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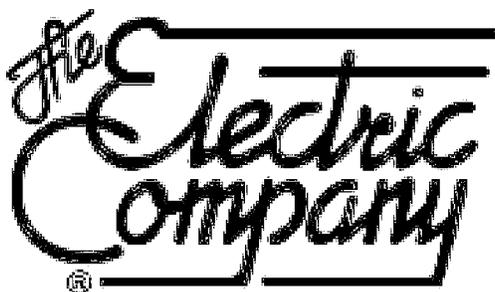
**Control Number - 53385**

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PROJECT 53385

# EMERGENCY OPERATIONS PLAN

FOR



El Paso Electric

APRIL 2022

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**Executive Summary**

The Public Utility Commission of Texas (PUCT) has issued an order adopting new provisions under 16 TAC §25.53. This amendment will be in effect beginning March 20, 2022. The amended rule requires electric utilities, transmission and distribution utilities, power generation companies (PGC), and retail electric providers (REP) to file an Executive Summary and Emergency Operations Plan (EOP) that complies with the rule by April 15, 2022. All entities subject to the rule must file annual updates to their EOP as necessary by March 15<sup>th</sup> each year.

El Paso Electric Company is a vertically integrated utility that provides generation, transmission, and distribution of power to retail customers. As such, many of El Paso Electric’s existing Emergency Operation Plans were customized to address the relevant service category, rather than the Company as a whole. In an effort to meet the new requirements under 16 TAC §25.53, El Paso Electric will identify the existing individual, or stand-alone, emergency plans and reference the section or page number that correspond with the requirements of the rule.

This Emergency Operations Plan is created to comply with the rule and is considered a starting point for developing an all-encompassing Plan instead of relying on stand-alone plans. As El Paso Electric develops new procedures to address specific annexes that are not yet in existence, the Company will incorporate the information into its newest edition to be filed with the PUCT on an annual basis.

Key Reference to Corresponding Rules

**Executive Summary**

Distribution List -----16 TAC §25.53(c)(4)(A)

Emergency Contacts-----16 TAC §25.53(c)(4)(B)

Affidavit-----16 TAC §25.53(c)(4)(C)

**Emergency Operations Plan**

Section 1: Approval & Implementation -----16 TAC §25.53(d)(1)

Section 2: Communication Plan -----16 TAC §25.53(d)(2)

Section 3: Pre-identified Supplies -----16 TAC §25.53(d)(3)

Section 4: Staffing-----16 TAC §25.53(d)(4)

Section 5: Weather-related Hazards -----16 TAC §25.53(d)(5)

Section 6: Annexes -----16 TAC §25.53(d)(6)

## Distribution List

**16 TAC §25.53(c)(4)** In accordance with the deadlines prescribed by paragraphs (1) and (3) of this subsection, an entity must file with the commission the following documents: (A) A **record of distribution** that contains the following information in table format: (i) titles and names of persons in the entity's organization receiving access to and training on the EOP; and (ii) dates of access to or training on the EOP, as appropriate.

As a vertically integrated utility, EPE has emergency operation plans that are customized to address the relevant service category, such as generation, transmission, and distribution of power. The list below reflects the personnel who received access to and training on the EOP portion relevant to their service category.

| <b>1.#</b> | <b>Department</b> | <b>Name</b>           | <b>Job Title</b>                              | <b>Copy Received</b> | <b>Date of Training</b> |
|------------|-------------------|-----------------------|---|----------------------|-------------------------|
| 2.1        | System Operations | Abel Bustillos        | Director System Operations                    | 1/5/2022             | 1/31/2022               |
| 3.2        | System Operations | Joseph Natividad      | Manager System Operations                     | 1/5/2022             | 2/7-2/8/2022            |
| 4.3        | System Operations | Jorge Morales         | System Operator Transmission                  | 1/5/2022             | 2/28-3/1/2022           |
| 5.4        | System Operations | Miqueas Maldonado     | System Operator Transmission                  | 1/5/2022             | 2/28-3/1/2022           |
| 6.5        | System Operations | Noe Maese             | System Operator Transmission                  | 1/5/2022             | 2/14-2/15/2022          |
| 7.6        | System Operations | Stephen Bollschweiler | System Operator Transmission                  | 1/5/2022             | 2/7-2/8/2022            |
| 8.7        | System Operations | Luis Prieto           | System Operator Transmission                  | 1/5/2022             | 2/24-2/25/2022          |
| 9.8        | System Operations | Valentin Estrada      | System Operator Transmission                  | 1/5/2022             | 1/31-2/1/2022           |
| 10.9       | System Operations | Daniel Rivera         | System Operator Transmission                  | 1/5/2022             | 1/31-2/1/2022           |
| 11.10      | System Operations | Ramon Aguirre         | System Operator Transmission                  | 1/5/2022             | 2/14-2/15/2022          |
| 12.11      | System Operations | Javier Lopez          | System Operator Transmission                  | 1/5/2022             | 2/7-2/8/2022            |
| 13.12      | System Operations | Victor Chavarria      | System Operator Transmission                  | 1/5/2022             | 2/24-2/25/2022          |
| 14.13      | System Operations | Anne Reed             | Manager System Balancing and Interconnections | 1/5/2022             | 1/31-2/1/2022           |
| 15.14      | System Operations | Abraham Garcia        | Supervisor Balancing Authority Reliability    | 1/5/2022             | 1/31-2/1/2022           |
| 16.15      | System Operations | Cynthia Banuelos      | System Operator Balancing Authority           | 1/5/2022             | 2/28-3/1/2022           |
| 17.16      | System Operations | Edward Rosales        | System Operator Balancing Authority           | 1/5/2022             | 1/31-2/1/2022           |

