



Emergency Operations Plan Update

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Emergency Operations Plan (EOP)

Annual Review

- The EOP thoroughly outlines procedures for PEC departments in emergency situations to operate efficiently during potentially chaotic events.
- When a situation is deemed to be an emergency, PEC will utilize an Incident Command System (ICS) structure to manage the event. This will ensure that there are clear roles and responsibilities for each emergency event.
- The Incident Commander is responsible for completing an *“Emergency Declaration and Tracking Form”* that will document the time, scope, and expected duration along with other key documentation of the event.
- Annual drills are completed to maintain the Plan - last drill completed October 31, 2019:

Drill scenarios included:

- Pre-event planning
- Major storm with associated system damage
- Loss of phone service

EOP updated, added:

- Flood Operations to Action Plans
- Major update to Communications Plan
- Fine-tuned procedures

EOP - Action Plans

The EOP includes coop-wide action plans for various scenarios, including a detailed Communication Plan for employees, the membership, and the media.

- Employee Assignments
- Emergency Operations Center
- Critical Loads Registry*
- Communications Plan*
- Telecommunications Support
- Curtailment Priorities*
- Restoration Priorities and Procedures*
- Pandemic Plan and Procedures*
- Wildfire Mitigation Plan*
- Severe Weather Identification*
- Pre-Arranged Supplies Plan*
- Emergency Staffing Plan*
- Hurricane Plan*
- NIMS/FEMA Statement*
- Mutual aid procedures
- Flood Operations

**Required by Texas Public Utility Commission*

EOP Levels

- **Pre-Emergency Preparation (P)** - *Current level as of March 16, 2020*
 - PEC conducts normal business while individuals responsible for emergency preparation initiate preparatory tasks.
 - Typically lasts up to 24 to 72 hours and the Director, Control Center and Emergency Preparedness (or designee) will be designated as the Incident Commander.
- **Significant Events (E-1)**
 - The emergency event is significant in a limited area and should be corrected within 24 hours.
 - The Incident Commander will determine if other ICS roles are required.

EOP Levels

- **Major Events (E-2)** - A segment of the organization has experienced a power interruption or other significant business disruption in excess of 24 hours, or where the requirements for restoring or maintaining service requires the suspension of normal field work.
- **Catastrophic Events (E-3):**
 - A Catastrophic event can occur when a significant portion of the electric system is lost due to a natural or man-made disaster.
- **Recovery (R):**
 - After an emergency event the organization will require a time period to return to normal operations.
 - The Incident Command Team will work with the PEC Executive Team to organize the recovery tasks, reporting tasks, and other related actions required for the full recovery of the system and operations.

Active EOP Update

Progression of Activities

- March 3 - Assembled Incident Command Team, including leadership from other departments.
- March 12:
 - Initiated deep cleaning of all offices
 - Limited PEC travel for conferences, external and internal meetings
 - Postponed member events
 - Suspended field disconnects for non-pay and energy audits
- March 16:
 - Closed member access to all offices
 - Initiated phase 1 of remote work plan (approx. 200 FTE)
- March 24:
 - Initiated rotating schedules to limit employee interaction (approx. 130 FTE)
 - Home dispatch for field staff (approx. 116 FTE)
 - Staggered warehouse coordination for materials and supplies
- March 31 - Statewide Shelter-In-Place ordered
- April 16 - Issued face coverings to employees.

Active EOP Update

Progression of Activities

- April 17 - PEC Board approved the resolution for Delegation of Authority to Chief Executive Officer to Implement Measures in Response to COVID-19.
- April 21 - Required employee health screenings prior to reporting to a PEC facility or member's premises. Screening completed through a mobile app previously used by PEC for reporting safety incidents.
- April 24 - Created centralized webpage for COVID-19 information and resources.
- April 27 - Closed Marble Falls office for deep-cleaning due to a potential employee exposure to COVID-19. Employees that were scheduled to work there were able to return on April 28.
- April 27 - Developed COVID-19 Relief Fund - employees can opt for payroll deductions and members are able to make donations through SmartHub, feature launched on May 8.
- May 11 - Began relocating many Member Relations Agents into other facilities; Railyard, Training Center, Technology Center, and District Office Meeting Rooms, to safely allow Member Relations to be at full-staff for member responsiveness.

