

**McCREARY COUNTY, KENTUCKY  
EMERGENCY OPERATIONS PLAN**

---



***ENERGY AND UTILITIES/  
INFRASTRUCTURE  
MANAGEMENT***

***ESF-12***

*Coordinates and organizes energy and utilities/infrastructure management resources in preparing for, responding to and recovering from emergency/disaster incidents which impact the citizens of McCreary County.*

**ENERGY AND UTILITIES/INFRASTRUCTURE MANAGEMENT**  
**ESF-12**

**ESF Coordinator:** McCreary County Judge Executive

**Primary Agencies:** McCreary County Water District  
Highland Telephone Cooperative, Inc.  
Kentucky Utilities Co.  
South Kentucky Rural Electric Cooperative  
Grey Kentucky Rural Electric Cooperative  
Access Cable  
Citipower LLC

**Support Agencies:** McCreary County Fiscal Court  
McCreary County Judge Executive and Magistrates  
McCreary County Sheriff's Office  
McCreary County Emergency Management Agency  
McCreary County Road Department  
McCreary County Sheriff's Office  
McCreary County Fire Departments

**State Agencies**  
Kentucky Division of Emergency Management

## **Introduction**

The Energy and Utilities/Infrastructure Management Emergency Support Function (ESF-12):

- Identifies and organizes the resources (human, technical, equipment, facility, materials and/or supplies) available to McCreary County to address and support energy needs in the event of either a natural or man-made disaster or emergency situation;
- Identifies the responsibilities of organizations charged with providing energy in the case of a disaster or emergency situation;
- Is established to assure the provision of energy support to McCreary County and private-sector response before, during and after an incident/event;
- Provides personnel and resources to support prevention, preparedness, protection, response, recovery and mitigation in support of the primary emergency management objectives of energy in emergency and disaster situations.

### **Mission**

The mission of the Energy and Utilities/Infrastructure Management Emergency Support Function is to coordinate and organize energy resources in preparing for, responding to and recovering from emergency/disaster incidents which impact the citizens of McCreary County.

### **Scope**

The scope of this ESF includes:

- Assessing energy system damage and determining the required resources to restore such energy systems;
- Coordinating with ESF-12/Energy and Utilities support agencies for assistance in helping energy suppliers obtain information, equipment, specialized labor, fuel and transportation to repair or restore energy systems;
- Coordinating information with local, state, and federal officials and suppliers about available energy supply recovery assistance;
- Providing technical assistance concerning energy systems.

ESF-12/Energy and Utilities is a functional annex to the McCreary County Kentucky Emergency Operations Plan (EOP) and, to the extent possible, information contained in other sections of the EOP will not be repeated in this ESF annex. Many of the agencies involved in ESF-12/Energy and Utilities activities have existing emergency plans and procedures which this ESF Annex is designed to complement and support.

This Emergency Support Function applies to all agencies with assigned energy emergency responsibilities as described in the McCreary County EOP.

**Situations and Assumptions Electric:**

Some of the situations and assumptions involved in planning ESF-12/Energy and Utilities planning include but are not limited to the following:

- A catastrophic incident such as severe weather conditions (ice storms, heat waves, or tornadoes) may cause energy shortages by disrupting electrical transportation services, interfering with delivery through transmission lines, or by forcing higher than normal usage of energy for heating or cooling;
- Evacuation/relocation of the county population due to a catastrophic incident will cause a disruption of energy distribution;
- Public and private utilities systems usage may be curtailed or otherwise cease to operate due to damage or other emergency conditions;
- Depending on the situation, rationing or conservation of electricity may be imposed to conserve Kentucky's energy resources;
- Public and private utility and energy organizations will perform tasks on their own authority to restore their essential services to the jurisdiction.