|       |                   |                                  |  |            |                |
|-------|-------------------|----------------------------------|--|------------|----------------|
| 18.17 | System Operations | Ray Hernandez                    | System Operator<br>Balancing Authority | 1/5/2022   | 2/14-2/15/2022 |
| 19.18 | System Operations | Herlinda Avila                   | System Operator<br>Balancing Authority | 1/5/2022   | 2/7-2/8/2022   |
| 20.19 | System Operations | Daniel Dykema                    | System Operator<br>Balancing Authority | 1/5/2022   | 2/24-2/25/2022 |
| 21.20 | System Operations | Arthur Rincones                  | System Operator<br>Balancing Authority | 1/5/2022   | 2/14-2/15/2022 |
| 22.21 | System Operations | Gonzalo Garcia                   | System Operator<br>Transmission        | 1/5/2022   | 2/24-2/25/2022 |
| 23.22 | System Operations | Robert Gordon                    | System Operator<br>Balancing Authority | 1/5/2022   | 2/7-2/8/2022   |
| 24.23 | System Operations | Enrique Aguilera                 | System Operator<br>Balancing Authority | 1/5/2022   | 1/31-2/1/2022  |
| 25.24 | System Operations | Humberto Ortega                  | System Operator<br>Balancing Authority | 1/5/2022   | 2/14-2/15/2022 |
| 26.25 | System Operations | Victor Iglesias                  | System Operator<br>Balancing Authority | 1/5/2022   | 1/31-2/1/2022  |
| 27.26 | System Operations | George Sapien Jr.                | System Operator<br>Balancing Authority | 1/5/2022   | 2/24-2/25/2022 |
| 28.27 | Power Generation  | AGUIRRE, JAVIER                  | Engineer-Sr                            | 11/3/2021  | 11/3/2021      |
| 29.28 | Power Generation  | BUSTER, ASHLEY                   | Operations main Tech                   | 10/15/2021 | 11/3/2021      |
| 30.29 | Power Generation  | FERNANDEZ,<br>ARTURO             | Operations main Tech                   | 10/15/2021 | 11/3/2021      |
| 31.30 | Power Generation  | GARCIA, ANDRES                   | Operations main Tech                   | 10/15/2021 | 10/20/2021     |
| 32.31 | Power Generation  | GARCIA, AVEL                     | Operations main Tech                   | 10/15/2021 | 10/20/2021     |
| 33.32 | Power Generation  | GARCIA, EUSEVIO                  | Operations main Tech                   | 11/3/2021  | 11/3/2021      |
| 34.33 | Power Generation  | JACQUEZ, ERIC                    | Supv-Maintenance                       | 10/15/2021 | 10/20/2021     |
| 35.34 | Power Generation  | KOROLSKY,<br>TIMOTHY             | Power PI Tech-PRD<br>MNT 3C            | 11/3/2021  | 11/3/2021      |
| 36.35 | Power Generation  | MARTINEZ<br>GALLARDO,<br>RICARDO | Operations main Tech                   | 10/15/2021 | 10/20/2021     |
| 37.36 | Power Generation  | MARTINEZ,<br>FRANCISCO           | Operations main Tech                   | 10/15/2021 | 11/3/2021      |
| 38.37 | Power Generation  | MARTINEZ, JORGE                  | Power Plant Spec-<br>Elect 1C          | 10/15/2021 | 10/20/2021     |
| 39.38 | Power Generation  | MOLINAR, JORGE                   | Power Plant Spec-<br>Elect 1C          | 10/15/2021 | 11/3/2021      |
| 40.39 | Power Generation  | MONTANO, MANUEL                  | Mgr-Power Plant                        | 10/15/2021 | 10/20/2021     |
| 41.40 | Power Generation  | SANCHEZ,<br>ALEJANDRO            | Operations main Tech                   | 10/20/2021 | 10/20/2021     |
| 42.41 | Power Generation  | SU, LUSHENG                      | Engineer Sr                            | 10/20/2021 | 10/20/2021     |
| 43.43 | Power Generation  | AGUIRRE, RUDOLPH                 | POWER PLANT<br>TECH-INSTRUM            | 10/5/2021  | 10/12/2021     |
| 44.44 | Power Generation  | ALDERETTE,<br>EUSTACIO           | Engineer-Sr                            |            |                |
| 45.45 | Power Generation  | ALEJO, SILVESTRE                 | PLANNER-<br>MAINTENANCE-<br>STAFF      | 10/12/2021 | 10/12/2021     |

