



# **Business Continuity/Disaster Recovery Operations Plan**

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## TABLE OF CONTENTS

<b>SECTION 1.</b>	<b>AUTHORITY FOR BC/DR OPERATIONS PLAN</b> .....	<b>2</b>
SECTION 1.01	POLICY STATEMENT - DISASTER RECOVERY.....	2
SECTION 1.02	PURPOSE.....	2
SECTION 1.03	PLAN RESPONSIBILITY.....	3
SECTION 1.04	OVERVIEW: ORGANIZATIONAL RESPONSIBILITIES.....	3
SECTION 1.05	OVERVIEW: DR EXECUTIVE TEAM.....	4
SECTION 1.06	INCIDENT COMMAND SYSTEM.....	4
SECTION 1.07	BC/DR DIRECTOR.....	6
SECTION 1.08	SAFETY OFFICER.....	6
SECTION 1.09	PUBLIC INFORMATION OFFICER (PIO).....	7
SECTION 1.10	OPERATION SECTION.....	7
SECTION 1.11	PLANNING SECTION.....	7
SECTION 1.12	LOGISTICS SECTION.....	7
SECTION 1.13	FINANCE AND ADMINISTRATION.....	8
SECTION 1.14	SPAN OF CONTROL.....	8
SECTION 1.15	INCIDENT ACTION PLAN (IAP).....	8
SECTION 1.16	EMERGENCY OPERATIONS CENTERS.....	9
SECTION 1.17	SITE EVALUATION AND DAMAGE REPORT.....	9
<b>SECTION 2.</b>	<b>DISASTER PREPAREDNESS AND RECOVERY</b> .....	<b>11</b>
SECTION 2.01	SCOPE.....	11
SECTION 2.02	CLASSIFICATION/ASSESSMENT OF EMERGENCIES.....	11
<b>SECTION 3.</b>	<b>PRIORITY OF RESOTRATION</b> .....	<b>12</b>
SECTION 3.01	TELECOMMUNICATIONS SERVICE PRIORITY.....	13
<b>SECTION 4.</b>	<b>COMMUNICATIONS AND NOTIFICATION PLANS</b> .....	<b>15</b>
SECTION 4.01	NOTIFICATION.....	15
SECTION 4.02	CRITICAL NOTIFICATION.....	15
SECTION 4.03	MASS NOTIFICATION.....	16
SECTION 4.04	INTERNAL NOTIFICATION.....	16
SECTION 4.05	CUSTOMER NOTIFICATION.....	16
<b>SECTION 5.</b>	<b>HURRICANE PREPAREDNESS</b> .....	<b>17</b>
SECTION 5.01	GDEM HURRICANE EVACUATION AREAS.....	17
SECTION 5.02	HURRICANE WATCH.....	17
SECTION 5.03	HURRICANE WARNING.....	17
SECTION 5.04	HURRICANE SEASON CHECKLISTS.....	18
	(a) Hurricane track is predicted to enter Gulf of Mexico.....	18
	(b) Hurricane has entered Gulf of Mexico.....	18
(c)	Hurricane is predicted to make landfall impacting our service area.....	18
	(d) Hurricane Watch issued for our service area.....	18
	(e) Hurricane Warning issued for our service area.....	19
	(f) Hurricane Passes Thru Area.....	21
SECTION 5.05	EVACUATION ZONE EENTY/EXT PROCEDURES.....	21
<b>SECTION 6.</b>	<b>SAFETY AND SECURITY</b> .....	<b>22</b>
SECTION 6.01	POLICY STATEMENT ON SAFETY.....	22

SECTION 6.02 SAFETY ..... 22  
 SECTION 6.03 NOTIFICATION ..... 22

**TABLE OF CONTENTS (CONT'D)**

*Notification Actions* ..... 22  
 SECTION 6.04 EVACUATIONS ..... 23  
 SECTION 6.05 SECURITY ..... 23  
 SECTION 6.06 INJURIES..... 24  
 SECTION 6.07 BOMB THREAT ..... 24

**SECTION 7. TRAINING ..... 26**

SECTION 7.01 DIRECTORPORTANCE OF TRAINING ..... 26  
 SECTION 7.02 DIRECTORPORTANCE OF TRAINING ..... 26

**SECTION 8. COMPLAINT HANDLING PROCEDURES..... 27**

SECTION 8.01 COMPLAINT HANDLING DURING EMERGENCY EVENTS ..... 27

**SECTION 9. PANDEMIC EVENTS ..... 28**

SECTION 9.01 BACKGROUND ..... 28  
 SECTION 9.02 INFLUENZA DEFINITIONS ..... 28  
     *H1N1 Influenza (H1N1flu)*..... 28  
     *Avian flu (AI)*..... 28  
     *Pandemic flu*..... 28  
     *Seasonal (or common)*..... 28  
 SECTION 9.03 GOALS ..... 29  
 SECTION 9.04 DEVELOPMENT ..... 29  
 SECTION 9.05 PANDEMIC CONTINUITY OF OPERATION PLAN PHASES ..... 30  
 SECTION 9.06 PHASE ONE PLANNING CHECKLIST ..... 30  
 SECTION 9.07 PHASE ONE – PANDEMIC PLANNING ..... 31  
 SECTION 9.08 PHASE TWO PLANNING CHECKLIST ..... 34  
 SECTION 9.09 PHASE TWO - PANDEMIC PREPAREDNESS ..... 34  
 SECTION 9.10 PHASE THREE DIRECTORPLEMENTATION CHECKLIST..... 37  
 SECTION 9.11 PHASE THREE – PANDEMIC RESPONSE..... 37  
 SECTION 9.12 PHASE TFOUR - RECOVERY ..... 39  
 SECTION 9.13 PANDEMIC APPENDICES ..... 40  
     *APPENDIX A: INFORMATION LINKS*..... 40  
     *APPENDIX B: HUMAN RESOURCES DEPARTMENT* ..... 40  
     *APPENDIX C: TELECOMMUNTING*..... 41  
     *APPENDIX D: KEY POSITION IDENTIFICATION* ..... 44  
     *APPENDIX E: HOME BASED DISPATCHING* ..... 44  
     *APPENDIX F: COMPANY VEHICLE USAGE* ..... 45  
     *APPENDIX G: ENTRANCE TO CUSTOMER PREMISES* ..... 47

**APPENDIX A: CCI FORMS..... 48**

INCIDENT MANAGEMENT CONTROL LOG ..... 48  
 SITE EVALUATION AND DAMAGE REPORT..... 49  
 BOMB THREAT QUESTIONNAIRE ..... 50

**APPENDIX B SEVERE WEATHER PRODCEDURES ..... 51**

## **SECTION 1. AUTHORITY FOR BC/DR OPERATIONS PLAN**

### **Section 1.01 POLICY STATEMENT - DISASTER RECOVERY**

It is Consolidated Communications, Inc. (CCI) responsibility to provide high quality service to the customers in the areas that we serve. We must be able to respond efficiently and professionally in any unforeseen emergency situations by restoring any loss of telecommunications (Data and Voice) capabilities as rapidly as possible and return our customers and Consolidated Communications to normal working conditions.

To meet this commitment, CCI has prepared and maintains this corporate wide BC/DR Operations Plan (BC/DR OP). Each serving area may have specific requirements as required by the governmental authority regulating telecom operations in that state. Those specific requirements are addressed in the Appendix's for each State. The plan will be administered by an DR Executive Team (DRE Team) consisting of key employees from the corporation's operating units.

All CCI employees are directed to observe the authority of the DR Executive Team, during an emergency and in any other instance when the DRE TEAM has implemented the BC/DR OP.

If an emergency does occur, all employees are advised to remain available for immediate emergency call-out. Employees are also instructed to stay clear of any emergency situation, unless directed by an employee exercising the authority of the DR Executive Team to personally have them participate in the emergency restoration operation.

Fortunately, CCI has BC/DR Policy & Procedures in place with a predetermined chain-of-command, as well as a proven structure, for an organized response to a critical incident and designed to control personnel, resources, and communications at the scene of a critical incident.

### **Section 1.02 PURPOSE**

The BC/DR Operations Plan (BC/DR OP) of Consolidated Communications, Inc., has been developed to serve as the guide for quick response to a disaster or catastrophe within our service territories. This plan will address the requirements of handling emergency restoration of service, and normal business continuity service to our customers.

This plan is divided into sections to focus on, not only CCI operating territory, but also departments within the corporate and operations groups required to support emergency recovery operations. This plan will pinpoint distinct areas, and will concentrate upon restoration of service and the return to normal working conditions in the event of a disaster or catastrophe. Of paramount importance will be the safety and welfare of all employees.

It is the purpose of this plan to provide the mechanism to systematically restore service to all customers in the most effective and efficient means possible. This plan is not intended to be all-inclusive, but serve as a guide for restoration. Sound and prudent decisions will have to be made

dependent upon the circumstances that present themselves. Use of this plan will enhance those decisions.

### **Section 1.03 PLAN RESPONSIBILITY**

The senior management within Consolidated Communications under the delegated responsibility of the DR Executive Team (DRE Team) will administer the BC/DR OP. The establishment of the DRE Team is key to the successful implementation of the BC/DR OP. This Team will have the overall authority to maintain the BC/DR OP and its continual updating. It will be the responsibility of the Team to maintain contact with each department to ensure that each applicable section is kept current. The DRE Team has the responsibility to ensure the accuracy of all sections.

The BC/DR OP will be reviewed as new/updated information is made available, and a full review and update will be initiated no less than annually. Whenever a particular section needs to be revised, it will be at the discretion of the responsible department head to make the revision and forward that information to the BC/DR OP Administrator for inclusion in the BC/DR OP. Upon receipt of such information the BC/DR OP administrator will review the changes in biannual DRE TEAM meetings and distribute said information to everyone on the Team. In addition, the BC/DR OP will be available anytime to company personnel on the Corporate Intranet.

### **Section 1.04 OVERVIEW: ORGANIZATIONAL RESPONSIBILITIES**

Whether under daily operation or an emergency situation the ultimate control of Consolidated Communications is the responsibility of the President and the officers of the company. However, during an emergency situation they have delegated certain operational responsibilities to the DR Executive Team (DRE Team). The DRE TEAM will have the overall authority during and after an emergency situation, but will function as an extension of the officers of the company, subject to their review. In addition, the DRE TEAM will be the focal point for all company personnel, including department heads and supervisors.

In the event of an emergency, the BC/DR Operations Plan (BC/DR OP) will be activated under the direction of Senior Management. All departmental personnel will follow the BC/DR OP as it pertains to their department and the particular event that is taking place.

Clearly, the need to effectively communicate and manage resources during a crisis situation is of vital importance to any organization. Someone must be in charge and priorities must be established. Direction and control is essential in order to avoid conflict and confusion and establish order out of chaos.

### **Section 1.05 OVERVIEW: DR EXECUTIVE TEAM**

The DR Executive Team (DRE Team) is coordinated by the BC/DR Operations Plan Administrator, and is made up of various supervisory personnel who will be in charge during and after the emergency.

In the absence of the Emergency Management Coordinator, his/her designate, other senior management will assume the role of coordinator. It will be the responsibility of the coordinator to

inform the full DRE TEAM whenever he/she is away from the company.

The DR Executive Team consists of the following or their designee:

- Executive Vice President Operations
- Chief Technology Officer
- Vice President – Network Operations Center (NOC)
- Sr. Director(s) – Network Operations Center (NOC)
- Vice President – Field Operations
- Sr. Director – Field Operations
- Vice President/Sr. Director – Functional Areas as Required
  - OSP Engineering & Construction
  - Facilities & Fleet
  - Network Switching
  - Desk Top Support (IT-One)
  - Fleet/Safety/Security/WOR
  - Corporate Communications
  - Customer Service Representative
  - Finance/Accounting Representative
  - Human Resources Representative

Various Vice Presidents or Sr. Directors have designated direct reports to assist them with their responsibilities under the BC/DR OP and those individuals will normally serve as the replacement when the primary is away from the company. Each departmental manager is responsible for his/her area of the DRE TEAM and should stay in contact with the DRE TEAM regarding any updates or changes that may be necessary.