**Water/ Wastewater:**

- Clean water is necessary to sustain human life, agricultural and industrial production;
- Potable water may not be available due to drought, hazardous materials spills, severe weather or mechanical failure;
- A catastrophic incident could seriously cripple the county making potable water extremely scarce. Rationing to conserve the county's water would have to be undertaken;
- Public and private water usage may be curtailed or otherwise cease to operate due to damage or other emergency conditions;
- Receipt and distribution of bottled water may be required;
- Public and private wastewater and sewer systems usage may be curtailed or otherwise cease to operate due to damage or other emergency conditions;
- The return of untreated consumed water to the ground water supply can so contaminate this supply as to make converting back to potable water uneconomical.

**Concept of Operations**

The McCreary County Emergency Operations Center (EOC) serves as the central location for Interagency coordination and executive decision-making, including all activities associated with ESF-12/Energy and Utilities during a disaster/emergency event. The ESF-12/Energy and Utilities Primary Agencies work with the EOC management team to ensure necessary energy tasks are accomplished. The Support and Partnering Agencies provide resources and personnel to assist in accomplishing ESF-

12/Energy and Utilities activities as required by the size and demands of the event. As calls are received requesting services and resources during an emergency/disaster situation, they are routed to the ESF-12/Energy and Utilities desk to determine appropriate action.

### **General**

ESF-12/Energy and Utilities is organized consistent with the requirements of the National Response Plan, the National Incident Management System and uses the Incident Command System (composed of Planning, Operations, Logistics and Finance/Administration Sections with their standardized Units, Teams, positions, forms and terminology) to manage its emergency/disaster responsibilities. This structure and system supports incident assessment, planning, procurement, deployment and coordination of energy support operations for McCreary County. Pursuant to the Incident Command System structure, the Planning, Logistics, Finance/Administration and Operations Section Coordinators and staff at the Emergency Operations Center (EOC) assist the EOC Manager in achieving the overall mission. Sections, Units, Teams, staffing levels, etc. are modular and scalable, depending on the type, size, scope and complexity of the emergency or disaster event.

Procedures, protocols and plans for energy disaster response activities provide guidelines for operations at the McCreary County Emergency Operations Center and in the field.

- The Emergency Operations Plan and corresponding Appendices, Incident Annexes, Support Annexes and Standard Operating Guidelines that describe ESF-12/Energy and Utilities capabilities are based on National Planning Scenarios, Universal Task List and Target Capabilities and are the basis of these guidelines;
- Periodic training and exercises are conducted to enhance effectiveness;
- Energy planning is continuous, beginning well before impact of approaching natural disasters and immediately upon those not forecasted.

A large event requiring regional, state and/or interstate mutual aid assistance will require ESF-12/Energy and Utilities implementation. ESF-12/Energy and Utilities will coordinate with support agency counterparts to seek and procure, plan, coordinate and direct the use of any required energy assets.

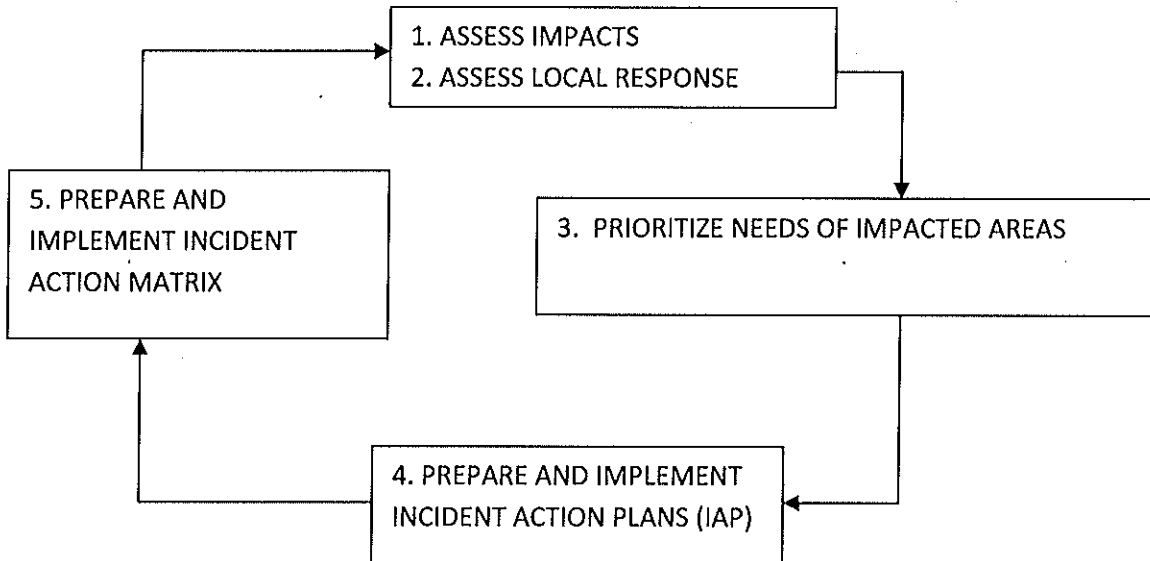
When an event requires a specific type or response mode, energy technical and subject matter expertise may be provided by an appropriate person(s) from a supporting agency with skills relevant to the type of event. The individual will advise and/or direct operations within the context of the Incident Command System structure.