|       |                  |                    |                           |            |            |
|-------|------------------|--------------------|---------------------------|------------|------------|
|       |                  |                    |                           |            |            |
| 46.46 | Power Generation | ALLEN, DENNIS      | RELIEF OPERATOR           | 12/3/2021  | 12/3/2021  |
| 47.47 | Power Generation | ARELLANO, ADRIAN   | SENIOR POWER PLANT OPER   | 10/27/2021 | 10/27/2021 |
| 48.48 | Power Generation | ARMENDARIZ, MANUEL | POWER PLANT ELECTRICIAN   | 10/7/2021  | 10/7/2021  |
| 49.49 | Power Generation | ARREY, RICHARD     | POWER PLANT INSIDE OPER   | 10/7/2021  | 10/7/2021  |
| 50.50 | Power Generation | ARROYO, MARIO      | POWER PLANT OPERATOR      | 10/27/2021 | 10/27/2021 |
| 51.60 | Power Generation | AVALOS, ALFONSO    | POWER PLANT INSIDE OPER   | 11/5/2021  | 11/5/2021  |
| 52.70 | Power Generation | AVILA, MARCO       | PLANNER-MAINTENANCE-STAFF | 10/6/2021  | 10/6/2021  |
| 53.71 | Power Generation | BALCAZAR, JOSE     | POWER PLANT MECHANIC      | 10/30/2021 | 10/30/2021 |
| 54.   | Power Generation | BALZER, JASON      | POWER PLANT LAB TECH      | 10/6/2021  | 10/6/2021  |
| 55.   | Power Generation | BARRAGAN, ROY      | SUPV-SHIFT                | 10/7/2021  | 10/7/2021  |
| 56.   | Power Generation | BECKER, RONALD     | POWER PLANT SPEC-ELECT 3C | 10/11/2021 | 10/11/2021 |
| 57.   | Power Generation | BONILLA, SIXTO     | POWER PLANT SPEC-ELECT 1C | 11/3/2021  | 11/3/2021  |
| 58.   | Power Generation | BRITTON, GABRIEL   | POWER PLANT MECHANIC      | 10/21/2021 | 10/21/2021 |
| 59.   | Power Generation | BROWN, JUSTIN      | SUPV-SHIFT                | 10/29/2021 | 10/29/2021 |
| 60.   | Power Generation | BRYANT, RHONDA     | COMPLIANCE SPEC-PRINC     | 10/29/2021 | 10/29/2021 |
| 61.   | Power Generation | CALDERON, BEVERLY  | ENGINEER-STAFF            |            | 11/11/2021 |
| 62.   | Power Generation | CAMPOS, NATHANIEL  | ENGINEER-ASSOC            |            | 10/29/2021 |
| 63.   | Power Generation | CARDIEL, FRANCISCO | SENIOR POWER PLANT OPER   |            | 11/4/2021  |

|     |                  |                        |                           |  |            |
|-----|------------------|------------------------|---------------------------|--|------------|
| 64. | Power Generation | CARO, RAMON            | POWER PLANT OPERATOR      |  | 10/15/2021 |
| 65. | Power Generation | CARPENTER, RICARDO     | POWER PLANT LAB TECH      |  | 10/28/2021 |
| 66. | Power Generation | CARROLL, CHRISTOPHER   | ENGINEER-PRINC            |  | 11/17/2021 |
| 67. | Power Generation | CELUM, RANDY           | POWER PLANT ELECTRICIAN   |  | 11/1/2021  |
| 68. | Power Generation | CERVANTES, PAUL        | POWER PLANT OPERATOR      |  | 10/13/2021 |
| 69. | Power Generation | CHACON, JESUS          | POWER PLANT MECHANIC      |  | 11/1/2021  |
| 70. | Power Generation | CHAMBERLAIN, JOHN      | SUPV-SHIFT                |  | 11/16/2021 |
| 71. | Power Generation | CHAVEZ, RICARDO        | SENIOR POWER PLANT OPER   |  | 10/14/2021 |
| 72. | Power Generation | CONTRERAS, DAVID       | RELIEF OPERATOR           |  | 11/1/2021  |
| 73. | Power Generation | CONTRERAS, DERRICK     | POWER GENERATION TRAINEE  |  | 10/6/2021  |
| 74. | Power Generation | DAVILA, ADAM           | ENGINEER-PRINC            |  | 10/7/2021  |
| 75. | Power Generation | DE LA TORRE, CHRISTINA | POWER PLANT INSIDE OPER   |  | 10/9/2021  |
| 76. | Power Generation | DELGADO, ALFRED        | SUPV-SHIFT                |  | 10/13/2021 |
| 77. | Power Generation | DIAZ DEL CAMPO, EDGAR  | SENIOR POWER PLANT OPER   |  | 10/9/2021  |
| 78. | Power Generation | DOMINGUEZ, LUIS        | POWER PLANT SPEC-ELECT 1C |  | 10/29/2021 |
| 79. | Power Generation | EDMUNDS, GREGORY       | COMPLIANCE SPEC-ASSOC     |  | 11/10/2021 |
| 80. | Power Generation | EGURE, OSCAR           | POWER PLANT SPEC-ELECT 3C |  | 10/28/2021 |
| 81. | Power Generation | EVERSOLE, PAUL         | RELIEF OPERATOR           |  | 11/9/2021  |
| 82. | Power Generation | FELDER, XAVIER         | POWER PLANT SPEC-ELECT 1C |  | 10/28/2021 |