### **Section 1.06 INCIDENT COMMAND SYSTEM**

The Incident Command System (**ICS**) is a management concept that can be used to manage almost any event, whether an emergency incident, a public service activity, or another project of any kind. It can be used equally well for both small and large situations, and it can grow or shrink in size as the needs of the situation require. ICS consists of a philosophy, a set of rules, and a way of organizing an incident and it has a number of features:

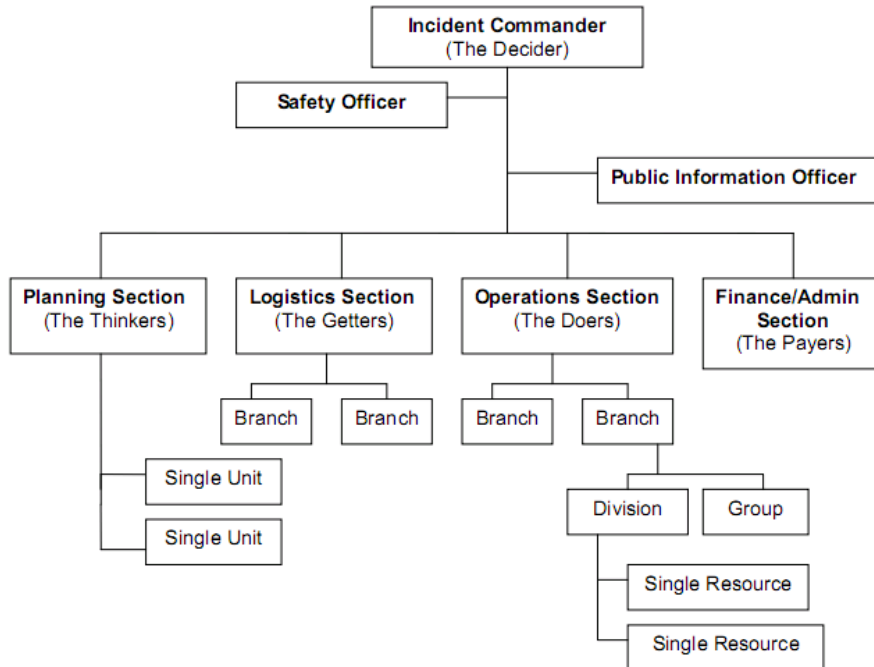
- Organizational Structure
- Span of Control Rules
- Organizational Responsibilities
- Incident Facilities

Every incident, event, or project has certain common management activities that must take place. The Incident Command System is built around five major management functions:

- **Command:** Be in Charge
- **Operations:** Do the Work
- **Planning:** Get & Give Information
- **Logistics:** Provide the Tools & People
- **Finance/Administration:** Pay for Everything

On small incidents, these major activities could all be managed by one person who is functioning as the Incident Commander. Large incidents usually require that these functions be set up as separate Sections within the organization.

### Typical ICS Organizational Chart



### **Section 1.07 BC/DR DIRECTOR**

The individual responsible for the overall management of a response is called the B C / D R D i r e c t o r . The position of Incident Manager as defined in the Incident Command System hierarchy is responsible for directing and/or controlling resources. This person has to understand “The Big Picture” of any type of incident.

In situations where there is limited impact and normal day to day resources are required, the Incident Manager could be the tech working a ticket to make a repair, or the person in the NOC who is directing techs to a site to make repairs. When conditions are such that more extensive resources will be needed, and the impact to customers is wide spread, requiring many hours to restore; activation of the BC/DR OP and the use of a designated Incident Manager will be required.

The Director is responsible for all aspects of the response, including developing incident objectives and managing all incident operations. The BC/DR Director sets priorities and defines the ICS organization for the particular response. Even if other positions are not assigned, the Director will always be designated. Unless specifically delegated these responsibilities remain with the DIRECTOR.

- Assess the situation and/or obtain a briefing from the prior DIRECTOR.
- Establish Immediate priorities especially the safety of workers, bystanders, and people involved in the incident.
- Authorize release of information to the news media.
- Ensure planning meetings are scheduled as required.
- Ensure that adequate safety measures are in place.
- Order the stand-down of the Incident when appropriate.

Different from responsibilities, actions support the DIRECTOR’s responsibilities. These actions include:

- Direct a more extensive survey of damage/Impact.
- Initiate effective communications between EOC and other departments.
- Develop and Implement a strategy as an “Incident Action Plan”, assign departments and personnel consistent with, and in support of IAP.
- Establish tactical objectives. (Ex: Restore service to X office, or repair X cable feeder)
- Initiate tactical accountability. (Who is in field, where are they, are they safe?).
- Continuously review, evaluate, revise and redirect the Incident Action Plan.
- Provide briefings to all internal stake holders. For extended incidents it is expected that there will be two briefings daily. For shorter duration events briefings will be conducted as needed.
- Provide for DIRECTOR continuity, transfer, and termination.

### **Section 1.08 SAFETY OFFICER**

In the ICS structure the Safety Officer position is considered part of the Command Staff for the



incident. The DIRECTOR will designate a person qualified to act as Safety Officer who will monitor incident operations and advise the Incident Manager on all matters relating to operational safety including the health and safety of all personnel. The Safety Officer will provide guidance to operational staff on proper safety procedures to follow. The Safety Officer would be expected to provide safety briefings to field personnel. The Safety Officer will also report to and investigate any injuries sustained by workers and report back to the DRE TEAM with measures to take to mitigate any further injuries.

### **Section 1.09 PUBLIC INFORMATION OFFICER (PIO)**

The Corporate Communications department will designate a representative to act as the PIO for any inquiries from the Media. It is critical that only those designated to talk to the media do so. Anyone other than the designated person from Corporate Communications giving information to the media will be subject to disciplinary action by the company.

### **Section 1.10 OPERATION SECTION**

The Operations Section is responsible for the actual “boots on the ground” work that has to be done to recover from a major incident. This will include the technicians from the Central Office, Field Service Techs, Outside Plant and others. Outside contractors and volunteers will work under the Operations Section. In any incident where there is wide spread impact over multiple CCI serving areas it is recommended that the operations section be broken down into groups for each of the departments involved and further broken down by geographical Divisions appropriate for the response. In day to day operations the Groups are the various operations and repair departments in the field. The managers and supervisors of these departments do not lose their authority or responsibilities, they will continue to have their team members work for them, but will be working on goals and objectives outlined by the DIRECTOR and in the IAP. It is expected that these Managers and Supervisors will report directly to the DIRECTOR or a designated Operations Section/Division Chief to maintain “span of control” during the incident.

### **Section 1.11 PLANNING SECTION**

Planning in the ICS context is responsible for collecting, evaluating, disseminating, and using information about the incident and the status of resources. Information is needed to understand the current situation, predict probable course of the incident, and prepare alternate strategies for handling the incident. The Network Operation Center contributes much of this information using the CCI monitoring systems. Information from the NOC will be very important in the planning process and developing operational objectives.

The Planning Section Chief is responsible conducting the planning meeting and the subsequent preparation of the IAP. The PSC works with other Section chiefs to ensure they are prepared for the planning meeting.

### **Section 1.12 LOGISTICS SECTION**

Logistics is responsible for providing facilities, services, personnel, materials, and other

resources in support of incident response. The Logistics Section Chief participates in developing and implementing the IAP. The Logistics section will be activated when we have conditions which will require a large number of resources outside of normal working hours, or when we will be bringing in a number of outside resources. The Logistics section will be responsible for housing, feeding and care of personnel which are brought in to help with recovery operations.

Logistics will provide resources that are required by the DIRECTOR and Operations Section to bring a successful conclusion to any incident. Logistics will work closely with the Finance section to track costs for the recovery. During unusual and wide-spread power outages, Logistics will be responsible for scheduling of fueling, security, and maintenance of generators in use.

### **Section 1.13 FINANCE AND ADMINISTRATION**

In an emergency, costs can quickly get out of hand if not carefully managed and tracked. Much of the costs of recovery need to be documented and handled separately from day to day operations. Representatives from CCI's financial and purchasing departments will provide guidance to the DIRECTOR and DRE TEAM. Specific procedures for cost allocations and tracking may need to be implemented for the duration of the incident.

### **Section 1.14 SPAN OF CONTROL**

Span of Control is the "Golden Rule" of ICS, and it determines how many organizational elements can be directly managed by a single individual. Span of Control may vary between three and seven, and a ratio of one-to-five reporting elements is recommended. If the number of reporting units fall outside of the range between 3 and 7, the organization should be expanded or consolidated accordingly.

As more resources are applied to an incident, there is a corresponding need to expand the number of individuals managing those resources. When more resources are added to the organization, another layer of management may be needed to maintain proper span of control. The incident may be organized geographically using Divisions, or it may be organized functionally using Groups, or there may be a need to add one or more Branches to the organization to maintain an effective span of control. The goal is to keep the organization as simple as possible, but not to overextend the span of control.

### **Section 1.15 INCIDENT ACTION PLAN (IAP)**

The Incident Action Plan (IAP), is a key component in the recovery and restoration of services to our customers. The IAP literally makes sure that everyone who is working on the recovery is "playing from the same sheet of music". An IAP is not required for every event, it is expected to be produced for any incident in which the recovery will last more than 48 hours.

Key to the successful recovery operation will be clear objectives and goals that everyone can follow. This requires that a clear set of Incident Objectives be developed and conveyed to everyone involved. Typically, an IAP covers a specific operational/work period. Objectives are

meant to be realistic targets for the Incident Manager to use to see in determining how well the recovery operations are proceeding. Objectives should be **Specific, Measureable, Action-oriented, Realistic and Time-based (SMART)**.

- **Specific:** Objectives should specify what they want to achieve.
- **Measureable:** Workers should be able to measure whether they are meeting the objectives or not.
- **Action-oriented:** Objectives usually begin with an action verb and define a specific achievement.
- **Realistic:** Can the objectives realistically be achieved with the resources available?
- **Time-based:** When do you want to achieve the set objectives?

The IAP is the responsibility of the DIRECTOR, but most of the work of development is delegated to the Planning Section Chief, who in concert with the DIRECTOR and others will develop the daily IAP.

### **Section 1.16 EMERGENCY OPERATIONS CENTERS**

Part of the successful restoration and return to normal working conditions after an emergency will be the establishment of an Emergency Operations Center (EOC). The EOC acts as a clearing house for information, personnel decisions, network observation, recovery planning and Incident Action Plan Implementation. Dependent upon the type and severity of an event an EOC might not be needed.

These areas have been equipped with both local and toll telephone service, intranet connectivity, internet connectivity, alternate communication paths, as well as having easy access to customer records. The computerized dispatch system (FMS) should also be continually maintained so that it is functioning, unless it has been damaged by the event. The DRE TEAM will assume control of the EOC as quickly as possible to direct the smooth restoration of service to all affected customers.

Personnel normally working in the NOC and Network Service Centers will be subject to being called in for duty to assist with the smooth operation of the EOC's. They will be under the direction of the DRE TEAM.

The Network Operations Center (NOC) is the primary monitoring site for the enterprise network. Located in Mattoon, Illinois. During EOC operations, a conference bridge for internal communications will be established on a 24x7 basis and will be monitored at all time in the NOC. This emergency Conference will be used for internal communications with the DRE TEAM. A separate bridge should be established for Operational/ Field Technicians to use for re-establishment of services. Other conference bridges will be established as needed by the DRE TEAM or NOC to facilitate communications.