As illustrated in Figure 12-1: *ESF-12/Energy and Utilities Concept of Operation*, ESF-12 will give priority to five fundamental, interrelated functions:

- Use technology and human intelligence to collect, analyze and disseminate information on direct and indirect disaster impacts,
- Assess the capabilities of local government, the business community and volunteer agencies to effectively respond to the disaster;
- Assess and prioritize the immediate needs of impacted communities, neighborhoods and areas of the county;
- Incorporate the analyses into Incident Action Plans that establish operational objectives and identify resource requirements to accomplish these objectives;

- Utilize an Incident Action Matrix to establish priorities, assign tasks to agencies and track progress in meeting objectives.

**ESF-12/ENERGY AND UTILITIES CONCEPT OF OPERATIONS**



**Figure 12-1: ESF-12/Energy and Utilities Concept of Operations**

Each energy organization which enters into a mutual aid agreement will furnish a copy of the agreement to the McCreary County Emergency Management Agency.

The McCreary County Emergency Management Agency will maintain up-to-date information of energy services in McCreary County including-

- Names of responsible officials (reviewed/updated annually),
- ESF-12/Energy and Utilities staffing directory (reviewed/updated annually),
- ESF-12/Energy and Utilities notification lists (reviewed/updated annually),
- Major energy equipment identified in Resource Typing and readiness status (reviewed/updated annually).

The ESF-12/Energy and Utilities Emergency Operations Plan plus accompanying Appendices, Annexes and Standard Operating guidelines are maintained by the McCreary County Emergency Management Agency and are reviewed and updated by the energy planning committee with the McCreary County Emergency Management Agency at least annually. Support agencies may develop and maintain their own similar documents for internal use, which must be compatible with and in support of the overall Emergency Operations Plan. All such documents must be compliant with the National Response Plan,

National Incident Management System, Incident Command System and the Emergency Operations Plan (EOP).

Energy organizations are responsible for training and continuing education of their personnel.

The McCreary County Emergency Operations Center uses WebEOC (crisis management software) to supplement disaster management planning and actions. Specifically, all of the applicable Emergency Support Functions, agency based emergency operations centers, and other facilities or functions as appropriate are able to communicate their needs and status through WebEOC. This allows all of the information to be integrated for the specific event and to assess what actions, resources and needs exist.

### **Notifications**

McCreary County 911 Dispatch is the county's 24 hour Warning Point.

When the county or an area of the county has been threatened or impacted by an emergency or disaster event, McCreary County E911 Dispatch will notify the McCreary County Emergency Management Agency Director who in turn will notify the State Emergency Operations Center Duty Officer. The state Emergency Operations Center notifies applicable state agencies including the Regional Response Manager of KyEM Region 10.

ESF-12/Energy and Utilities will be activated or placed on standby upon notification by the McCreary County Emergency Management Agency. Upon instructions to activate this Emergency Support Function, the ESF-12/Energy and Utilities Coordinator and Support Agencies will implement their procedures to notify and mobilize all personnel, facilities and physical resources potentially needed, based on the emergency circumstance.

