Justice Reform. The Agency has determined that this final rule meets the applicable standards in Sec. 3 of the Executive Order.

Regulatory Flexibility Act Certification

It has been determined that the Regulatory Flexibility Act is not applicable to this rule since the Rural Utilities Service is not required by 5 U.S.C. 551 et seq. or any other provision of law to publish a notice of proposed rulemaking with respect to the subject matter of this rule.

Information Collection and Recordkeeping Requirements

The information collection burden associated with this rulemaking is approved under OMB control number 0572-0140. This rule contains no additional information collection or recordkeeping requirements under OMB control number 0572-0140 that would require approval under the Paperwork Reduction Act of 1995 (44 U.S.C. chapter 35).

E-Government Act Compliance

The Rural Utilities Service is committed to the E-Government Act, which requires government agencies in general to provide the public the option of submitting information or transacting business electronically to the maximum extent possible.

National Environmental Policy Act Certification

The Agency has determined that this rule will not significantly affect the quality of the human environment as defined by the National Environmental Policy Act of 1969 (42 U.S.C. 4321 et seq.). Therefore, this action does not require an environmental impact statement or assessment.

Catalog of Federal Domestic Assistance

The program described by this rule is listed in the Catalog of Federal Domestic Assistance Programs under number 10.850, Rural Electrification Loans and Loan Guarantees. This catalog is available on a subscription basis from the Superintendent of Documents, the United States Government Printing Office, Washington, DC 20402-9325, telephone number (202) 512-1800 and at https://www.cfda.gov.

Executive Order 12372

This rule is excluded from the scope of Executive Order 12372, Intergovernmental Consultation, which may otherwise require consultation with State and local officials, pursuant to USDA's regulation at 7 CFR part 3015.

Unfunded Mandates

This rule contains no Federal mandates (under the regulatory provisions of Title II of the Unfunded Mandates Reform Act of 1995) for State, local, and tribal governments or the private sector. Therefore, this rule is not subject to the requirements of Sec. Sec. 202 and 205 of the Unfunded Mandates Reform Act of 1995.

Executive Order 13132, Federalism

The policies contained in this final rule do not have any substantial direct effect on States, on the relationship between the national government and the States, or on the distribution of power and responsibilities among the various levels of government, nor does this final rule impose substantial direct compliance costs on State and local governments. Therefore, consultation with States is not required.

Background

The Agency published a final rule on October 12, 2004, at 69 FR 60541 requiring all borrowers to maintain an Emergency Response Plan (ERP) that details how the borrower will restore its system in the event of a system-wide outage resulting from a major natural or manmade disaster or other causes. This ERP requirement was not entirely new to the borrowers, as RUS had recommended similar ``plans'' in the past. However, the need for an ERP requirement at that time was catalyzed by increased

sensitivities relating to homeland security.

The purpose of the FEMA Public Assistance Grant Program is to provide assistance to State, Tribal, and local governments, and certain types of private non-profit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President.

Recent FEMA audits conducted on applications submitted by RUS borrowers have shown that borrowers have not always followed the policies and procedures set forth by FEMA for disaster related repairs and restoration. FEMA recently created a draft document titled ``FEMA Disaster Assistance Fact Sheet 9580.6 (Electric Utility Repair (Public and Private Nonprofit)). This document contains sections on contracting, category of work, conductor replacement, hazard mitigation, and repair of collateral damage that outline

[[Page 47056]]

FEMA requirements in these areas. It is financially advantageous for borrowers to qualify and receive disaster assistance funds for eligible work from FEMA in the event of a declared disaster or emergency. When RUS borrowers do not meet FEMA Public Assistance Grant eligibility requirements, they will be ineligible to receive disaster assistance funds.

Accordingly, the Agency published a proposed rule on January 26, 2010, at 75 FR 4006 proposing to amend the ERP regulatory requirements to add that the ERP reflect compliance with all requirements imposed by FEMA for reimbursement of the cost of repairs and restoration of the borrower's electric system incurred as the result of a declared disaster.

Discussion of Comments and Changes

RUS received one submission electronically on this proposed rule by the March 29, 2010, comment deadline. The submission was received from the National Rural Electric Cooperative Association (NRECA). The submission is summarized below with the Agency's responses as follows:

Issue 1: Commentor proposed modifying the rule as proposed to add a cost/benefit consideration.