### **Section 1.17 SITE EVALUATION AND DAMAGE REPORT**

Upon receipt of information that an emergency situation exists and the DR Executive Team

(DRE Team) has been notified, it will become the responsibility of the DIRECTOR to see that a Site Evaluation and Damage Report (SEDR) is completed. This can be done by a member of the DRE TEAM or it can be done by someone designated by the DRE TEAM, i.e., a field supervisor who covers that particular service area. In either case, the utmost care must be taken in completing the SEDR. This information will be vital in the direction of work crews as well as other emergency personnel in a quick recovery and restoration.

As an example, if it is not indicated that there are downed power lines, someone could be seriously injured by that omission. While the SEDR only asks for limited information, it is always encouraged to use whatever space is available (including additional pages) to indicate

any pertinent information that will assist in the recovery and restoration. The SEDR is to be completed as soon as possible after receiving the emergency report and all other personnel are to remain out of the emergency area until advised to come into the area to work.

Information contained in the report should be relayed to the EOC as soon as possible. This may involve faxing the form, or reading the information over the phone to someone. In either case the form should be saved for use as part of the post incident review.

## **SECTION 2. DISASTER PREPAREDNESS AND RECOVERY**

### **Section 2.01 SCOPE**

While you never want to have to activate the BC/DR Operations Plan (BC/DR OP), it is paramount to the survival of the company and our customers that one exists and is ready for activation. Such a plan will serve as a guide during and after an event, which could be described, in simple terms as an emergency. Preparedness is a key element in the successful restoration and recovery after an event that causes damage to our offices, equipment or network. In this section the areas of preparedness will be outlined. These are considered essential to a successful restoration and recovery. While this information may not be all-inclusive it will serve as a model for other areas as they are identified.

### **Section 2.02 CLASSIFICATION/ASSESSMENT OF EMERGENCIES**

Emergencies cannot necessarily be classified into specific categories; however, there are certain types of emergency situations that could affect our operations in different ways. These types will be discussed within the various operational sections of the plan. A central office emergency such as a fire or tornado damage to a building would be handled in a much different manner than damage to outside plant cable facilities. A central office emergency where a fire has significantly damaged a central office facility would most likely have a higher degree of damage (affecting more customers) than would an outside cable cut. Each would be handled with the priorities necessary under the specific circumstances.

For example, on events with no warning the following actions should be taken, dependent upon the type of event:

1. Tornado/Fire/Explosion/Flood  
Survey and Secure damaged area. Notify Police or Fire Departments if necessary, report status to NOC who will notify DRE TEAM and others as needed.
2. Bomb Threat  
Notify local Police/Sheriff's Department, evacuate building and secure area until authorities arrive. Notify as soon as possible the NOC who will notify DRE TEAM and Security.
3. Chemical Accident  
Evacuate area, and notify authorities. If dangerous fumes are present, move up wind and away from area. Do not return to area until advised by authorities that the area is safe. Control traffic in area and secure area until authorities arrive. Notify NOC who will notify DRE TEAM.
4. Terrorists/Hostage/Robbery  
Do not attempt to interfere, observe at a safe distance if possible and notice anything that may help authorities. Notify authorities as soon as it is safe to do so. Notify the NOC who will notify DRE TEAM. Further aids to assist on a bomb threat are included as an appendix item to this plan.

### SECTION 3. PRIORITY OF RESTORATION

Based upon Consolidated Communications' obligation to service customers and the entire public within our service area, the order of restoration of service will depend upon the extent of the event. A possible order of activity might be:

1. CCI Infrastructure and Network restoral to support the following Customer services:  
Telecom Service Priority (TSP).  
Wireless Providers (commonly key to any event involving Emergency Responders).
2. Restore local service, even though temporary, to those responsible for public health and welfare in the area involved. This includes (Emergency Service Providers) 911, hospitals, doctors, law enforcement, ambulance, fire departments, military groups and other such professional services. Many of these groups are dependent on wireless communications for coordination and information. Our efforts to restore service will include trunk lines and fiber to wireless carriers, we serve in our areas.
3. Provide trunk outlet to the outside world. This would be particularly important where outside assistance from Federal, State and Area Disaster groups is needed.
4. Where emergency trunk facilities are limited and our facilities are "out of service" it may be necessary to establish a messenger service between the point of the limited trunk terminus and certain disaster group headquarters and other health and welfare units to relay incoming messages. This will generally avoid long holding time and return calls on the limited trunk facilities.
5. As trunks to the outside world are made available for use, establish some form of toll service for use by local residents to communicate with families and associates. It is anticipated that a large portion of these types of calls will be handled using cellular facilities. Prompt restoration of this service will reduce the incoming traffic load generated by families, friends, and businesses associates who try to reach the disaster area.
6. Where the central office equipment is rendered "out of service" the first available incoming trunks will be terminated temporarily in suitable telephone instruments in temporary quarters located within reach of the trunk terminations, even if in a tent. This portion of restoration of service will need to be coordinated very closely with connecting company personnel. Small PBX units may be preferable if they are or can be readily equipped with appropriate and suitable trunk equipment to function with the connecting office trunks on an emergency basis.

There is no set order of restoration of local exchange service, except that the DRE TEAM will immediately cause a survey to be made of the entire service area and from this data decide where the most service can be restored in the shortest time possible. This will mean restoration of

major cables or wire leads beginning at the office end of “out of service” routes and continuing to the outer or field end of the main routes, restoring service as the work progresses. This procedure may vary, depending upon the number of businesses or residence subscribers served by a given major or minor cable route whose telephone service may be of importance to the overall effort of public health and welfare.

### **Section 3.01 TELECOMMUNICATIONS SERVICE PRIORITY**

The Telecommunications Service Priority (TSP) system is the regulatory, administrative and operational system authorizing and providing for priority treatment, to provision and restore National Security and Emergency Preparedness (NS/EP) telecommunications services. Under the rules of the TSP system, Consolidated Communications is authorized and required to provision and restore services to TSP assignments before services without such assignments. In addition, the TSP system incorporates certain administrative requirements intended to ensure the integrity of the government’s TSP database. For more information regarding enrollment via email, contact the “NCS Priority Programs” hotline at 1-866-NCS-CALL (1-866-627-2255) or send an e-mail to [tsp@ncs.gov](mailto:tsp@ncs.gov).

TSP services include exchange, interexchange and international services. The TSP’s applicability to public switched services is limited to those services (such as business, Centrex, cellular, FX WATS) that Consolidated Communications is able to provision and restore on a priority basis. Identification of the facilities used for switched service is the guiding factor in determining if TSP applies.

TSP services fall into two categories, EMERGENCY and ESSENTIAL. Emergency services are those newly ordered services so critical as to require provisioning at the earliest possible time, without regard to the service user’s cost. (An example would be communications necessary for a disaster relief effort after a tornado or other type event.) Another type of emergency service request is for circuit’s attendant to a Presidential visit. Essential services are all other NS/EP services assigned restoration and/or provisioning priorities within the TSP system.

Included in TSP services are the following types:

Local Switched	Cellular
Private Line	Exchange Access (both switched and special)
Foreign Exchange	Virtual Networks
Private Networks	WATS

There is an exception which provides that official Consolidated Communications services necessary for provisioning or restoring other service of the carrier (termed “other wires” or “control circuits”) take priority of TSP services.

Consolidated Communications is required to provide TSP services. In addition, all interexchange carriers, cellular carriers and resellers are potential TSP service vendors.

A TSP service user is any individual or organization subscribing to an NS/EP

telecommunications service for TSP assignment has been requested and assigned. TSP service users are not limited to federal government users. State, local and foreign governments may have services that qualify for TSP treatment, and certain private industry telecommunications services qualify as well. It should be understood that only a small percentage of telecommunications services are NS/EP services.

In most cases, Consolidated Communications will receive a TSP order from a connecting company or an interexchange carrier by means of an Access Service Request (ASR). Service provisioning is determined by the TSP code assigned to the order.

Consolidated Communications is required to restore telecommunications services assigned to TSP restoration priorities before those without such priority assignments. Restoration requirements are determined by the TSP code. A trouble report will normally come through Consolidated Communications regular reporting process. Consolidated Communications must determine from our records if this is a TSP service priority. Whenever this occurs Consolidated Communications must allocate available manpower resources to restore the service as quickly as possible. TSP services assigned restoration priorities of 1, 2 or 3 require dispatch of service personnel outside normal business hours. Assignments of priorities of 3 or 4 must be dispatched outside normal business hours if the next regular business day is more than twenty-four (24) hours away. (This is within the normal practices of Consolidated Communications.)

Consolidated Communications is required to provide twenty-four (24) hour point of contact to receive emergency provisioning request and reports of TSP outages.

Consolidated Communications is required to participate in TSP's reconciliation process by providing accurate dates to the TSP Program Office's database and assist in resolving any discrepancies. The TSP system requires substantial cooperation among telephone companies.

For complete information on the program as a vendor, please see the following link:

<http://tsp.ncs.gov/forms/TSPVendorHandbook.doc>



## **SECTION 4. COMMUNICATIONS AND NOTIFICATION PLANS**

### **Section 4.01 NOTIFICATION**

In an emergency situation, where the BC/DR Operations Plan (BC/DR OP) has been activated by the DR Executive Team (DRE Team), it will be the responsibility of all associates to follow the directions of the DRE TEAM and the designated DIRECTOR. Briefly stated a typical notification could follow this scenario.

Consolidated Communications personnel (either in the NOC or Network Service Center) receive notice that an event has occurred that could possibly be considered an emergency. If the event is during working hours, then the NOC or Network Service Center would notify the supervisor for that particular service area to make a preliminary investigation and report back. Upon receipt of such notice, he/she would then contact the Emergency Management Coordinator or other designated member of the DRE TEAM if the situation warrants it. The same would hold true if the event occurred after normal business hours, with the exception that the Supervisor on Call would make the preliminary assessment and notify the Emergency Management Coordinator (EMC) or designated member of the DRE TEAM. This would be the first step in activating the BC/DR OP. After a more thorough assessment of the situation the BC/DR OP would then be activated if required and the broader designated employee notification process begun. It should be noted that only those individuals required at the site or necessary for the recovery will be called to the site and all others are to stay away from the emergency area.

Each supervisor should have a key employee list in his/her copy of the BC/DR OP. Notifications will be done in a systematic manner, both internally and externally, with only designated personnel making those notifications.

Upon conclusion of the event a post-event report and critique will be made by the Emergency Management Coordinator (EMC), with input from the DRE TEAM and the manager and/or supervisors of the departments involved. This will be a detailed report and critique outlining all the events that occurred and making whatever suggestions necessary that could have improved the performance during the event. The results of such a report and critique will be used to improve the process wherein we respond to various events.

### **Section 4.02 CRITICAL NOTIFICATION**

While an emergency situation may not necessarily constitute an interruption of service meeting the federal and state guidelines, it is reasonable to assume that such events will normally cause such interruption. Consolidated Communications will comply with various governmental regulations concerning notifications during times of a disaster or catastrophe.

Requirements are outlined in each state's BC/DR OP Appendix. The Regulatory Department will be responsible for contacting these agencies. This same information will be provided to the FCC as part of their Critical Infrastructure Outage notification system when requested.

### **Section 4.03 MASS NOTIFICATION**

During an emergency situation all contacts with those external to Consolidated Communications will be the responsibility of the DR Executive Team (DRE Team) and/or its delegate. Under an ICS, this is normally handled by the Public Information Officer (PIO). The Corporate Communications Department will designate a PIO who will relay information from the DRE TEAM to the media. It is critical that only those designated to talk to the media do so. Anyone other than those designated, who give information to the media will be subject to disciplinary action by the company.

Any inquiries from non-Consolidated Communications personnel are to be referred immediately to the Corporate Communications department for handling at the toll free 866-243-9248 for all areas.

The Corporate Communications department maintains names, addresses and telephone numbers for media contacts in our service areas. The PIO will handle all notifications to the various media organizations.

### **Section 4.04 INTERNAL NOTIFICATION**

As outlined in previous portions of this plan all contacts internally will be made under the direction of the DRE TEAM. The internal web site, third party mass call-out and other means will be used to relay important information to company employees. In large scale disasters a corporate information hotline will be established where employees can get information on current conditions and work schedules. As part of the duties of the Emergency Management Coordinator (EMC), briefings will be provided to key personnel involved in the recovery efforts. These briefs will be conducted by conference calls.