### **Direction and Control**

McCreary County Judge Executive is the lead agencies for ESF-12 and will manage the emergency activities of ESF-12/Energy and Utilities. Energy operates from the McCreary County Emergency Operations Center (EOC) on a 24 hour/7 days a week schedule to help maintain the flow of energy services.

The McCreary County Emergency Management Agency functions as the official disaster organization for preparedness, mitigation, response and recovery within McCreary County and serves as the focal point for ESF-12/Energy and Utilities activities. It is responsible for ensuring that all appropriate program departments, support agencies, other Emergency Support Functions and private voluntary agencies have knowledge about the system and ESF-12/Energy and Utilities expectations.

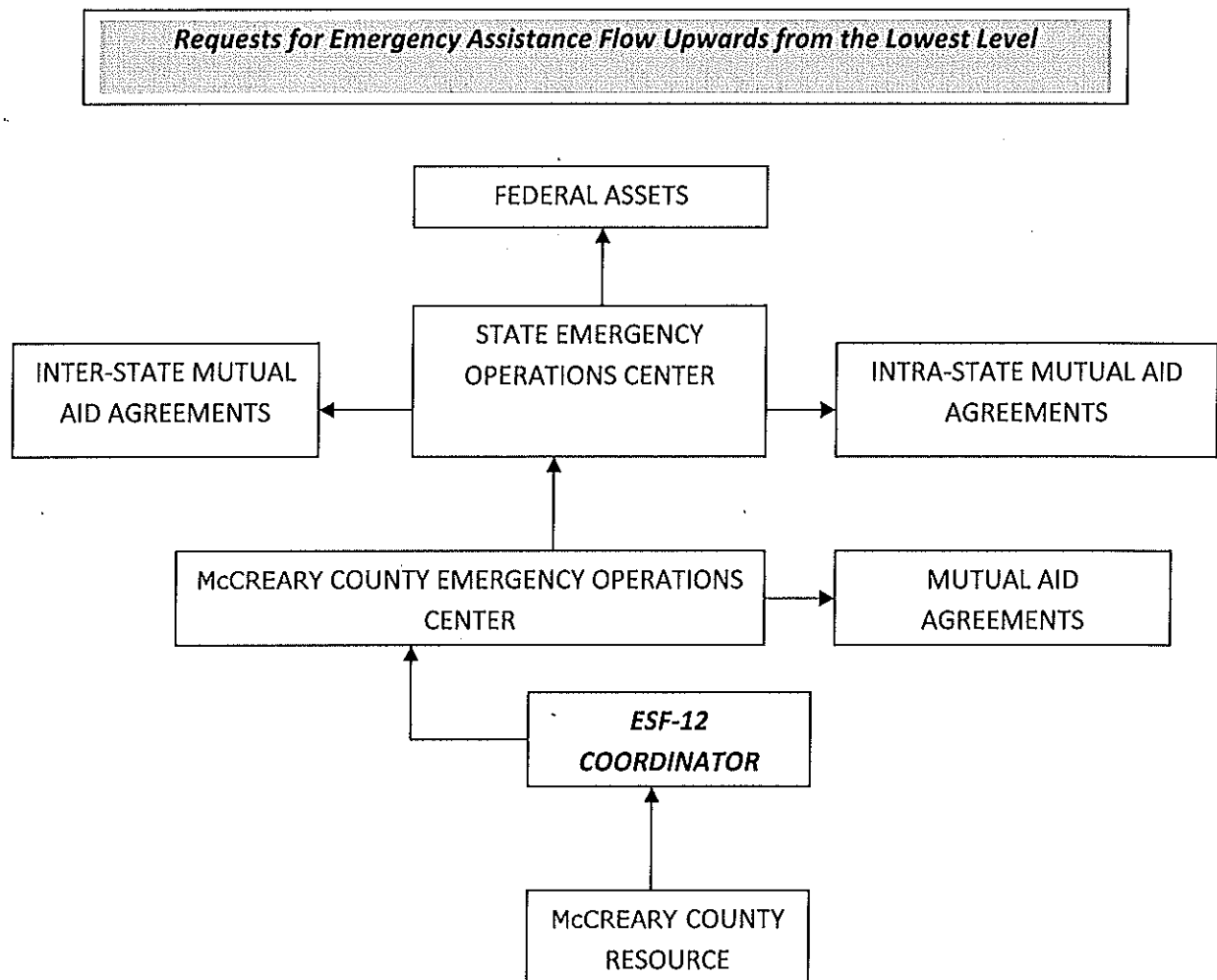
The ESF-12/Energy and Utilities system operates at two levels – the Emergency Operations Center and field operations.