|      |                  |                     |                            |  |            |
|------|------------------|---------------------|----------------------------|--|------------|
| 83.  | Power Generation | FLORES, JANNETTE    | POWER PLANT MECHANIC       |  | 10/7/2021  |
| 84.  | Power Generation | FLORES, PETE        | SUPT-PLANT OPS & MAINT     |  | 10/26/2021 |
| 85.  | Power Generation | FLORES, SULLY       | SUPT-PLANT OPERATIONS      |  | 11/18/2021 |
| 86.  | Power Generation | FRANCO, JESUS       | POWER PLANT MECHANIC       |  | 10/19/2021 |
| 87.  | Power Generation | GARCIA, JORGE       | SUPT-PLANT OPERATIONS      |  | 10/15/2021 |
| 88.  | Power Generation | GARCIA, RAMON       | OPERATIONS MAINT TECH      |  | 11/9/2021  |
| 89.  | Power Generation | GARCIA, TONY        | POWER PLANT MECHANIC       |  | 10/7/2021  |
| 90.  | Power Generation | GOMEZ, EDDIEMIKE    | POWER PLANT ELECTRICIAN    |  | 11/1/2021  |
| 91.  | Power Generation | GRANT, DEREK        | PLANNER- MAINTENANCE-SR    |  | 10/26/2021 |
| 92.  | Power Generation | GUTIERREZ, DAVID    | POWER PLANT MECHANIC       |  | 10/11/2021 |
| 93.  | Power Generation | HEREDIA, ZAYNA      | ENGINEER-STAFF             |  | 11/19/2021 |
| 94.  | Power Generation | HERNANDEZ, IMMANUEL | POWER GENERATION TRAINEE   |  | 10/13/2021 |
| 95.  | Power Generation | HERNANDEZ, JORGE    | POWER PLANT ELECTRICIAN    |  | 10/27/2021 |
| 96.  | Power Generation | HERNANDEZ, OLIVER   | POWER PLANT MECHANIC       |  | 10/20/2021 |
| 97.  | Power Generation | HOUSE, TANISHA      | SUPV- INSTRUMENTATN & CTRL |  | 11/2/2021  |
| 98.  | Power Generation | HUGHES, JEFFERY     | MGR-POWER PLANT            |  | 11/5/2021  |
| 99.  | Power Generation | IGLESIAS, LUIS      | POWER PLANT MECHANIC       |  | 10/29/2021 |
| 100. | Power Generation | JIMENEZ, JESUS      | ENGINEER-SR                |  | 11/19/2021 |

|      |                  |                                  |                                |  |            |
|------|------------------|----------------------------------|--------------------------------|--|------------|
|      |                  |                                  |                                |  |            |
| 101. | Power Generation | JONES, JASON                     | POWER PLANT<br>VIBR SPEC I     |  | 12/30/2021 |
| 102. | Power Generation | KHAZDOZIAN,<br>KAMBIZ            | SENIOR POWER<br>PLANT OPER     |  | 11/2/2021  |
| 103. | Power Generation | KLINE, WALTER                    | MGR-OUTAGES &<br>GEN PROJECT   |  | 10/5/2021  |
| 104. | Power Generation | LOPEZ, MARIA                     | ANALYST PLANT-<br>SR           |  | 12/3/2021  |
| 105. | Power Generation | LUCERO, JOSHUA                   | SUPV-<br>MECHANICAL<br>MAINT   |  | 12/30/2021 |
| 106. | Power Generation | LUCERO, LANE                     | SAFETY REP-STAFF               |  | 10/13/2021 |
| 107. | Power Generation | LUJAN, ADRIAN                    | POWER PLANT<br>INSIDE OPER     |  | 10/7/2021  |
| 108. | Power Generation | LUJAN, CHARLES                   | POWER PLANT LAB<br>TECH        |  | 11/1/2021  |
| 109. | Power Generation | LUJAN, JOSE                      | POWER PLANT<br>MECHANIC        |  | 10/7/2021  |
| 110. | Power Generation | MARIN, FEDERICO                  | POWER PLANT<br>SPEC-ELECT IC   |  | 10/29/2021 |
| 111. | Power Generation | MARQUEZ, ANAEL                   | CAD TECHNICIAN-<br>ASSOC       |  | 11/18/2021 |
| 112. | Power Generation | MARQUEZ, JESUS                   | ENGINEER-PRINC                 |  | 11/18/2021 |
| 113. | Power Generation | MARTINEZ<br>GALLARDO,<br>RICARDO | OPERATIONS<br>MAINT TECH       |  | 10/27/2021 |
| 114. | Power Generation | MARTINEZ, CARLOS                 | POWER PLANT<br>TECH-INSTRUM    |  | 10/8/2021  |
| 115. | Power Generation | MARTINEZ, MARIO                  | SENIOR POWER<br>PLANT OPER     |  | 11/9/2021  |
| 116. | Power Generation | MCMENIMEN,<br>JOSHUA             | POWER<br>GENERATION<br>TRAINEE |  | 11/4/2021  |
| 117. | Power Generation | MEDINA, EDWARD                   | POWER PLANT<br>ELECTRICIAN     |  | 10/5/2021  |