### **Section 4.05 CUSTOMER NOTIFICATION**

At the discretion of the DRE TEAM/Incident Manager, telephone conference briefings may be conducted for major customers to keep them informed about the on-going recovery efforts. The schedule of these briefings should become part of the daily Incident Action Plan.

Customers calling for repair and service will be presented with audio messages explaining current conditions and be given options to stay on the line or to be contacted later. These communications will be instituted by Customer Service, and may be modified as needed by the Incident Manager. As areas come back on line customers will be contacted using the automated notification system of the Customer Service/Repair department.

## **SECTION 5. HURRICANE PREPAREDNESS**

### **Section 5.01 GDEM HURRICANE EVACUATION AREAS**

Portions of the Consolidated Communications Texas service areas are part of hurricane evacuation zones, as defined by the Governor's Division of Emergency Management. Please see the following links for detailed maps:

[http://www.txdps.state.tx.us/dem/documents/plansHurricaneMaps/HGAC\\_2012\\_zipzone.pdf](http://www.txdps.state.tx.us/dem/documents/plansHurricaneMaps/HGAC_2012_zipzone.pdf)

[http://www.fbcoem.org/external/content/document/1528/489719/1/Hurricane\\_evac\\_routes\\_2](http://www.fbcoem.org/external/content/document/1528/489719/1/Hurricane_evac_routes_2)

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[%20small.pdf](#)

<http://www.hcoem.org/HCMap.aspx?P=Evacuation>

Hurricanes generate a series of threats to lives and property. The most obvious is the threat posed to buildings, equipment, and people by the high winds which characterize such storms. Tides of three to ten feet above normal are common, but the storm surge may rise twenty feet or more in large hurricanes. Waves come ashore with great force, far beyond the reach of normal surf. In relatively flat areas, the storm surge may push many miles inland. Hurricanes often generate heavy rainfall, which can cause severe flooding over wide areas. Hurricanes also may spawn deadly tornadoes. Flooding and tornadoes may affect areas well inland.

### **Section 5.02 HURRICANE WATCH**

Means a hurricane has become a threat to coastal areas. Residents and businesses in those areas should monitor the situation and be prepared to take precautionary action promptly if a hurricane warning is issued.

### **Section 5.03 HURRICANE WARNING**

Indicates that hurricane force winds, dangerously high water, and rough seas are expected in a specific coastal area within 24 hours and precautionary actions should begin immediately.

A hurricane's intensity, speed, and direction can change rapidly, so the threat to CCI's service areas may also change quickly. When a hurricane approaches, and is predicted to enter the Gulf of Mexico, the DRE TEAM will be given regular briefings on the status of the storm so that the BC/DR OP can be implemented before landfall.

The impact to the majority of the CCI serving areas, based on our experience during hurricanes Gustav and Ike will be high winds. These winds impact us with the loss of serving aerial cable, and the resulting loss of service to customers served by that cable. Much more widespread is the loss of commercial power to sites, many of which depend on batteries for backup power. Providing generators to re-charge these batteries, fueling of on-site generators and the security of those sites will become a major undertaking

**Section 5.04 HURRICANE SEASON CHECKLISTS**

We have developed the following checklist as a guide for the Operations, Network and DRE TEAM personnel to be used during Atlantic Hurricane Season (June 1 – October 30).

**(a) Hurricane track is predicted to enter Gulf of Mexico**

- Begin monitoring daily NOAA hurricane briefings
- Notify DRE TEAM by email that storm is predicted to enter Gulf of Mexico

**(b) Hurricane has entered Gulf of Mexico**

- Monitor NHC Tropical Weather Discussions every 6 hours
- Verify subscription to NHC Gulf Hurricane mailing list
- Provide Daily Briefing to DRE TEAM and Management
  - Based on conditions these can be by email or conference call

**(c) Hurricane is predicted to make landfall impacting our service area**

- Begin twice daily conference calls with DRE TEAM and Management
- Notify Network Operations and Field Operations to begin Hurricane Prep
  - Contact Fuel Vendors to Top off Storage Tanks
  - Begin Top Off of Generator Fuel Tanks
  - NOC review last generator weekly test run, notify Operations of any problems
  - FST and OST should re-stock their company vehicles with supplies
- DRE TEAM should review the BC/DR OP and start contacting key persons to verify their availability
- Contact vendors to verify availability of needed supplies and emergency contact numbers of vendor reps.

**(d) Hurricane Watch issued for our service area**

- Begin more frequent DRE TEAM/Management Conference Calls
- Prepare EOC for operations
  - Check telephone sets both VoIP and Centrex
  - Stock water/food supplies in area
  - Notify NOC personnel of extended work hours
  - Verify Satellite Telephone Operation
- Operations and Field Services
  - Move equipment and materials to higher ground and secure as needed
  - Ensure all company vehicles are kept fully fueled and stocked with supplies
  - Secure bottled water for each vehicle

- Secure additional Water and Food stuffs as needed

- Information Technology
  - Implement IT/IT-One Hurricane Plan
- Human Resources
  - Supply updated lists of all (addresses/phones) of employees to DRE TEAM for distribution as needed.
  - Remind employees of company policies concerning the BC/DR OP and their participation.
- Communications (PIO)
  - Notify media of our preparations and supply them contact information for CCI
- Purchasing and Material Control (Finance/Admin)
  - Notify major Vendors of possible impact to our business, verify emergency contacts with Vendors
  - Pre-order cable and other supplies
  - Arrange hotel rooms nearby for possible use by staff
- (e) Hurricane Warning issued for our service area**
  - DRE TEAM Opens EOC and begins 24/7 Coverage
    - Verify Availability of Key Staff
    - Establish main Hurricane Conference Bridge
    - Check Sat Phones
    - Charge all Cell Phones and insure chargers are available in EOC
  - Network Operations Center
    - Adjust work schedules accordingly
    - Work with NOC-D to ensure monitoring systems backed up
    - Bring in Food/Water for possible “Live In” conditions
  - Network Operations and Field Support
    - Double check all outside storage areas to see there are no loose objects
    - Top off all vehicles and double check supplies
    - Company vehicles not in use should be placed in as safe a place as possible, away from trees or potential danger areas.
    - Review staffing requirements for critical sites as may be needed
    - Review safety procedures
    - Charge Cell phones and other communications devices
  - Various Department Preparation
    - Check for items to be moved to a safer area, away from windows, etc., if possible.
    - Unplug from commercial power all office equipment that could be damaged by power surges.

- Check all company vehicles and motorized rolling stock for fuel, making sure all tanks are full. Check with fuel supplier for nearest gravity fed storage facility if power outage covers a large area.
- Check all building sites, including cable storage yards, and secure any and all loose items.
- Have on hand, or readily available; tape, plastic sheeting, plywood, wires, etc., in order to make minor repairs so as to prevent further damage.
- Check all roof drains and clear as necessary. Also check any guy lines for roof mounted antennas, etc.
- Various Departments Preparations (Continued)
  - Check inventory of drop wire and any construction materials necessary for restoration of service. Also check cable maintenance items. Make sure chain saws and tree-trimming tools are in good working order.
  - Make sure that heavy equipment and trailers are in good working order, and may be transported to any area requiring assistance.
  - Check any offices that have air machines as to their operating condition. Have an adequate supply of standby air bottles on hand.

**(f) Hurricane Passes Thru Area**

- Incident Manager directs damage assessment
- Network Operations Center
  - Prepare initial lists of sites without power
  - Prepare initial list of major office outages
  - Assess operational conditions of the CCI Network
- Buildings/Grounds
  - Inspect major company facilities for damage
    - Power/Environmental Conditions
      - Physical Damage
        - Safe
        - Secure
        - Inhabitable
  - Report findings to DIRECTOR /OSC/PSC

**Section 5.05 EVACUATION ZONE EENTY/EXT PROCEDURES**

Through a cooperative effort with local law enforcement agencies access to areas restricted by those agencies will be obtained. Only company vehicles will be allowed into these secured areas, and access will be limited to work necessary to restoration efforts.

This is not to indicate that Consolidated Communications will always have immediate access to emergency areas, but will have access that is reasonable and necessary to access damages to Consolidated Communications facilities and to begin the recovery and restoration process.

Employees will be required to supply appropriate ID when entering an area secured by authorities. You may be asked to produce a CCI provided ID along with your driver's license. Please cooperate with law enforcement. If you have problems entering an area, do not argue with the authorities at the site, contact the EOC which will work with authorities to provide needed access.

When leaving secured areas, you may be asked to sign a log being maintained by authorities. In addition, Consolidated Communications personnel must notify the Emergency Operations Center of their departure from the area so that we can track all personnel in secure areas.



## **SECTION 6. SAFETY AND SECURITY**

### **Section 6.01 POLICY STATEMENT ON SAFETY**

Consolidated Communications considers employees to be our most valuable resource; therefore, it is our policy to consider safety and health to be equally as important as productivity or quality.

No job is so important that it will be allowed to proceed before proper safety precautions have taken place. Each manager at each level is accountable to ensure that proper safety measures are taken within the work unit for which he or she is responsible.

At the same time, all employees are expected to observe proper safety precautions at all times on the job. This includes following applicable rules and procedures, wearing proper personal protective equipment, and remaining alert for any unanticipated hazards to themselves or to others. During times of emergency, employees need to be particularly aware of their surroundings and working conditions. Becoming part of the problem instead of working towards the solution will not help anyone.

### **Section 6.02 SAFETY**

The safety and welfare of all Consolidated Communications employees is of paramount importance. In the event of a disaster or catastrophe, all personnel will play an important role in the recovery and restoration of service to our customers. As would be expected, an event of this type will cause certain normal operating procedures to be altered. Areas dealing with human resource issues are no exception. The following general guidelines will be followed, with the realization that certain situations will have to be reviewed and decisions made based upon the circumstances presented.

### **Section 6.03 NOTIFICATION**

It will be the responsibility of DRE TEAM and senior management to coordinate the notification to all associates. The departmental managers and/or supervisors may be called upon to do the actual employee notification. This notification will include pertinent information concerning the situation, the anticipated work schedule, and review of company policy regarding compensation during such an event. All employees are subject to a change in working hours during such an event.

#### **Notification Actions**

1. If the event is not during normal working hours, all affected personnel will be notified. All personnel are subject to be called in for duty during such an emergency.
2. Personnel will be informed of alternate office facilities and when to report to work. The time lapse between the event and reporting to work will depend upon the type of disaster or catastrophe that occurred.

3. During the initial recovery period all associates may be required to work on staggered shifts compatible with the remaining departments. As soon as permanent arrangements are finalized, all associates will return to normal working hours.
4. It will be the responsibility of the DRE TEAM to make all personnel staffing decisions and direct the work of all personnel. All personnel are to follow the directives of the DRE TEAM during such an emergency.

A list of all key Consolidated Communications employee's addresses and telephone numbers is provided to the DRE TEAM members for their use during such events. These list are provided as part of each State's specific Emergency Operations State Appendix.

#### **Section 6.04 EVACUATIONS**

It is critical to a successful recovery and restoration that all personnel adhere to all safety directives of the DRE TEAM and that all outside persons be admitted to Consolidated Communications facilities only under the directives of the DRE TEAM.

It may be necessary under certain emergency situations to evacuate some or all personnel from the company's facilities. If this occurs, it is the responsibility of the management of the affected area to issue an evacuation order. If the circumstance is such that immediate evacuation is not required, it will be in the best interest of all personnel to remain in their respective areas and wait for further instructions. Specific detailed instructions regarding personnel actions and evacuation plans, in accordance with OSHA rule 1910.38 are contained in each CCI State BC/DR OP Appendix.