All management decisions regarding county and/or regional resource allocation are made at the Emergency Operations Center by the ESF-12/Energy and Utilities Coordinator during emergency activations. In accordance with a mission assignment from ESF-12/Energy and Utilities and further mission tasking by a local primary agency, each support organization assisting in an ESF-12 assignment will retain administrative control over its own resources and personnel but will be under the operational control of ESF-12/Energy and Utilities. Delegation of mission operational control may be delegated to a management Support Unit, Multi-Agency Coordination Team or a local entity.

### **Organization**

## McCREARY COUNTY EMERGENCY OPERATIONS PLAN

Response to an emergency/disaster event in McCreary County is progressive as demonstrated in Figure 12- 2: *Progressive Requests for Emergency/Disaster Resources*. The initial response to an emergency/disaster situation is met by the use of the energy resources available at the local level. McCreary County Fiscal Court activates available resources. When the energy needs for resources and/or services exceed the capability of what is available in the jurisdictions within McCreary County, established mutual aid agreements with surrounding counties to provide energy, such resources are utilized. When needed energy resources cannot be located through mutual aid agreements, the McCreary County Emergency Operations Center requests resources through the state Emergency Operations Center. The state Emergency Operations Center locates resources through intra- and inter-state mutual aid agreements and federal assets.



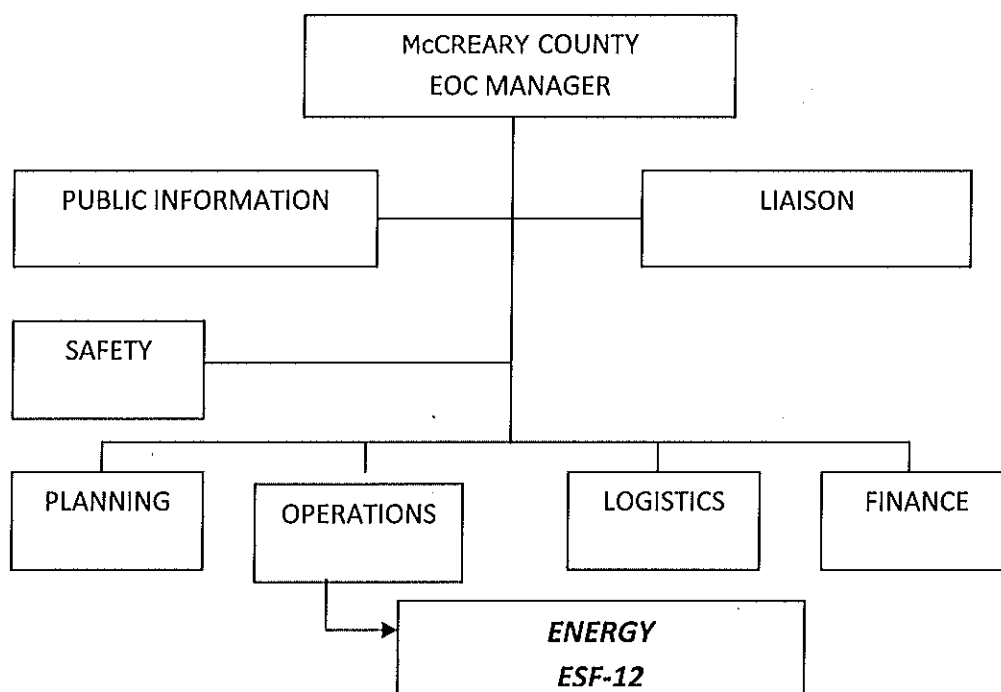
**Figure 12-2: Progressive Requests for Emergency/Disaster Resources**

### **County**

McCreary County Emergency Management will initiate ESF-12/Energy and Utilities notification and will request assistance from the primary and support agencies to help staff the ESF-12 position in the McCreary County Emergency Operations Center.