|      |                  |                       |                              |  |            |
|------|------------------|-----------------------|------------------------------|--|------------|
| 118. | Power Generation | MENDEZ,<br>FRANCISCO  | POWER PLANT<br>INSIDE OPER   |  | 10/8/2021  |
| 119. | Power Generation | MENDOZA, JOEL         | SENIOR POWER<br>PLANT OPER   |  | 11/2/2021  |
| 120. | Power Generation | METZ, PATRICIO        | SUPV-SHIFT                   |  | 10/21/2021 |
| 121. | Power Generation | MIRELES, EDGARDO      | RELIEF OPERATOR              |  | 10/31/2021 |
| 122. | Power Generation | MONTES, LUIS          | POWER PLANT<br>SPEC-ELECT IC |  | 10/13/2021 |
| 123. | Power Generation | MORA, RICARDO         | SUPT-GENERATION<br>PROJECTS  |  | 10/10/2021 |
| 124. | Power Generation | MORALES, JORGE        | SUPV-SHIFT                   |  | 10/26/2021 |
| 125. | Power Generation | OLSON, J KYLE         | DIR- PG & ASSET<br>MGMT      |  | 11/16/2021 |
| 126. | Power Generation | ONSUREZ, RAQUEL       | SUPV-CHEMISTRY               |  | 11/2/2021  |
| 127. | Power Generation | ORTIZ, KARA           | TRAINING COORD-<br>ASSOC     |  | 11/9/2021  |
| 128. | Power Generation | ORTIZ, MATTHEW        | POWER PLANT<br>OPERATOR      |  | 10/9/2021  |
| 129. | Power Generation | PADILLA, BILLY        | RELIEF OPERATOR              |  | 10/26/2021 |
| 130. | Power Generation | PADILLA, JOSE         | SUBSTATION<br>ELECTRICIAN    |  | 11/17/2021 |
| 131. | Power Generation | PALACIOS, DAVID       | POWER PLANT<br>SPEC-ELECT 2C |  | 10/5/2021  |
| 132. | Power Generation | PENA, DANIEL          | PLANNER-OUTAGE-<br>ASSOC     |  | 10/7/2021  |
| 133. | Power Generation | PEREZ, ARIEL          | POWER PLANT<br>OPERATOR      |  | 10/27/2021 |
| 134. | Power Generation | PERRY,<br>CHRISTOPHER | POWER PLANT LAB<br>TECH      |  | 10/29/2021 |
| 135. | Power Generation | PHELPS, BRANDON       | SENIOR POWER<br>PLANT OPER   |  | N/A        |
| 136. | Power Generation | PORTER, ALICIA        | PLANNER-<br>MAINTENANCE-SR   |  | 10/19/2021 |

|      |                  |                       |  |          |               |
|------|------------------|-----------------------|--|----------|---------------|
| 137. | Power Generation | PRUTCH,<br>FREDERICK  | MGR-POWER<br>PLANT                       |          | 10/19/2021    |
| 138. | Power Generation | QUINTANA,<br>ANTHONY  | RELIEF OPERATOR                          |          | 11/3/2021     |
| 139. | Power Generation | RAMIREZ, ERNESTO      | POWER PLANT<br>OPERATOR                  |          | 1/5/2022      |
| 140. | Power Generation | RAMIREZ, FELIX        | POWER PLANT<br>OPERATOR                  |          | 11/10/2021    |
| 141. | Power Generation | RIVERA, JAVIER        | SENIOR POWER<br>PLANT OPER               |          | 11/1/2021     |
| 142. | Power Generation | RODRIGUEZ,<br>MICHAEL | POWER PLANT<br>ELECTRICIAN               |          | 10/5/2021     |
| 143. | Power Generation | RUIZ, ERICA           | ANALYST PLANT-<br>ASSOC                  |          | 10/7/2021     |
| 144. | Power Generation | RUIZ, JORGE           | RELIEF OPERATOR                          |          | 10/9/2021     |
| 145. | Power Generation | RUSSELL, JOSEPH       | POWER PLANT<br>SPEC-ELECT 1C             |          | 10/5/2021     |
| 146. | Power Generation | SALAS, JAVIER         | SENIOR POWER<br>PLANT OPER               |          | 11/1/2021     |
| 147. | Power Generation | SALAZAR, FELIPE       | POWER PLANT LAB<br>TECH                  |          | 10/26/2021    |
| 148. | Power Generation | SANCHEZ,<br>ALEJANDRO | OPERATIONS<br>MAINT TECH                 |          | 11/5/2021     |
| 149. | Power Generation | SANCHEZ, DANIEL       | POWER PLT TECH-<br>PRD MNT 1C            |          | 10/27/2021    |
| 150. | Power Generation | SANCHEZ, JUAN         | TRAINING COORD-<br>STAFF                 |          | 12/28/2021    |
| 151. | Power Generation | SIDA, RODOLFO         | SUPV-SHIFT                               |          | 10/7/2021     |
| 152. | Power Generation | SILVA, RANDY          | SUPV-SHIFT                               |          | 10/12/2021    |
| 153. | Power Generation | SOTO, DAVID           | POWER PLANT<br>MECHANIC                  |          | 10/11/2021    |
| 154. | Power Generation | SWAHLEN, KEVIN        | POWER PLANT<br>MECHANIC                  |          | 10/11/2021    |
| 155. | Distribution     | David Rios            | Director Distribution<br>Const and Maint | 5/3/2017 | May 3-4, 2017 |