#### **Section 6.05 SECURITY**

The security of all Consolidated Communications facilities is the responsibility of all personnel; however, it is a primary responsibility of the DRE TEAM during and immediately after an emergency event. If the DRE TEAM activates the BC/DR Operations Plan (BC/DR OP) then it is imperative that all directives of the DRE TEAM be followed regarding the security of facilities and associates. No one from outside the company, other than official emergency personnel will be admitted to any Consolidated Communications facility. Only those associates who have been notified under the guidelines of the BC/DR OP will be allowed in company facilities that are designated as restricted under this plan. It is crucial that no personnel from the media be admitted to any Consolidated Communications facility, unless accompanied by a member of the DRE TEAM. It is the responsibility of all personnel to make sure that all Consolidated Communications facilities and equipment are secure before leaving those areas or equipment. If equipment is to be left at a site, it must be locked and/or secured in the best way possible.

The following areas are considered “secure” areas and are to be treated as such by all personnel.

- Corporate Offices
- Information Systems
- Network Switching Centers and Remote Line Modules
- Storage and Warehouse Facilities, including cable yards
- Emergency Operations Center(s)
- All non-public areas of company facilities

Only those persons who have been officially notified to report to these areas are to have access. It is the responsibility of all department heads and management personnel to ensure that these areas remain secure.

All buildings are controlled through a door security system. In this system, entrance is gained by passing a card through a reader located at each door. The readers are linked to the main computer located at a central site. Individual associates are programmed into the system and access is controlled by Human Resources where door activity is also monitored. Even during computer failure, the system will allow access when a card is passed through the reader.

#### **Section 6.06 INJURIES**

In the event that emergency medical treatment is required for Consolidated Communications personnel, all persons involved should act in a manner that is in the best interest of the injured person, dependent upon the circumstance and severity of the injury. If an ambulance or other emergency personnel are needed, and time is not critical, the DRE TEAM will be responsible for calling those agencies (assuming the parties involved can make contact with the DRE TEAM.) In any case the DRE TEAM is to be notified of the situation as soon as possible. If a Consolidated Communications employee is taken to the hospital, it is the responsibility of the Human Resources department to notify the employee’s family and in addition, to go to the hospital to assist the family in whatever means possible. Injuries that do not require hospitalization or a visit to the doctor’s office should be treated on site and appropriate decisions made regarding the continuation of work. It will be the responsibility of the individual in charge at the site to make such decisions. In all cases, normal accident reporting is to be completed.

#### **Section 6.07 BOMB THREAT**

In the event a bomb threat is received by any employee, the affected building should be immediately secured and management notified. Management will determine if evacuation is necessary, and to what extent precautions should be taken. Local law enforcement agencies will be notified and their guidance adhered to. Any bomb threat will be taken seriously by the company and all the necessary safety precautions taken to ensure the health and safety of all employees. The information given by the person making the threat will guide management personnel in the steps to be taken. It is the responsibility of the person receiving the threat to notify his/her supervisor as soon as possible after the threat has been received.

As soon as possible it will be necessary for the person receiving the threat to complete the attached questionnaire regarding the information given by the threatening person. This should be

done as soon as possible after the threat has been received. The questionnaire, if completed fully, could be a valuable asset in the apprehension of the person or persons making the threat.

Should evacuation be necessary, all affected personnel will be notified by their immediate supervisor or designee on details for returning to work.

## **SECTION 7. TRAINING**

### **Section 7.01 DIRECTORPORTANCE OF TRAINING**

In order to have an BC/DR Operations Plan (BC/DR OP) that is functional at the time of an emergency it is imperative that all necessary personnel be informed of and trained in the proper use of the plan. It is the intent of the DR Executive Team (DRE Team) that all personnel within Consolidated Communications are aware that and BC/DR OP exists, that they are familiar with its contents, and that those responsible for its successful use are fully trained in its contents.

It is the responsibility of the DRE TEAM to conduct this training, both initially and continuing when updates and/or changes are made in its contents. Sub-Teams may be formed to effectuate the tactics adopted by the DRE TEAM.

When updates or changes are made to the plan, it will be updated on the company intranet and distributed as needed.

The BC/DR OP will be available to all associates who have access to the company's computer network. Copies of the BC/DR OP may be printed from that source.

### **Section 7.02 DIRECTORPORTANCE OF TRAINING**

The BC/DR OP Coordinator will coordinate and direct exercises at least once a year to test the effectiveness of this Plan. In years in which the BC/DR OP has not been activated in the last 12 months, a full scale exercise should be planned and executed. In other years, a table top exercises addressing specific scenarios which would impact operations should be tested.

A post exercise review should be conducted at the conclusion of the exercise to address problem areas which were revealed. These problems should be further reviewed and implement changes to this plan if warranted. Any changes which are to be included in a revised plan should be reviewed and approved by the DRE TEAM. Once approved the updated plan should be filed with the appropriate state commission as required by the state regulations.

**SECTION 8. COMPLAINT HANDLING PROCEDURES**

Consolidated Communications will take and respond to all complaints in accordance with the regulations of each of our operating areas regulatory authorities. Generally, these regulations require that all complaints will be handled promptly and suitable investigations will be made and that the complainant will be notified of the results thereof in a timely and accurate manner.

To the extent necessary during an emergency, the Manager responsible for complaint handling shall work with personnel in the Regulatory, Operations, Billing and other appropriate groups to obtain the resources needed for proper and timely handling of complaints.

**Section 8.01 COMPLAINT HANDLING DURING EMERGENCY EVENTS**

During emergencies, it is expected that there will be a heavy call volume from Customers. During such times, messages will be placed on the Customer Repair lines to notify customers that we are operating under emergency conditions. The messages will indicate general areas where service has been interrupted.

Additional messages will allow customers to hold for a representative. Customers who have specific complaints will be contacted and addressed as time permits. All complaints handled in this manner will be relayed to the DRE TEAM for inclusion in the DRE TEAM control log.

## SECTION 9. PANDEMIC EVENTS

### Section 9.01 BACKGROUND

The emergence of various strains of influenza and other pandemic diseases are a potential serious public health threat that adds to the long list of Emergency Preparedness topics. The potential for a worldwide pandemic of Influenza or similar diseases is gaining prominence in the healthcare and business communities. This document will form the basis for our Pandemic Plan and will work in concert with our existing BC/DR Operations Plan.

### Section 9.02 INFLUENZA DEFINITIONS

**H1N1 Influenza (H1N1flu)** is a respiratory disease of pigs caused by type A influenza virus that causes regular outbreaks in pigs. People do not normally get swine flu, but human infections can and do happen.

**Avian flu (AI)** is caused by influenza viruses that occur naturally among wild birds. Low pathogenic AI is common in birds and causes few problems. Highly pathogenic H5N1 is deadly to domestic fowl, can be transmitted from birds to humans, and is deadly to humans. There is virtually no human immunity and human vaccine availability is very limited.

**Pandemic flu** is virulent human flu that causes a global outbreak, or pandemic, of serious illness. Because there is little natural immunity, the disease can spread easily from person to person. Currently, there is no pandemic flu.

**COVID-19** or coronavirus is a human flu that causes mild upper-respiratory tract illness. Formerly, this disease was referred to as 2019 novel coronaviruses. This disease was first identified in Wuhan China. The World Health Organization abbreviated the disease to COVID-19.

**Seasonal (or common) flu** is a respiratory illness that can be transmitted person to person. Most people have some immunity, and a vaccine is available.

Over the last 4 years, the World Health Organization and the Federal Government have focused on Avian Influenza, or H5N1. This virus is a particularly deadly strain of Influenza with mortality rates ranging from 40 to 50 percent of those infected. To date, the disease has seen limited transmission from bird to human and has had no confirmed cases of human-to-human transmission. The outbreaks have not yet entered the United States and have been limited to rural areas of Asia.

Beginning in April 2009, there was a major outbreak of H1N1 flu which was declared a Pandemic by the World Health Organization. This outbreak was minor in overall terms compared to some of the predictions for H5N1 (Avian) flu which have been used for planning by many Governmental agencies. By June 2010, the Pandemic was declared over. There were 22,000 deaths worldwide from this outbreak which was believed to have started in Mexico and spread quickly to the United States and other countries.

**Section 9.03 GOALS**

The goal of the Pandemic Continuity of Operations Plan is to provide a framework for business continuity under the most challenging conditions. This plan will outline the steps necessary to prepare for a pandemic, specific actions necessary at the outset of an outbreak, policies and procedures for the Company during an outbreak and recovery steps to be taken after the pandemic has subsided. Due to the rapid and severe social changes that will result from a pandemic, we believe that our services will be in higher demand. This plan will help us to focus on the essential tasks necessary to meet this increased demand.

**Section 9.04 DEVELOPMENT**

This plan was developed with input from all of the functional areas of Consolidated Communications and is based on a 2006 plan developed for NPT. Additional research on pandemics in general, with specific emphasis on the H5N1 and H1N1 strains in particular, was provided by the World Health Organization (WHO), Centers for Disease Control (CDC), and the department of Homeland Security. Federal and state regulatory entities require the development of a plan for business continuity during a Pandemic Influenza Emergency.

This plan has also been developed with the cooperation and hard work of managers throughout the Company. Individual department level plans have been developed and are included in the Appendix. These plans add additional detail and are intended to outline specific departmental activities.

This plan draws on the strength of our existing BC/DR Operations Plan and will require the services of many who are already familiar with the BC/DR OP. The nature of the threat from a Pandemic event is such that it has the potential to be much more disruptive and have a longer duration than events covered under traditional BC/DR Operations Planning.

We will adopt a four-phase approach to this problem. This approach is based on a combination of the Federal Government and WHO Pandemic plans. Under each phase, we have developed a list of the specific duties for each area of responsibility. This data has been developed from detailed input from each functional area. As we move further through the development of this plan, additional information will be included and revisions to the plan will be issued.



**Section 9.05 PANDEMIC CONTINUITY OF OPERATION PLAN PHASES**

<i>Phase</i>	<i>Description</i>	<i>Risk Level</i>
<b>1</b> Pandemic Planning	Limited outbreaks, no confirmed cases in the U.S. Planning is primary activities	Low
<b>2</b> Pandemic Preparedness	Human-to-human transmission verified in U. S., Increased public awareness, CCI prepares by increasing stocking levels and increased communication with employees, Progress to the next phase may be very rapid	Medium
<b>3</b> Pandemic Response	Efficient and sustained human-to-human transmission is verified, in our serving areas. Rapid change in business and social activity, CCI Implements all aspects of Plan; This phase will require a significant effort to implement.	High
<b>4</b> Recovery	Outbreaks subside and the WHO and CDC declares the influenza risk to be significantly reduced, CCI transitions back to pre-pandemic processes and	Medium

**Section 9.06 PHASE ONE PLANNING CHECKLIST**

<i>(i) Group</i>	<i>Tasks</i>	<i>Date Complet</i>
<b>Executive</b>	Review and Approve Plan, Consider succession planning	2020
<b>IT</b>	Develop and test work-at-home technology	2020
<b>Purchasing</b>	Develop list for increased stocking levels for both critical items and health items	2020
<b>Building Maintenance</b>	Review Cleaning supplies and procedures, Determine feasibility of procuring hazardous waste containers.	2020
<b>Human Resources</b>	Prepare policies and procedures to be enacted in a pandemic situation	2020
<b>Service</b>	Prepare list of Employees with work-at-home capabilities (Broadband).	2020
<b>Corp Com.</b>	Develop Employee Communication Plan	2020

**Section 9.07 PHASE ONE – PANDEMIC PLANNING**

Phase one of the plan involves education and awareness. We are currently in this phase as we are planning our response in all areas of responsibility. This time is well spent in defining the critical functions that must be carried out during a pandemic.

The work done during this phase will set the stage for the success of our business should a full-fledged pandemic strike our regions. While the threat of a Flu pandemic may seem remote, it is essential to be prepared.