In the Incident Command Structure, ESF-12/Energy and Utilities is located in the Operations Section as shown in Figure 12-3: *Incident Command System Structure: ESF-12-Energy*.



**Figure 12-3: Incident Command System Structure: ESF-12/Energy and Utilities**

During an activation of the EOC, support agency staff is integrated with the energy staff to provide support that will allow for an appropriate, coordinated and timely response.

Throughout the response and recovery periods, ESF-12/Energy and Utilities:

- Collects, analyzes, and disseminates tactical information on the nature, scope and potential impacts of an incident or major disaster related to energy;
- Evaluates and analyzes information regarding energy requests;
- Develops and updates assessments of current and anticipated future energy needs and resource requirements,
- Implements contingency planning to meet anticipated energy demands or needs;
- Incorporates this analysis into Incident Action Plans; and
- Uses this intelligence to support the Logistics, Operations and other ESFs in their impact assessment and response missions.

**Region**

When local resources are overwhelmed or depleted, additional energy resources are obtained through established mutual aid agreements McCreary County has with counties in the region. The Operations

Chief, in consultation with the requesting jurisdiction, contacts the agencies with whom mutual agreements are in effect to determine if the requested resources are available.

Additionally, either the KyEM Region 10 Response Manager or the state Emergency Operations Center can be contacted to determine the appropriate state agency serving as the lead agency for energy coordination/support at the state level. That agency can designate a liaison to the McCreary County EOC to assist ESF-12/Energy and Utilities and to the extent capable provide coordinators, assessors and operational personnel in support of the EOC or field activities.

On activation of an emergency operations center in more than one county, the lead agency for energy coordination/support at the state level may support the coordination of the event response with regional resources or request additional resources through the State Emergency Operations Center.

### **State**

During an emergency or disaster event, ESF-6/comparable primary and support agencies at the State Emergency Operations Center report and function under the overall direction of the Kentucky Division of Emergency Management Director.

During the response phase, ESF-12/Energy and Utilities evaluates and analyzes information regarding energy requests. ESF-12/Energy and Utilities also develops and updates assessments of the energy situation/status in the impact area and initiate contingency planning to meet anticipated demands and needs.

The Kentucky Division of Emergency Management develops and maintains the overall State Emergency Operations Plan and accompanying Appendices and Standard Operating Guidelines that govern response actions related to emergencies. Support agencies may develop and maintain their own similar documents for internal use, which must be compatible with and in support of the overall Emergency Operations Plan. All such documents will comply with the National Response Plan, the National Incident Management System and the Incident Command System.

### **Actions**

Actions initiated by ESF-12/Energy and Utilities are grouped into the phases of emergency management: preparation, mitigation, response and recovery. Each phase requires specific skills and knowledge to accomplish. Each phase requires significant cooperation and collaboration between all supporting agencies and the intended recipients of service. ESF-12/Energy and Utilities encompasses a full range of activities from training to the provision of field services.

ESF-12/Energy and Utilities also coordinates and may assume direct operational control of the following provided services:

- Assessment of energy needs and potential impacts;
- Energy sector personnel;
- Energy sector equipment and supplies;
- Evacuation and re-entry support;
- Emergency responder health and safety;
- Mental health and crisis counseling for responders;

- Energy sector public information and risk communication;
- Energy sector management, command and control of assets;
- Energy sector activities related to terrorist threats and/or events;
- Logistical staging areas;
- Catastrophic incident and alternate energy facility support.