Response: The Agency accepts the observation that there are costs to compliance. Money and time spent, delay in service restoration, and the possibility of consumer dissatisfaction in an extended outage are relevant in power restoration decisions and sometimes any additional costs of complying with FEMA's eligibility rules may outweigh the benefits of federal financial assistance for reimbursement and support a decision by a borrower to elect to pursue an alternative to competitively bidding a restoration job as generally required by FEMA. The final rule as published permits the borrower to make such a determination. The rule only requires the borrower develop a plan to comply with the FEMA requirements and be eligible to apply for FEMA assistance.

Issue 2: Commentor proposed a clarifying change that identifies the borrower, rather than the ERP, as the subject that ``must comply with'' FEMA reimbursement rules.
Response: Agency concurs. This clarification is intended to avoid an interpretation that would require the ERP to contain a mini manual of how to comply with the FEMA rules.

List of Subjects in 7 CFR 1730

Electric power; Loan program--energy; Reporting and recordkeeping requirements; Rural areas.

For reasons discussed in the preamble, the Agency amends 7 CFR, Chapter XVII, part 1730 as follows:

PART 1730--ELECTRIC SYSTEM OPERATIONS AND MAINTENANCE

1. The authority citation for part 1730 continues to read as follows:
Authority: 7 U.S.C. 901 et seq., 1921 et seq., 6941 et seq.

2. Amend Sec. 1730.28 as follows:
a. Remove the word ``and'' from the end of paragraph (e)(4);
b. Redesignating paragraph (e)(5) as (e)(6); and
c. Add paragraph (e)(5) to read as follows:

Sec. 1730.28 Emergency Restoration Plan (ERP).

* * * * *
(e) * * *
* * * * *
(5) A section describing a plan to comply with the eligibility requirements to qualify for the FEMA Public Assistance Grant Program; and
* * * * *

Dated: July 22, 2011.
Jonathan Adelstein,
Administrator, Rural Utilities Service.
[FR Doc. 2011-19661 Filed 8-3-11; 8:45 am]
BILLING CODE P

DISASTER ASSISTANCE FACT SHEET DAP9580.6
ELECTRIC UTILITY REPAIR

DISASTER ASSISTANCE
FACT SHEET
DAP9580.6

ELECTRIC UTILITY REPAIR
(PUBLIC AND PRIVATE NONPROFIT)

Revision: November 2011

FEMA DISASTER ASSISTANCE FACT SHEET – DAP 9580.6

Overview

The purpose of this fact sheet is to establish criteria to determine eligibility for repair or replacement of disaster-damaged electric distribution and transmission systems under the authority of rural electric cooperatives (RECs), municipal electric utilities, public power districts, and other public entities following a major disaster or emergency declaration by the President. This fact sheet addresses appropriate contracting procedures, categories of work (that is, Category B or F), criteria for replacing conductors, hazard mitigation, Rural Utility Service (RUS) Bulletins, and collateral damage. The Federal Emergency Management Agency (FEMA) must inspect and validate all projects for which the owners are requesting replacement of conductors. The utility owners are responsible for the safety and reliability of their distribution and transmission systems.

Contracting

To be eligible for Federal funding, applicants must comply with federal procurement standards as outlined in the Title 44 Code of Federal Regulations (CFR), Part 13.36, Procurement. Essential elements of the procurement process include: competition; a clear and definitive scope of work, if possible; qualified bidders (documented by licenses, financial records, proof of insurance, and bonding, as applicable); a price analysis to demonstrate price reasonableness; compliance with all relevant local, State, and Federal requirements, laws and policies; and, clear documentation of the process/rationale followed in making procurement decisions. There is no requirement to negotiate profit separately when applicants follow competitive procurement procedures. Profit is considered to be a component of the unit price.

Unacceptable Contracts: Cost Plus Percentage of Cost

Acceptable Contracts:

1. Lump Sum
2. Unit Price
3. Cost Plus Fixed Fee
4. Sole Source for Materials – in limited situations. RECs, municipal utilities, and public power districts may use noncompetitive procurements to procure materials, provided they meet the requirements of 44 CFR §13.36(d)(4), Methods of procurement to be followed, Procurement by noncompetitive proposals.
5. Time and Material (T&M) - applicants may use T&M contracts only when it has been determined that no other contract is suitable and the contract includes a ceiling price that the