



POWERING THROUGH
COVID WHILE MAXIMIZING
EMPLOYEE SAFETY AND
MINIMIZING OPERATIONAL
IMPACTS DURING A
PANDEMIC

ENERGY SECTOR IN TIMES
OF DISASTER AND
PANDEMIC

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SESSION ST5



INTRODUCTIONS

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CAMS

Provides a suite of services for energy infrastructure assets, domestically and internationally. Services include Asset management, financial and technical services and O&M leadership

FOUNDING PRINCIPLE

To add value through superior management and operation of our clients' energy infrastructure assets.

To this end, we empower our employees to pursue creative and sustainable business practices in the field and at our corporate office that contribute to operational excellence, financial performance, a safe workplace, and a better community and environment. We do not take this responsibility lightly: we treat the assets with which we are entrusted as our own.



BACKGROUND



- CAMS provides Operations and Maintenance services for numerous large energy portfolios
- Subject portfolios for discussion are composed of 6 coal and gas power plants in Central U.S.
- These Critical Infrastructure facilities have a combined generation of 8,780 MW and 587 employees
- Stations geographically located in rural counties neighboring large metropolitan areas
- All 6 stations called to run 24/7 for extended periods in past 6 months
- 2 of 6 stations classified as NERC 'Medium Impact'
- Workforces in both portfolios unionized and represented by IBEW and UWUA

2 Portfolios

6

U.S. Coal & Gas Plants

8,780

Combined Generation MW

587

Employees

PHASE I

PANDEMIC ON THE HORIZON – MARCH 2020

Corporate support quickly established at CAMS' headquarters located in Houston, TX

- Networking and infrastructure to support remote operations of payroll and accounting functions established quickly
- Implemented in advance of office staff working remotely
- Pandemic Emergency Operations Center (EOC) established
- 24/7 hotline staffed to support ongoing operations

EOC established daily briefings inclusive of owner, CEO and other senior leadership

- Well orchestrated daily briefings led by CAMS Health & Safety team
- Key information provided from 33 facilities and states in which we operate

Human Resources assembled Business Continuity Plans (BCPs) from all operating facilities

- BCP's initially varied in content
- A standardized BCP was developed and distributed to each facility ensuring each had COVID-19 appropriate plans

Stations executed Phase I measures validating inventory of key supplies

PHASE I CONTINUED

PANDEMIC ON THE HORIZON – MARCH 2020

5

Discussions held in advance of executing next phases including sequester, critical staff and CBA impacts

Secured an inventory of meals, read-to-eat (MRE's) , sanitation supplies and installed RV hook ups

Reinforced detailed contact tracking and communications regarding hygiene and social distancing

Critical supply contractors contacted and were requested to provide BCP's for CAMS' review

At this point, many questions arose about the reality of pending pandemic and potential operations impact

Transition to Phase II announced

PHASE II

READY OR NOT

- Corporate support evolves ahead of virus as customized pay, sick and administrative policies are developed
- CAMS' NERC team provides programmatic oversight to ensure no exposure as pandemic worsens
- Positive cases on the rise nationally and EOC is tracking and reporting daily
- Difficulties accessing testing is elevated and quickly addressed by CAMS leadership
- EOC functioning as central hub and helping standardize facility response to pandemic
- Telephonic medical support provided to the enterprise by national carrier

- Stations see slight increases in operating counties, more so in neighboring metro areas
- First positive case reported in station maintenance department, 6 new cases follow in just days
- Local medical providers mobilized, personnel screened at gate, questioned and temperatures checked and logged
- CAMS notified of maintenance department employee found deceased at residence and tested positive posthumously
- Station and union leadership meet to develop agreement for staff, schedule in advance of Phase III
- Threat realized and Phase III announced

PHASE III & IV

IDEAS CONVERGE, ACTIONS DIVERGE

- At this point the two portfolios are at a critical junction in deciding how to respond:
 - Sequester some or all mission-critical staff at the station
 - No sequester, institute alternate work schedules and deploy additional safety measures
- Both approaches present unavoidable risk:
 - Sequester a positive employee and all critical staff are potentially exposed impacting health and operations
 - No sequester exposes critical staff to more potential public and family member contact
- Both portfolios elect to move all non-operational staff to work remotely
- 4 stations transition to sequester
 - Operations employees are living at the stations working alternating shifts
- 2 stations transition to alternate work schedules
 - Implemented in all departments
 - Additional distancing measures deployed



LESSONS LEARNED

STATION SUMMARY

Move quickly to 'micro team' approach

Extreme social distancing

Begin contact tracking and testing results early

Establish rapport with local medical providers

Sequester preparation

Medical screening is critical

Face coverings mandatory

Alternate break and meeting areas

SUMMARY

- Safety First – ensuring health and welfare of our employees and their families continues.
- No Operational impacts at any of the stations.
- Measures are tested amid recent COVID-19 spikes.
- Collaboration is the key.

THANK YOU!

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