### **Preparedness Actions**

Actions and activities that develop energy sector response capabilities may include planning, training, orientation sessions and exercises for ESF-12/Energy and Utilities personnel and other emergency support functions that will respond with ESF-12. This involves the active participation of local inter-agency preparedness organizations, which collaborate in such activities on a regular basis. Local agencies will jointly address planning issues on an on-going basis to identify response zones, potential staging areas, potential medical facilities and the maintenance and future development of specialized teams.

Initiatives also include:

- Planning with ESF-12/Energy and Utilities support agencies and other emergency support functions to refine energy sector operations;
- Developing and refining procedures for rapid impact assessment per field surveys;
- Conducting training and exercises for Emergency Operations Center (EOC) and energy sector response team members;
- Preparing and maintaining emergency operating procedures, resource inventories, personnel rosters and resource mobilization information necessary for implementation of the responsibilities of the lead agency;
- Ensuring lead agency personnel are trained in their responsibilities and duties;
- Developing and implementing emergency response strategies;
- Developing and presenting training courses for ESF-12/Energy and Utilities personnel, providing information on critical facilities/infrastructure to the McCreary County Emergency Management Agency and developing protocols for frequently provided services;
- Maintaining liaison with support agencies;
- Conducting vulnerability analyses at critical facilities and make recommendations to improve physical security;
- Conducting All Hazards exercises involving ESF-12/Energy and Utilities.

### **Response Actions**

Response actions/initiatives include:

## McCREARY COUNTY EMERGENCY OPERATIONS PLAN

---

- Coordinating operations at the ESF-12/Energy and Utilities position in the McCreary County EOC and/or at other locations as required;
- Coordinating needs and response actions with McCreary County Emergency Management Agency;
- Establishing and maintaining a system to support on-scene direction/control and coordination with the McCreary County EOC, State EOC, or other coordination entities as appropriate;
- Establishing mutual aid procedures for-
  - Energy restoration;
  - Interoperable communications, and
  - Others as appropriate;
- Coordinating resource management and logistical support;
- Implementing Disaster Assessment Teams to determine-
  - Post-event effect on emergency services;
  - Functional group resources, and;
  - The ability to perform continuity of operations for essential functions;
- Monitoring and directing energy resources and response activities to include pre-positioning for response/relocation due to the potential impact(s) of the emergency situation;
- Participating in EOC briefings, development of Incident Action Plans and Situation Reports, and meetings;
- Coordinating with support agencies to support emergency activities;
- Obtaining other resources through the Statewide Emergency Management Mutual Aid and Assistance Agreement and/or Mutual Assistance Groups comprised of restoration teams from other energy providers;
- Coordinating all resources into the affected areas from designated staging areas;
- Coordinating with other jurisdictions' ESFs or like function to obtain resources and facilitate an effective emergency response among all participating agencies.

### **Recovery Actions**

Recovery actions/initiatives include:

- Obtaining additional energy sector resources.

### **Mitigation Actions**

Mitigation activities/initiatives include:

- Providing personnel with the appropriate expertise to participate in activities designed to reduce or minimize the impact of future disasters.

### Responsibilities

**All tasked agencies will:**

- Develop applicable standard operating procedures, guidelines and/or checklists which clearly define the role of this emergency support function in the overall functioning of the McCreary County EOC and detail the accomplishment of their assigned functions;
- Train staff in the standard operating procedures, guidelines and/or checklists that outline the courses of action to be taken during a pending or actual disaster or emergency situation;
- Participate in drills to exercise these procedures and actions on a regular basis;
- Participate in honest appraisals of the performance of the Energy role and actions after each drill, exercise and actual activation of the McCreary County EOC;
- Participate in a continuous quality improvement process that uses the findings of the performance appraisals and the lessons learned to continuously refine the role and actions of this emergency support function in the overall functioning of the McCreary County EOC and incorporate these into clearly written procedures which are shared with all staff and involved agencies;
- Deploy a representative to the EOC to assist with emergency management activities;
- Provide on-going status reports as requested by the Emergency Management Coordinator;
- Document all costs and expenses associated with response and recovery activities taking care to clearly separate disaster-related work from daily work in the event that State and Federal reimbursement becomes available;
- Maintain up-to-date rosters for notifying personnel and 24-hour EOC staffing capabilities, and provide this information to the McCreary County Emergency Management Agency;
- Perform other emergency responsibilities as assigned.