**(i) Executive**

The Executive Group should concentrate on leadership, education and financial issues that may be faced during a pandemic. The Executive Group should also determine the financial implications of a prolonged pandemic and consider what steps might be necessary for business continuity. This plan will outline the steps necessary for business continuity and will be an effective tool for the Executive Group.

Succession planning has been identified as an essential element of the planning stage. Considering the potential for up to 50% of the workforce being unavailable, filling leadership positions is certainly one of the most important issues. Fortunately, due to our size and the longevity of most employees within the Company we are well positioned to fill vacancies.

Employees who are taking vacation during this time must strictly adhere to current “out of office” reporting requirements.

Executive’s final task during the planning phase will be to evaluate and guide the formulation of this plan.

**(ii) Information Technology**

The IT Department must make preparation for a shift to a significant number of work-at-home employees. This group should develop its own in-depth plan for implementation. Work-at-home solutions should be compiled and tested. Since the CCI Intranet will be a primary source of information, the IT Departments should make the Intranet available to all work at home users.

IT offers several means of remote access to any employee with Internet access. These technologies include:

- Citrix provides secure, encrypted access to corporate applications through the Internet. Many applications, including the CCI intranet, are already available through Citrix. In most cases, others can be added if needed.

- Reverse Proxy provides secure, encrypted access to corporate applications through the Internet. All employees can access email thru reverse proxy. More access to the Intranet can be made available with some work to reengineer web pages.
- VPN or virtual private networks. For security reasons, we prefer this method only be used with CCI machines.
- For employees with wireless phones that support the untethered feature, IT can activate the untethered service (at a cost) and users can get to the Internet through that means. This is generally faster than dial-up if you have a decent cellular signal.
- Dial-up - slow, but may be better than nothing.

Resource planning for the IT group should be considered. Since this is a small group with limited resources, we may consider where additional employees could be found within the Company.

Communication within the Company will be essential to our success. The ability of the IT group to function at an increased level of activity will be essential to maintaining quality communication.

### **(iii) Purchasing**

Continuity of our supply chain is one of the many critical issues that we face in pandemic planning. The ability to continue operations with a reduced workforce will require close coordination with our vendors. During the planning phase, the Purchasing Department will take the following actions:

1. Develop a list of the safety items that may be required for the pandemic period. These would include Antiseptic hand cleaners, additional facial tissue, surgical masks, rubber gloves, additional cleaning supplies, hand washing supplies and hazardous waste disposal.
2. Develop a list of critical items that we may need to increase stocking levels. This will be a two-phased approach. Consider the increased stocking levels for essential items based on a 45 – 60 day reorder period.

### **(iv) Buildings and Grounds**

Our Building Buildings and Grounds teams will be required to keep facilities running during a rapidly-changing time. This will require a great deal of flexibility and adaptability.

During the planning phase, the Building Maintenance Department should take the following actions:

1. Review the current materials and procedures used in cleaning the buildings. Determine if any additional steps or materials are required.
2. Research biohazard containers and availability. Be prepared to equip the restrooms with biohazard containers and develop procedures for proper disposal.

**(v) Human Resources**

The primary role for HR during this period is education. The educational effort will span the distance between world developments in Infectious Flu, preventative/hygiene measures, and CCI specific information. Keeping employees informed on pandemic planning will help ease the transition into future phases of this plan.

Many of the HR functions also revolve around policy and legal decisions. New procedures and policies will need to be implemented in the event of a pandemic. These policies and procedures should be developed and refined during the planning phase.

Availability of employees will be a critical issue during a pandemic. Current HR policies and Bargained employee contracts may need to be modified to protect the health and safety of our associates by requiring them to stay at home when sick without penalty. A large number of our associates work in close contact with each other, with this in mind, spreading a virus across a large population of employees is a real possibility. Another issue which must be addressed is the possibility of large scale school closings which will impact our employee's schedules and family. We must prepare policies to address associates who have family members with confirmed infections. In a true Pandemic event, there is the very real probability of absenteeism reaching 60% or more. Being able to provide our services to the public may require engaging employees through an employment agency.

**(vi) Service**

The Service Organizations will be called on to ensure continuity of service during a pandemic. This will undoubtedly be a difficult challenge due to the number of employees involved and the rapidly changing work environment.

Services such as repair, BBTS, CMR, and Operator Services may be heavily impacted due to the high number of employees working in very close proximity to another. This will mean special precautions may need to be taken to insure cross contamination. During the planning phase, service organizations should develop policies and procedures to allow implementation of a work-at-home plan for the call center(s).

**(vii) Corporate Communications**

Corporate Communications will coordinate internal and external communications, including communications with the media. Keeping a dispersed workforce well informed is a top priority during an emergency. Due to the possible prolonged nature of this event, communications will need to be both efficient and consistent.

**Section 9.08 PHASE TWO PLANNING CHECKLIST**

<b>(viii) Group</b>	<b>Tasks</b>	<b>Date</b>	<b>Comple</b>
<b>Executive</b>	Review and Revise Plan if necessary	2020	
<b>IT</b>	Refine work-at-home technology	2020	
<b>Purchasing</b>	Increase stocking levels for both critical items and health items	2020	
<b>Building Maintenance</b>	Implement any new cleaning procedures, determine lead times on procuring additional disinfectants and possibly hazardous waste	2020	
<b>Human Resources</b>	Educate and Communicate with Employees on actual Pandemic changes	2020	
<b>Service</b>	Conduct tests of work-at-home systems and prepare to implement change in work-at-home	2020	
<b>Corp Communications</b>	Assist all groups with internal communications, Prepare press releases	2020	

**Section 9.09 PHASE TWO - PANDEMIC PREPAREDNESS**

The second phase of the Plan, Pandemic Preparedness, signals an important transition in our efforts to combat this threat. The trigger for this phase is verified human-to-human transmission of the disease within any of our service states. Once human-to-human transmission has occurred and is repeatable, then we must intensify our efforts to prepare. This phase may be very short as the Infectious Flu has the potential to spread rapidly.

This phase involves refining our efforts in Phase One and making final preparations to implement the Pandemic Response Phase.

**(i) Executive**

During this phase, Executive will simply need to monitor events, review the plan and make suggested changes or revisions to the plan. Executive may also wish to consider preparing confidential succession plans for areas throughout the Company.

**(ii) Operations**

The Operations Group, and specifically the Director of Network Engineering and Operations, will be very busy during Phase Two. As awareness in the business and regulatory community grows, there will be increased pressure to demonstrate the existence of a viable plan and to cooperate with authorities at the local, state and federal levels. Some of the activities that are anticipated are coordination with local and state emergency management officials. USTA may become involved as regulators seek assurances of business continuity.

The Pandemic Continuity of Operations Plan will certainly require revisions to deal with the many challenges that we will face. Revisions will be issued as needed.

**(iii) Information Technology**

The IT Department will need to make preparations for proposed work-at-home scenarios. Preparations should be made for any additional equipment or software that will be required to implement this plan. IT should work with all departments to develop a comprehensive list of those employees who will be working at home.

IT should work closely with the Purchasing Department to ensure that we are able to procure the necessary material.

**(iv) Purchasing**

This phase will trigger action for the Purchasing group. Stocking levels should be increased to 30 – 45 day supply for 'A' priority items already identified. Health care items (hand sanitizers, disinfectant wipes, facial tissues, gloves, surgical masks, hazardous waste disposal bags, etc.) should also be procured in anticipation of an escalating pandemic.

**(v) Building Maintenance**

Building Maintenance should put into place any additional or new cleaning or maintenance procedures. Test and verify that procedures are being followed as expected.

**(vi) OSP and Network Engineering**

To date, these groups have not been actively involved in Pandemic Planning. At this stage, they should prepare for work-at-home and limited office hours. These groups may also be called on to take on additional duties for managers and departments that are experiencing increased vacancies.

**(vii) Human Resources**

The Human Resources Department should spend this time refining its policies and

procedures and further communicating our efforts to employees. The changes that may take place under a pandemic outbreak should be fully communicated and understood. Employees must also understand that this is a temporary scenario and that changes made under this plan are made under an emergency situation and are not intended to be permanent.

The HR Department should communicate with all employees to fully explain the changes that may occur. Employees should have the opportunity to pose questions and to discuss their concerns. HR may refer employees to the Centers for Disease Control website to address pandemic planning measures that should be undertaken by each employee for the protection of their family.

HR will also cover new health protocols that are recommended under a pandemic scenario. CCI will refer to the guidelines of the Centers for Disease Control.

HR, Operations and Marketing must all work closely together to provide clarity for employees. Employees will certainly have many concerns, and we will need to listen and understand their concerns as we outline our plans.

**(viii) Service**

The Service teams should prepare a comprehensive test of the Pandemic Response Phase of the Plan. This test will involve actually provisioning at least two work-at-home users and running test calls and live orders through the system. This action is critical to determine what areas of the plan need further revision. This test plan will be a separate document. The results of the test plan may be added to a future revision of this plan.

This test should closely replicate our actual processes and should be designed to discover any gaps in the work-at-home scenario.

**(ix) Corporate Communications**

The Corporate Communications should make any final preparations for the employee communications plan. Specific action items will include control of information and ensuring that all sources of employee communications are uniform in content.

**Section 9.10 PHASE THREE IMPLEMENTATION CHECKLIST**

(x)	Group	Tasks	Date Implemented
	<b>Executive Operations</b>	Business Continuity, Chain of Command	2020
		Implement work-at-home where necessary and be prepared to help support other groups as needed	2020
	<b>IT</b>	Support work-at-home technology	2020
	<b>Purchasing</b>	Increase stocking levels for both critical items and health items	2020
	<b>Building Maintenance</b>	Support	2020
	<b>Human Resources</b>	Employee Concerns, Health Care Issues	2020
	<b>Service</b>	Activate work-at-home and other special procedures	2020
	<b>Corporate Communications</b>	Daily communications with employees and media	2020

**Section 9.11 PHASE THREE – PANDEMIC RESPONSE**

This phase will be triggered by verified pandemic outbreaks in the United States. The onset of this phase is expected to be rapid and characterized by quick disruption of basic services throughout the country.

Our ability to transition into this phase will be determined by the quality of testing and degree of preparedness that we have accomplished in Phase Two. At this point, we are fully engaged in emergency mode.

We must also be prepared for an increased level of activity as work-at-home scenarios will be required for many of our business customers. We expect to see increased demand for our products during this time.

**(i) Executive**

During this phase, Executive will be heavily involved in business continuity. As the structure of the Company changes rapidly from centralized to dispersed, Executive will need to communicate frequently with all employees.

Chain-of-command issues will also take precedence. As employees drop out of the workforce, we will need to maintain the chain of command. The BC/DR Operations Plan will be formally activated, and the emergency response team will be assembled at the onset of this phase.



Business travel restrictions should be instituted at this time along with any other general instructions that will remain in effect during the pandemic.

Unless otherwise directed, managers should designate employees to fill vacancies as per our established signature authorization procedures. If a manager is unavailable to deem a replacement, then the absent manager's supervisor should deem a replacement. These transitions should be accomplished via a documented signature authorization memo.

Finally, any financial plans related to the Pandemic should be put into place.

**(ii) Operations**

The Operations teams will provide many services to the Company during the Pandemic We will maintain contact with members of the Emergency Response team including those who are working at home.

The Emergency Operations Center will function as a center for updates concerning the network and employee status. Formal communications to the employees will be distributed through Corporate Communications via regular updates. If absenteeism becomes severe, changes to schedules and a modified version of the Work Stoppage Recovery Plan may be implemented to insure continued service delivery.

**(iii) Information Technology**

The IT Department will be busy assisting work-at-home employees and handling any support issues that are required. We may wish to transfer additional employees to IT to handle the initial demand. The IT Staff is expected to continue reporting to normal work areas unless other arrangements are made.

**(iv) Purchasing**

The Purchasing group will be engaged in procuring supplies for the duration of the pandemic. We may wish to recycle some types of materials if we are experiencing difficulty with procurement. Drop wire, protectors and pole hardware can all be recycled if necessary.