|      |                                |                    |   |          |               |
|------|--------------------------------|--------------------|---|----------|---------------|
| 156. | Distribution                   | Leslie Chagnon     | Distribution Engineering, Const and Maint | 5/3/2017 | May 3-4, 2017 |
| 157. | Distribution                   | Huey Miles         | Manager Distribution Const and Maint      | 5/3/2017 | May 3-4, 2017 |
| 158. | Distribution Dispatch          | Jason Villanueva   | Supervisor Distribution Dispatch          | 5/3/2017 | May 3-4, 2017 |
| 159. | Substations                    | Alex Cano          | Superintendent Substation Scheduler       | 5/3/2017 | May 3-4, 2017 |
| 160. | Substations                    | Richard Garcia     | Supervisor Substations Maintenance        | 5/3/2017 | May 3-4, 2017 |
| 161. | System Planning                | David Tovar        | Manager System Planning                   | 5/3/2017 | May 3-4, 2017 |
| 162. | Distribution System Engr'g     | Ty Pollard         | Manager Distribution System Engineering   | 5/3/2017 | May 3-4, 2017 |
| 163. | Distribution Design            | Frank Vejil        | Supervisor Distribution Design            | 5/3/2017 | May 3-4, 2017 |
| 164. | Distribution Design            | Raul Guel          | Supervisor Distribution Design            | 5/3/2017 | May 3-4, 2017 |
| 165. | Transmission-Substation Engr'g | Liliana Bustamante | Manager Transmission Substation Engr'g    | 5/3/2017 | May 3-4, 2017 |
| 166. | TSR Engineering                | Alex Aboytes       | Director TSR Engineering                  | 5/3/2017 | May 3-4, 2017 |
| 167. | Substations Engineer           | Daniel Esparza     | Substation Engineer                       | 5/3/2017 | May 3-4, 2017 |
| 168. | Distribution                   | Norah Jeddery      | Lighting Rep                              | 5/3/2017 | May 3-4, 2017 |
| 169. | Distribution                   | Patsy Armagnac     | Lighting Rep                              | 5/3/2017 | May 3-4, 2017 |
| 170. | Asset Management               | Eddie Madrid       | Project Manager                           | 5/3/2017 | May 3-4, 2017 |
| 171. | Asset Management               | Sara Corona        | Process Control Analyst                   | 5/3/2017 | May 3-4, 2017 |
| 172. | Asset Management               | Dorian Aguirre     | Process Control Analyst                   | 5/3/2017 | May 3-4, 2017 |
| 173. | Distribution Design            | Lisa Lopez         | Contracts Admin                           | 5/3/2017 | May 3-4, 2017 |
| 174. | Substations                    | Andra Sanchez      | Substations Admin                         | 5/3/2017 | May 3-4, 2017 |
| 175. | Substations                    | Jessica Molina     | Substations Compliance Specialist         | 5/3/2017 | May 3-4, 2017 |
| 176. | Distribution                   | Gilbert Magallanes | Manager Distribution Const and Maint      | 5/3/2017 | May 3-4, 2017 |
| 177. | Distribution                   | Kiki Chayre        | Scheduler Distribution Construction       | 5/3/2017 | May 3-4, 2017 |
| 178. | Distribution Design            | Jose Munoz         | Distribution Design Engineer              | 5/3/2017 | May 3-4, 2017 |
| 179. | Distribution Design            | Omar Carrera       | Distribution Design Engineer              | 5/3/2017 | May 3-4, 2017 |
| 180. | Distribution Design            | Tomas Vasquez      | Distribution Design Engineer              | 5/3/2017 | May 3-4, 2017 |
| 181. | Distribution Design            | Issa Tou           | Distribution Design Engineer              | 5/3/2017 | May 3-4, 2017 |
| 182. | Distribution Design            | Fernando Vasquez   | Distribution Design Engineer              | 5/3/2017 | May 3-4, 2017 |