Procurement Efforts

EOP Support

- Providing weekly report on impact to electric utility supply chain (factory shut downs, lead time changes, etc.)
- Conducting weekly coordination calls with district Warehouse Supervisors and Facilities Team
- Completing a weekly review of reserve-stock inventory supplies at HQ
- Implemented an Inventory Tracking Log with current and target stock levels, and pending orders
- EOP reserve stock supplies sourced and delivered to date:
 - 5,580 standard cloth face masks
 - 3,000 flame resistant cloth face masks
 - 7,000 disposable face masks
 - 2,000 bandannas
 - 1,368 paper towel packs
 - 1,560 toilet paper rolls
 - 1,019 hand sanitizer bottles
 - 220 disinfectant wipe canisters
 - 845 disinfectant cleanser units
 - 361 nitrile glove boxes

Return to Work Planning

Currently creating plans to bring remote employees back into offices on rotating schedules in early September, plans include:

- Continue safe social distancing practices, frequent sanitation, and use of face coverings.
- Office sanitations (with 90-day treatment) will be set up on a quarterly basis.
- Creating procedures for staff:
 - Requirements to wash hands when entering a PEC facility
 - Office etiquette to allow for six feet of social distancing
 - In-person meeting requirements
 - Limitations on communal spaces and conference rooms
 - Self-screening health reporting before coming to work
 - Continued use of face coverings
- Maintain continuous communication between Incident Command Team, Executive Team, and all staff.
- Develop guidelines for member interaction (on-site and in-office appointment only).
- Member Relations front offices to remain closed and will re-evaluate status in early August.

Lessons Learned

All PEC employees were offered a COVID-19 Work Environment Survey to gather constructive feedback on the conditions and communications staff are receiving during the pandemic:

- 76% of all employees completed the survey.
- Employees demonstrated appreciation for the safety measures and equipment, communications, and new work processes that were quickly put into place.
- Employees felt that they were kept informed by their supervisor and aware updated circumstances.
- Overall 93% of employees felt the work environment has been positive during this time.

Lessons Learned

Additionally the Incident Response Team has begun gathering lessons learned for future incident planning.

- Things that have been done well:
 - Despite a change in work conditions employees have been responsive and productive while maintaining a positive attitude.
 - Able to source vendors to do preemptive disinfection in our buildings and responded in less than 24hrs to perform emergency disinfections in offices with close contact or suspected cases.
 - Formed effective cross-department working groups to ensure logistical support for the coop and shared resources so that no area went without needed supplies or materials.
 - Serving the member. The membership has adjusted well to office closures and other temporary suspensions of services. Very few complaints have been received.

Lessons Learned

- Challenges:
 - Adjusting EOP processes that have been built for large-scale outage events into managing more of the human resources and workforce impact of a long-term pandemic.
 - Balancing and staying informed of the different COVID orders in each county of PEC's service territory.
 - Quickly procuring some vendors with appropriate service scope and cost was slow and difficult.
 - Identifying "critical" employees was often a sensitive process.
 - Replacing face-to-face meetings with video or conference calls required an adjustment period for some staff.
 - Acquiring appropriate PPE; fire resistant masks were essentially nonexistent prior to this event.

Lessons Learned

- Future needs and actions PEC should continue:
 - Continue to drive the message of social distancing, wearing PPE, and prepare for a potential re-escalation of the pandemic this fall/winter.
 - Prepare EOP processes for a wider range of large-scale events, including long-term pandemics and potential cyber-security events, or other non-traditional risks.
 - Develop a formalized Remote Working Policy during the EOP recovery phase and beyond, to alleviate staff concerns of impact to employment and provide consistent practices across departments.
 - Explore further, more permanent, work-from-home technologies that may improve efficiencies and provide potential savings in facility costs.
 - Periodically perform the deep-cleaning of the offices - this was very well received at all offices.

Lessons Learned

- Future needs and actions PEC should continue (cont'd):
 - Ramp up cross-training efforts. Many positives were discovered through the teamwork of the Incident Response Team and staff were able to work outside of traditional silos and gain perspective of day-to-day operations coop-wide.
 - Broad recommendations were received to not rush bringing staff back to offices too quickly. PEC is functioning well and should not risk employee health and safety.
 - Serving the member. It seems like they have adjusted well to the closing offices but once other businesses open up we need to be prepared to meet their expectations.



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