Purchasing will work closely with vendors to minimize disruption. Schedule changes may be necessary if deliveries are scheduled for off-hours. Stocking of materials at Central Offices for home dispatch may also occur on off hours. Schedule changes will be implemented under the direction of the Purchasing Manager as the pandemic event unfolds.

Purchasing will also provide updates, as necessary, on the stocking level of all 'A'

priority items. Close coordination with all departments will be required.

**(v) Building Maintenance**

Building Maintenance personnel will be available to handle any repair issues that are required.

**(vi) OSP and Network Engineering**

The Engineering groups will adjust schedules and implement work-at-home procedures as necessary. Engineers may be called to perform duties for other departments as necessary.

**(vii) Human Resources**

The Human Resources Department will spend this time monitoring and handling the many absences. HR will also continue to be very involved in communications and education. Potential employee issues will also need attention. The HR Department may also move toward a partial work-a-home scenario.

HR Personnel will also be called upon to monitor employee relations events during the Pandemic and ensure that the Company is compliant with all applicable laws. HR may also be called upon to provide additional employees through contract workers and employment firms.

**(viii) Service**

The Service Department will implement its work-at-home and home dispatch programs. Supervisory employees may move to different schedules.

**(ix) Corporate Communications**

Corporate Communications will be very busy during this phase writing and releasing information to the public.

## **Section 9.12 PHASE FOUR - RECOVERY**

Once the Pandemic has passed and health officials have declared the emergency over, we will resume normal operations. During this final phase, we will hold several meetings to discuss the measures necessary to bring this plan to a close. Once again, keeping employees informed will be of paramount importance.

Communications will be the key component to success during this most difficult period. The dedication to service of our employees and the level of our preparations will enable us to operate effectively during this crisis.

**Section 9.13 PANDEMIC APPENDICES PANDEMIC****APPENDIX A: INFORMATION LINKS**

The following web sites are recommended for information and update on any influenza outbreaks and were relied on heavily for the preparation of this document.

1. <http://www.pandemicflu.gov/>
2. <http://www.cdc.gov/>
3. <http://www.who.int/csr/disease/en/>
4. <http://www.fcc.gov/pandemic-flu-guide.pdf>
5. <http://www.ready.gov/>

**PANDEMIC APPENDIX B: HUMAN RESOURCES DEPARTMENT****Phases of a Pandemic Emergency****(i) Phase I - Awareness**

No human-to-human transmittable virus, but disease in animals that could pose a threat to humans.

1. Educate.
2. Monitor developments
3. Review Pandemic Plan.

**(ii) Phase II - Preparedness**

Reports of human-to-human spread of a virus entering the United States

1. Review Pandemic Plan
2. Review Company policies on:
  - a. Telecommuting preparation
  - b. Policies on public access to our buildings
  - c. Policies on suspension of inside repair service
3. Educate/inform employees of Company polices on:
  - a. Preventative/hygiene
  - b. recommendations Attendance
  - c. CCI Plan for preparedness
  - d. Location of pandemic information (intranet, CDC, WHO)
4. Increase purchasing of gloves, masks, hand sanitizers, etc. as

**(iii) Phase III - Response**

Reports of human-to-human spread of virus in CCI serving area:

1. Meet with executive team, pandemic coordinator and emergency response team to review appropriateness of/timeline for:
  - a. Implementation of telecommuting process.
  - b. Prohibiting public access into buildings.
  - c. Prohibiting employees from entering residences/work site.
2. Update employees as necessary through email and the intranet on CCI's plan of action.
3. Begin distribution of hygiene items (hand sanitizers, tissues, etc.) to Employees.
4. Monitor spread of virus daily and adjust plan accordingly.

**(iv) Phase VI - Recovery**

Pandemic has subsided.

1. Bringing employees back to work at company sites.
2. Programs helping employees deal with emotional situation via Employee Assistance Program.

**PANDEMIC APPENDIX C: TELECOMMUNTING****1.0 Purpose**

This policy permits Consolidated Communications to assign an employee to work at alternative work locations, including an employee's home, in the event of a company declared emergency.

**2.0 General**

Management is responsible for the operation of the company and as such, has sole discretion to designate positions eligible for telecommuting. Management also has complete discretion to approve or disapprove individual employees for telecommuting.

- 2.1 Conditions of Employment – Telecommuting assignments do not change the conditions of employment or required compliance with company policies unless stated within this policy.
- 2.2 Compensation and Benefits – An employee's compensation and benefits will not change as a result of telecommuting.

2.3 Hours of Work – The total number of hours that an employee works will not change, regardless of whether an employee is performing work at an alternative work location, unless otherwise stated herein.

2.3.1 If an employee who is required to work from home becomes ill, he/she should contact their supervisor. Sick time should be reported correctly on the employee's time sheet. Human Resources should be contacted for information regarding short-term disability or case management.

2.3.2 If an employee who is required to work from home needs to take vacation time, they must obtain permission from their supervisor and mark it appropriately on their timesheet.

### **3.0 Family and Medical Leave (FMLA)**

3.1 If an employee who is based at home due to a medical emergency needs to care for an immediate family member or receive medical care themselves, the employee should contact Human Resources for FMLA forms.

3.2 Employees who are not working due to their own illness or the illness of a family member are required to contact Human Resources for FMLA forms. Consolidated Communications may, in a medical emergency, defer the requirement for the completion of the doctor's certification until a later date.

3.02.1 Timesheets are to be marked appropriately for any time taken for FMLA purposes.

### **4.0 Safety and Health**

4.1 Working conditions in a home office should be safe and efficient. Safe working conditions include but are not limited to the following:

- Temperature, noise, ventilation and lighting levels should be adequate.
- Electrical equipment should be free from hazards.
- The work area should be large enough to safely accommodate all equipment and wiring without posing a risk of hazard to the employee.
- Hallways and doorways should be free from obstructions.
- The working environment should be free from clutter or materials that could create fire hazards.
- Floor surfaces should be clean and dry. Carpeting should be properly secured.

- There should be ample lighting for the work that the employee will be doing.
- The working area should be equipped with sufficient electrical outlets to accommodate all necessary equipment safely.
- Desk and chairs should be the appropriate size, height, etc. to provide comfort.

4.2 An employee who is required to work at home due to a medical emergency, who cannot provide a safe work environment, will be extended a personal leave of absence without pay. Personal leave time of this nature will be limited up to 6 months per calendar year.

## **5.0 Workers Compensation Claims**

5.1 Employees who are injured while working at home are required to notify Human Resources as soon as possible. Completion of an Employee Injury Report will be required.

5.2 An onsite accident investigation may not be possible during a medical emergency. Under work-at-home conditions, no investigation of the accident scene will be conducted by human resources personnel. CCI's insurance company will be contacted, and an employee may be required to give a statement directly to the insurance company.

## **6.0 Equipment and Materials**

6.1 Employees with CCI laptops should take their laptops home with them at the end of each day. Employees without CCI laptops may use their own home computers to access CCI applications through Citrix or reverse proxy using an Internet connection. Employees without a CCI laptop or home computer should inform their manager so that arrangements may be made to provide them with appropriate hardware and Internet connectivity if the manager chooses to.

6.2 Employees have a continuing responsibility to protect CCI's information and resources, and to assure the security, reliability, and integrity of all information and process activities.

6.3 Employees are to adhere to all policies regarding the Company's Technology Usage policy located in the CCI Employee Handbook.

## **7.0 Communications**

7.1 Employees are to check the Company's intranet site on a regular basis during a pandemic influenza outbreak, for updates on the emergency, Company policies or other statements.

- 7.2 Employees may stay informed on the status of any pandemic influenza outbreaks by using their local and national Radio/TV outlets.
- 7.3 The following websites provide information for pandemic influenza outbreaks: [www.pandemicflu.gov](http://www.pandemicflu.gov), [www.who.int/en](http://www.who.int/en), [www.cdc.gov](http://www.cdc.gov).

**Employees who deliberately defraud the company will be terminated and prosecuted if necessary.**

**PANDEMIC APPENDIX D: KEY POSITION IDENTIFICATION**

- 1.1 Each executive confidentially identifies key functions and key personnel in their area of responsibility.
  - a. A “Key Function” is defined as a function that is essential to the ongoing operation of the Company. Focus is to be placed on maintenance rather than growth.
  - b. A “Key Person” is defined as an individual who manages or performs a key function.
- 2.1 Each executive identifies at least two individuals who have a high probability of success if they are called upon to temporarily replace a key person.
  - a. Potential successors include active employees, former employees and retirees. Persons in the industry but outside the company of whom the Executive has personal knowledge may also be named as potential successors.
  - b. Additional training for potential successors can be arranged. However, all training is to be implemented immediately so that successors are competent within 6 months of being identified.
- 3.0 Executive lists of functions and potential successors are reviewed and debated at Executive staff meetings.
- 4.0 Each executive retains a copy of the master list of functions and successors in the event he is called upon to implement the succession in his or another area of the company during an emergency.
- 5.1 The Emergency Response Plan should refer to the master list, but only the company’s Executives should have a copy of the list.

**PANDEMIC APPENDIX E: HOME BASED DISPATCHING**

**Purpose:** The purpose of this program is to provide a healthier and secure environment in the event of a flu pandemic while maintaining a high level of customer service. During the period of time that home based dispatching is deemed required employees will take their assigned vehicles home each night and report directly to their jobsites the following day. By not congregating employees together each day the chance of passing on flu virus to one and other is diminished. Other benefits of this program include:

1. Getting to jobsites sooner in order to restore out of service conditions.
2. Beginning customer requested “First in AM” work sooner to meet customer expectations.



3. Increasing productivity by eliminating wasted time in the mornings and afternoon. It is estimated that this program will recover approximately 1 hour per person per day in lost, unproductive time thus providing more time to attend to the anticipated increase in customer service work.
4. Employee participants will benefit by saving money on the wear and tear of their own vehicles as well as fuel costs and reduced risk of exposure.

**PANDEMIC APPENDIX F: COMPANY VEHICLE USAGE**

**The following policy applies to the use of company owned vehicles for commuting to and from jobsites.**

1. Employees are to be at the customer's jobsite, in a CO or hut etc. by the starting time of their shift. This requirement will necessitate that participants sign on to MDSI prior to their starting time in order to arrive at their first job in a timely manner. Employees are not "on the clock" until the start of their regular shift. Employees are "off the clock" when leaving at the end of their scheduled shift or if already on overtime, when he/she leaves their last customer's location, CO, huts etc.
2. Vehicles are not to be used as personal vehicles with the exception of those stops incidental to commuting back and forth to work. Other family members or non-employees are not permitted to drive company owned vehicles.
3. Vehicles are to be kept locked up at all times while at home and in a safe and secure environment. Employees may not be eligible if in the company's opinion the vehicle cannot be safely parked.
4. Employees may not leave the company area before their scheduled quitting time. An employee who finishes prior to the end of the shift should clear and service verify their work from the customer's premise. He/she should then notify the dispatcher of his location and remain in the current exchange until the end of the shift or take additional work at the direction of the dispatcher.
5. If or when it is deemed that this program is no longer necessary, not cost effective or does not serve to increase productivity it may be discontinued at any time.

**Procedures:**

1. **Effective days during the week and weekends.**  
These procedures will be effective each day including weekends.
2. **Effected Field employees.**  
These procedures apply to all Field employees unless it is unavoidable for them to come to a centralized location.
3. **Receipt of trouble reports and service orders.**

Field technicians will receive their daily work via MDSI as they do today.

**4. Materials and Supplies.**

Employees will be required to utilize the “Truck Stock Program to obtain the Materials and Supplies to perform their daily tasks. Equipment will be available from the warehouse but should be avoided in order to minimize the spread of any flu virus.

**5. Acquiring material for special jobs and work orders.**

When Supervisors/Managers are aware of any work requiring special parts or equipment, the Supervisor/Manager will complete a storeroom request for the required material and coordinate the delivery with the technician to complete the job or work order.