|      |                            |                       |  |          |               |
|------|----------------------------|-----------------------|--|----------|---------------|
| 183. | Distribution Design        | Adolfo Del Real       | Distribution Design Engineer             | 5/3/2017 | May 3-4, 2017 |
| 184. | Distribution Design        | Sergio Lozano         | Distribution Designer                    | 5/3/2017 | May 3-4, 2017 |
| 185. | Distribution Design        | Richard Carillo       | Project Manager                          | 5/3/2017 | May 3-4, 2017 |
| 186. | Distribution Design        | Francisco Gonzalez    | Supervisor Distribution Design           | 5/3/2017 | May 3-4, 2017 |
| 187. | Transmission Engineering   | David Lopez           | Supervisor Transmission Engineering      | 5/3/2017 | May 3-4, 2017 |
| 188. | Asset Management           | Victor Tapia          | Engineer                                 | 5/3/2017 | May 3-4, 2017 |
| 189. | Substations Engineer       | David Guzman          | Substations Engineer                     | 5/3/2017 | May 3-4, 2017 |
| 190. | Substations                | Eustacio Olivas       | Supervisor Substations Maintenance       | 5/3/2017 | May 3-4, 2017 |
| 191. | P&C Engineering            | Jonathan Trejo        | Supervisor Protection and Control        | 5/3/2017 | May 3-4, 2017 |
| 192. | Substations                | Jason Guillen         | Substation Electrician                   | 5/3/2017 | May 3-4, 2017 |
| 193. | P&C Const and Maint        | Patrick Luevano       | Supervisor P&C Const and Maint           | 5/3/2017 | May 3-4, 2017 |
| 194. | Substations                | Ruben Apodaca         | Substation Electrician                   | 5/3/2017 | May 3-4, 2017 |
| 195. | P&C Engineering            | Andrew Garcia         | Protection and Control Engineer          | 5/3/2017 | May 3-4, 2017 |
| 196. | Substations                | Antonio Gomez         | Substation Electrician                   | 5/3/2017 | May 3-4, 2017 |
| 197. | Substations Engineer       | Alberto Bueno         | Substations Engineer                     | 5/3/2017 | May 3-4, 2017 |
| 198. | Substations                | David Leal            | Substation Electrician                   | 5/3/2017 | May 3-4, 2017 |
| 199. | P&C Engineering            | Alejandro Castro      | Supervisor Protection and Control        | 5/3/2017 | May 3-4, 2017 |
| 200. | Substations                | Jose Padilla          | Substation Electrician                   | 5/3/2017 | May 3-4, 2017 |
| 201. | Distribution System Engr'g | Matthew Wallace       | Distribution System Engineer             | 5/3/2017 | May 3-4, 2017 |
| 202. | Distribution System Engr'g | Omar Chiw             | Distribution System Engineer             | 5/3/2017 | May 3-4, 2017 |
| 203. | Meter Test                 | Rick Barcenas         | Supervisor Meter Test                    | 5/3/2017 | May 3-4, 2017 |
| 204. | Distribution Design        | Manny Orona           | Distribution Design Engineer             | 5/3/2017 | May 3-4, 2017 |
| 205. |                            | JACOB ZUNIGA          | System Operator                          |          | 9/14/2021     |
| 206. |                            | ANNE TRAHAN           | System Operator                          |          | 9/17/2021     |
| 207. |                            | NOE MAESE             | System Operator                          |          | 9/30/2021     |
| 208. |                            | GREGORY GRILL         | Energy Analyst                           |          | 10/21/2021    |
| 209. |                            | GONZALO GARCIA        | System Operator                          |          | 9/14/2021     |
| 210. |                            | MARIA GALLARDO        | System Operator                          |          | 9/7/2021      |
| 211. |                            | STEPHEN BOLLSCHWEILER | System Operator                          |          | 10/12/2021    |
| 212. |                            | Arturo Ramos          | EMSS Applications Engineer               |          | 9/9/2021      |
| 213. |                            | Michael Lucero        | Information Technology - Server Engineer |          | 9/16/2021     |
| 214. |                            | Michael Lucero        | Server Engineers                         |          | 9/16/2021     |

|      |  |                     |  |  |            |
|------|--|---------------------|--|--|------------|
| 215. |  | Juan Perez          | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 9/24/2021  |
| 216. |  | George Mendez       | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 10/8/2021  |
| 217. |  | Andrew Garcia       | Engineers -<br>Protection & Control  |  | 9/7/2021   |
| 218. |  | Luis Prieto         | System Operator  |  | 9/4/2021   |
| 219. |  | Robert Gordon       | System Operator  |  | 9/13/2021  |
| 220. |  | Abraham Garcia      | System Operator  |  | 9/3/2021   |
| 221. |  | Luis Vicente        | Power System<br>Engineer   |  | 10/26/2021 |
| 222. |  | Luz Ramos           | Power System<br>Engineer   |  | 9/7/2021   |
| 223. |  | Peter Gasca         | PACS Operator  |  | 10/26/2021 |
| 224. |  | Humberto Ortega     | System Operator  |  | 9/6/2021   |
| 225. |  | Enrique Aguilera    | System Operator  |  | 10/27/2021 |
| 226. |  | Maria Morales       | EPACS<br>Administrator &<br>Service Integrators                                    |  | 9/27/2021  |
| 227. |  | Jessica Molina      | Compliance<br>Specialists  |  | 9/14/2021  |
| 228. |  | Baltazar Betancourt | EMSS Applications<br>Engineer  |  | 9/8/2021   |
| 229. |  | Herlinda Avila      | System Operator  |  | 9/7/2021   |
| 230. |  | Jonathan Trejo      | Engineers -<br>Protection & Control  |  | 10/20/2021 |
| 231. |  | Manuel Ayala        | EMSS Infrastructure<br>Engineer  |  | 9/28/2021  |
| 232. |  | Ramon Aguirre       | System Operator  |  | 10/17/2021 |
| 233. |  | Raymundo Hernandez  | System Operator  |  | 9/2/2021   |
| 234. |  | JUAN BARRIOS        | EMSS Applications<br>Engineer  |  | 9/9/2021   |
| 235. |  | Mariana Suarez      | Engineers -<br>Protection & Control  |  | 10/4/2021  |
| 236. |  | Pawel Helinski      | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 10/9/2021  |
| 237. |  | Penny Montes        | Compliance<br>Specialists  |  | 9/7/2021   |
| 238. |  | Tracy Van Slyke     | EMSS Applications<br>Engineer  |  | 9/26/2021  |
| 239. |  | Jorge Morales       | System Operator  |  | 9/17/2021  |
| 240. |  | Francisco Lopez     | System Operator  |  | 9/4/2021   |