**Primary Agency:** McCreary County Water District  
Highland Telephone Cooperative, Inc.  
Kentucky Utilities Co.  
South Kentucky Rural Electric Cooperative  
Grey Kentucky Rural Electric Cooperative  
Access Cable  
Citipower LLC

Duties Include:

- Providing leadership in directing, coordinating and integrating overall McCreary County efforts to provide energy restoration to affected areas and populations;
- Staffing and operating a National Incident Management System compliant, command and control structure (i.e., Incident Command System), to assure that services and staff are provided to areas of need;
- Coordinating and directing the activation and deployment of energy restoration personnel, supplies and equipment and provide certain direct resources;
- Evaluating the emergency, make strategic decisions, identify resource needs and secure resources required for field operations;
- Tasking support agencies as necessary to accomplish ESF-12/Energy and Utilities support responsibilities;
- Monitoring energy sector emergency response and recovery operations;
- Making specific requests for energy restoration assistance to the State ESF-12/comparable as needed. The state will activate resources through the State Emergency Response Plan;
- Re-assessing priorities and strategies throughout the emergency according to the most energy needs;
- Assisting with emergency evacuations and re-entry of threatened areas;
- Demobilizing resources and deactivating the ESF-12/Energy and Utilities function upon direction from the EOC Manager.

**Support Agencies:**

Support agencies will provide assistance to the Emergency Support Function with:

- Performing the above-outlined tasks as requested by the ESF Coordinator;
- Services, staff, equipment, and supplies that complement the entire emergency response effort
- Reporting current resources capabilities on a regular basis.

**Administration and Support**

**Support**

Requests for emergency assistance will be resolved at the lowest level direction and control facility with appropriate response resources capabilities. Unresolved assistance requests will normally flow upward from cities to the county and/or field deployed command posts to responsible representatives in the State Emergency Operations Center, and as required to other states or the federal government for assistance support.

**Agreements and Understandings**

All agreements and understandings entered into for the purchase, lease, or otherwise use of equipment and services, will be in accordance with the provision of laws and procedures.

**Status Reports**

The primary agency will maintain status of all outstanding assistance requests and unresolved ESF-12/Energy and Utilities related issues. This information will be summarized into periodic status reports and submitted in accordance with applicable operating procedures.

**Expenditures and Recordkeeping**

Each ESF-12/Energy and Utilities agency is responsible for establishing administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for federal reimbursement in accordance with the established guidelines. The first source of funds for expenditures by agencies in response to emergency, imminent disaster, or recovery from a catastrophic incident, is to be from funds associated with each local agency.

ESF-12/Energy and Utilities is responsible for managing financial matters specific to ESF-12/Energy and Utilities activity and related to resources procured/used during an event and forwarding that information to the Finance/Administration Section. However, each local government/agency/department must also track and record its own expenditures to ensure accuracy with any submissions for potential reimbursement. Information will be provided post-event as to application procedures for reimbursement.

The Finance/Administration Section will coordinate with the Logistics Section to ensure that procurements and staff hours are properly documented and processed for potential reimbursement. It will also be responsible for follow-up on all financial issues through coordination with McCreary County Fiscal Court and personnel management officials, Kentucky Division of Emergency Management fiscal agents, Federal Emergency Management Agency fiscal agents and directly with vendors as necessary.

Expenditures by other departments for activity not directly related to ESF-12/Energy and Utilities will be documented by those entities and submitted directly to the Finance/Administration Section as soon as possible.

**Critiques**

Following the conclusion of any significant emergency, incident or exercise, the primary agency representative will facilitate a critique of the group activities during the emergency/incident/exercise with the ESF-12/Energy and Utilities agencies, identifying the successes and identifying areas that can be strengthened and enhanced for efficiency in a continuous quality improvement process for the overall performance of the McCreary County Emergency Operations Center.