**6. Uniform picked up and delivery.**

It is anticipated that the regular pick-up and delivery of uniforms may be discontinued during the period of time that these procedures are in place. If so, employees will be required to launder their own uniforms.

**7. Vehicle refueling.**

Employees will continue to use the Wright Express Cards, (WEX) provided in their company assigned vehicle to refuel vehicles.

**8. Vehicle maintenance and repair.**

Employees will continue to use the Enterprise Cards provided in their company assigned vehicle to perform regular scheduled maintenance and vehicle repairs.

**9. Time Entry**

Time will continue to be entered as normal.

**10. Replacing the paper and toner in the fax/copier machines.**

The paper and toner should be replaced by anyone who sees that the supply in the machine is running low.

**11. Discarding garbage and drop wire.**

Until we can work out a better solution, smaller quantities can be deposited at the CO s. Drop wire etc. should be held until it is possible to come the plant site.

**12. Dispatching**

Technicians will continue to be assigned their normal work areas. Adjustments will be made by the managers as work load demands change.

**PANDEMIC APPENDIX G: ENTRANCE TO CUSTOMER PREMISES**

After discussing the issue of whether or not to continue doing inside wiring and maintenance inside residences in light of a flu pandemic we believe the following response is appropriate at this time. Actual circumstances and conditions if and when such a pandemic would occur would dictate to what degree these procedures may change.

Our first consideration is the safety and welfare of our employees. But we also have to balance this consideration with our commitment to providing reliable service. Limiting exposure to the flu is in the best interest of both the employees and the company in order to preserve our workforce for business purposes. Our recommendation in the event of a pandemic is to limit any new inside wire installation work. That is, we would provide new service to the side of the customer's home only. Customers would be required to have their inside wire exposed at the outside of the building.

In the event of a trouble ticket we will not allow a technician to go inside a residence or business with confirmed cases of the flu due to the exposure to our technician and other employees and customers.

Our policy in regards to performing other repair work inside the customer premise will be based upon the severity of the outbreak.

- |                    |  |
|--------------------|--|
| <b>Severity 1:</b> | <b>No known cases in the market.<br/>Business as usual.</b>  |
| <b>Severity 2</b>  | <b>Limited known cases in the market.<br/>Continue to perform inside repairs unless there is a confirmed case in the premise.</b>  |
| <b>Severity 3</b>  | <b>Several known cases in market.<br/>Perform inside repairs only if the customers confirm that the premise has not been exposed to someone with the flu within the past 7 days.</b> |
| <b>Severity 4</b>  | <b>Major Pandemic outbreak.<br/>Perform no inside repair work.</b>   |

Regardless of our best efforts to limit exposure there will be circumstances in which employees must enter a customer's home or business. For instance, when the NID or the building entrance protector is inside. Because of this all employees will need training on how to avoid exposure as well as any recommended supplies such as gloves, masks, sanitizers etc. An ample supply of those materials recommended by the medical community should be stocked on each vehicle.

The procedures discussed above are very broad right now and need further refinement that

would be dictated by the scope and severity of the pandemic should it occur. As time goes on the recommendations of the medical community should be closely monitored and adhered to in order to limit our exposure as much as possible.

**APPENDIX A: CCI FORMS**

**INCIDENT MANAGEMENT CONTROL LOG**

The purpose of the log is to keep an accurate accounting of all events upon which the DRE TEAM acted during the emergency. Included in the log will be any pertinent information the person completing the document feels appropriate or that could prove to be beneficial when reviewing the recovery and restoration process. This log can be kept electronically at the discretion of the DRE TEAM.

Date of Event: \_\_\_\_\_

Description of Event:

\_\_\_\_\_  
\_\_\_\_\_

DATE	TDIRECTORE ACTIVITY or EVENT	COMMENTS	DRE TEAM

APPENDIX A: CCI FORMS (CONT'D)

SITE EVALUATION AND DAMAGE REPORT

Site Name/CLLI/Street Address \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Name: \_\_\_\_\_

Damage to: (circle one or more, as appropriate)

- Building
- Commercial Power
- Cable Facility
- Switch Office
- Power Plant
- Carrier Facility
- Remote Office
- Tower
- Other \_\_\_\_\_

Remarks to the extent of damage:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Damage caused by: (circle one or more)

- Explosion
- Flood (High Water)
- Man-Made
- Wind
- Fire
- Tornado
- Ice

Site/Building Power Status: (circle one or more)

- Are Power Lines Down in the area? Yes No
- Commercial Power On
- Generator Supplying Power
- Commercial Power Off
- Site is on Battery Power
- Site DOWN

Current Weather Conditions:

\_\_\_\_\_

Road conditions:

Access to site: \_\_\_\_\_

Other Highways: \_\_\_\_\_

How do we re-establish contact with person making this report:

Telephone: \_\_\_\_\_

Other: \_\_\_\_\_





**APPENDIX A: CCI FORMS (CONT'D)**

**BOMB THREAT QUESTIONNAIRE**

In the event you receive a bomb threat the following information should be obtained and provided to your immediate supervisor or manager. This information will assist the authorities in the apprehension of the person or persons involved.

1. What was said:

\_\_\_\_\_  
\_\_\_\_\_

2. Time of contact: \_\_\_\_\_

3. Male or Female voice (please circle one)

4. Where the bomb might be located:

\_\_\_\_\_  
\_\_\_\_\_

5. Time indicated for activation:

\_\_\_\_\_

6. What kind of bomb is it (if indicated):

\_\_\_\_\_

7. What does it look like (if indicated):

8. Additional notes of any kind:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. Person completing report: \_\_\_\_\_

10. Date of report: \_\_\_\_\_

11. Other information on callers voice (circle all that apply)

- |               |            |                                  |                 |                |           |
|---------------|------------|----------------------------------|-----------------|----------------|-----------|
| Calm          | Nasal      | Soft                             | Angry           | Stutter        | Loud      |
| Excited       | Lisp       | Laughter                         | Slow            | Rasp           | Crying    |
| Rapid         | Deep       | Normal                           | Distinct        | Slurred        | Whispered |
| Ragged        | Accent     | Disgusted                        | Clearing Throat | Deep Breathing |           |
| Cracked Voice | Young      | Old                              | Educated        | Incoherent     | Foul      |
| Taped         | Irrational | Message was read by Threat Maker |                 |                | Familiar  |

If the voice is familiar, who did it sound like: \_\_\_\_\_

12. Background sounds (circle all that apply)

- |               |           |              |               |             |       |
|---------------|-----------|--------------|---------------|-------------|-------|
| Street noises | Voices    | Clear        | PA System     | Static      | Music |
| Motor         | Machinery | House Noises | Office Sounds | Other _____ |       |

13. Building location: \_\_\_\_\_

## APPENDIX B SEVERE WEATHER PROCEDURES

No matter where you are located, the weather can change at a moment's notice. CCI takes threatening weather conditions and our employees' safety very seriously and we would like to offer the following guide for your easy reference in a weather emergency. Please take the time to familiarize yourself with the attached safe zones for your building.

***\*\*Please make sure employees who do not have e-mail access receive a printed copy of this notice.\*\****

### What is a tornado?

Tornadoes are a rotating column of air extending from a thunderstorm to the ground. The most violent tornadoes can result in serious destruction and can produce winds up to 300 mph. The paths of most tornadoes can be less than 100 yards wide and a couple of miles long, but are capable of being up to a mile wide and 50 miles long. The average tornado moves from southeast to northeast, but they have been known to move in any direction. Tornadoes are most likely to occur in the spring, but records show that they have occurred in every month of the year. Statistics show that tornadoes occur more prevalently between the hours of 3pm and 9pm, but can happen at any time. Put all these facts together and tornadoes need to be taken very seriously.

### What is a tornado **warning**?

A tornado **warning** is an alert by the National Weather Service confirming a tornado sighting or detection on radar in the area or county. This confirmation is communicated through a public warning, which is broadcasted by radio and TV stations. There also maybe a community siren, which spreads the warning. When you hear the sirens and/or a public warning, you should seek appropriate shelter immediately.

### Tornado guidelines for employees:

When a tornado **warning** is issued for your area or county, you will be notified through CCI's instant messaging system that there is an active **warning** and at that time, employees should follow the appropriate severe weather procedures outlined in this document.

There are designated "safe areas" listed for specific buildings further into this document. If your building is not listed - proceed to the basement. If a basement is unavailable, go to the ground floor stairwell or center corridor of your building, away from all glass and exterior walls.

The National Weather Service will announce when the warning has been canceled and employees will be notified when it is clear to return to their workstations.

**APPENDIX B SEVERE WEATHER PROCEDURES (CONT'D)**

After being alerted to a tornado warning – employees should turn off all individual private office lighting, close individual-private-office doors when exiting; lighting in all corridors shall remain on.

Never use the elevator to exit or move throughout the building during an emergency situation.

Personnel, once alerted to a tornado warning shall go immediately to their assigned locations and remain in the designated areas until the warning is cancelled.

Personnel designated to remain to provide critical service operations shall take into foremost consideration the safety and welfare of all employees until it becomes necessary for a total evacuation of the area.

**What actions should you take when a tornado **warning** is issued for your area or county?**

1. Move away from the perimeter of the building and exterior glass.
2. Leave offices that are along outside walls of buildings. Close doors of these offices. (If trapped in a perimeter office, seek shelter under a desk).
3. Go to the center corridor on the **ground floor** or **basement** of your building if your building is not specifically listed among the building list guidelines below.
4. Sit down in the corridor and protect yourself by putting your head as close to your lap as possible, or kneel, protecting your head with your hands and arms.
5. Do **not** remain outside the building or in the first floor lobby.
6. Employees working outdoors should get inside a substantial building. If shelter is not available or there is no time to get indoors, lie in a ditch, culvert, or low-lying area. Use your arms to protect your head and neck. Stay aware of the potential for flash flooding.
7. Avoid downed power lines. If you are in a vehicle that has power lines on it – stay in the vehicle.
8. Never try to outrun a tornado in a vehicle. Tornadoes are capable of changing directions quickly and can easily lift up a vehicle and toss it through the air.
9. Stay away from windows. Don't bother opening or closing them- it will not protect the structure anyway.

***The National Weather Service issues severe weather warnings using the following terms:***

**TORNADO WARNING:** means that a tornado has actually been sighted in the area or is indicated by radar.

**TORNADO WATCH:** means that tornadoes could develop in the designated area.

**SEVERE THUNDERSTORM WARNING:** indicates that a violent thunderstorm has been

sighted or is indicated on radar.

**APPENDIX B SEVERE WEATHER PROCEDURES (CONT'D)**

**SEVERE THUNDERSTORM WATCH:** indicates the possibility of tornadoes, thunderstorms, frequent lightning, hail, and winds of greater than 75 mph.

**Here are some characteristics that people have used to describe a tornado experience:**

- ☐ A greenish or greenish black color to the sky.
- ☐ Wall of clouds
- ☐ Large hail
- ☐ A strange quiet that occurs within or shortly after the thunderstorm.
- ☐ Clouds moving by very fast, especially in a rotating pattern or converging toward one area of the sky.
- ☐ A sound a little like a waterfall or rushing air at first, but turning into a roar as it comes closer. The sound of a tornado has been likened to that of both railroad trains and jets.
- ☐ Debris dropping from the sky.
- ☐ An obvious “funnel-shaped cloud that is rotating, or debris such as branches or leaves being pulled upwards, even if no funnel cloud is visible.

**Any particular employee needing assistance during these evacuation procedures should notify their supervisor in advance so that assistance may be provided to them.**

**All other CCI locations not specifically mentioned** shall promptly proceed to basement of the building (if available). If there is no basement then proceed to the most interior space available- hallway or small inner room, which is away from exterior walls and windows.

**For questions regarding CCI's Severe Weather Procedure, please contact CCI HR.**