|      |  |                  |  |  |            |
|------|--|------------------|--|--|------------|
| 241. |  | Gerardo Martinez | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 10/28/2021 |
| 242. |  | Valentin Estrada | System Operator  |  | 9/20/2021  |
| 243. |  | Edward Rosales   | System Operator  |  | 9/3/2021   |
| 244. |  | Timothy Lucke    | EPACS<br>Administrator &<br>Service Integrators                                    |  | 10/22/2021 |
| 245. |  | Jose Ruiz        | Power System<br>Engineer   |  | 10/7/2021  |
| 246. |  | Esteban Montanez | EMSS Applications<br>Engineer  |  | 9/3/2021   |
| 247. |  | Justin Sack      | EPACS<br>Administrator &<br>Service Integrators                                    |  | 9/10/2021  |
| 248. |  | Gary Thomsen     | EPACS<br>Administrator &<br>Service Integrators                                    |  | 10/25/2021 |
| 249. |  | David Villalobos | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 10/29/2021 |
| 250. |  | Rafael Diaz      | NSI Engineer   |  | 9/24/2021  |
| 251. |  | Daniel Flores    | NSI Engineer   |  | 9/7/2021   |
| 252. |  | Alfredo Lopez    | NSI Technician   |  | 9/2/2021   |
| 253. |  | Jose Macias      | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 10/21/2021 |
| 254. |  | David Skues      | EPACS<br>Administrator &<br>Service Integrators                                    |  | 9/9/2021   |
| 255. |  | Robert Kern      | NSI Technician   |  | 9/3/2021   |
| 256. |  | David Aguilera   | NSI Technician   |  | 9/9/2021   |
| 257. |  | Paul Lopez       | NSI Technician   |  | 9/3/2021   |
| 258. |  | Matthew Fino     | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 10/27/2021 |
| 259. |  | Robert Knott     | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 10/1/2021  |
| 260. |  | Lorenzo Alba     | NSI Engineer   |  | 10/19/2021 |
| 261. |  | Roger Bedell     | EMS Apps<br>Consultant   |  | 10/11/2021 |

|      |  |                      |  |  |            |
|------|--|----------------------|--|--|------------|
| 262. |  | Manuel Bautista      | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 9/3/2021   |
| 263. |  | Victor Valdez        | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 9/7/2021   |
| 264. |  | Cynthia Banuelos     | System Operator  |  | 9/28/2021  |
| 265. |  | Ernesto Barraza      | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 9/24/2021  |
| 266. |  | George Sapien Jr     | System Operator  |  | 10/19/2021 |
| 267. |  | Jason Hernandez      | NSI Technician   |  | 9/3/2021   |
| 268. |  | Daniel Rivera        | System Operator  |  | 9/2/2021   |
| 269. |  | Miqueas Maldonado    | System Operator  |  | 9/25/2021  |
| 270. |  | Gustavo Estrada      | System Operator  |  | 9/27/2021  |
| 271. |  | Egberto Sanchez      | EMSS Infrastructure<br>Engineer  |  | 10/18/2021 |
| 272. |  | Saul Ornelas         | EMSS Applications<br>Engineer  |  | 9/12/2021  |
| 273. |  | German Escobedo      | EMSS Infrastructure<br>Engineer  |  | 10/25/2021 |
| 274. |  | Valente Munoz        | EMSS Infrastructure<br>Engineer  |  | 9/10/2021  |
| 275. |  | Antonio Barrio       | EMSS Infrastructure<br>Engineer  |  | 9/6/2021   |
| 276. |  | Yolanda Benavides    | EMSS Infrastructure<br>Engineer  |  | 11/30/2021 |
| 277. |  | Victor Chavarria     | Real Time Scheduler  |  | 9/14/2021  |
| 278. |  | Arthur Rincones      | System Operator  |  | 9/5/2021   |
| 279. |  | Daniel Peterson      | EMS Infrastructure<br>Consultant   |  | 11/8/2021  |
| 280. |  | Julian Martinez      | Energy Analyst   |  | 9/3/2021   |
| 281. |  | Nicholas Wilcox      | Real Time Scheduler  |  | 10/29/2021 |
| 282. |  | Sergio Valverde      | EPACS Operator   |  | 9/15/2021  |
| 283. |  | Jesus Gonzalez Trejo | EMSS Applications<br>Engineer  |  | 9/8/2021   |
| 284. |  | Joseph Maldonado     | Information<br>Technology - Server<br>Engineer                                     |  | 9/13/2021  |
| 285. |  | Joseph               | Server Engineers   |  | 9/13/2021  |
| 286. |  | Bob Klein            | EMS Apps<br>Consultant   |  | 9/29/2021  |
| 287. |  | Scott Mcilroy        | EMS Apps<br>Consultant   |  | 10/4/2021  |

|      |  |                      |  |  |            |
|------|--|----------------------|--|--|------------|
| 288. |  | Randy Gordon         | EMS Apps<br>Consultant   |  | 10/26/2021 |
| 289. |  | Andrew Hubbard       | EMSS Infrastructure<br>Engineer  |  | 9/8/2021   |
| 290. |  | David Alvarado       | NSI Technician   |  | 10/14/2021 |
| 291. |  | Alonso Mendoza       | EMSS Applications<br>Engineer  |  | 9/7/2021   |
| 292. |  | Yaneli Rubio         | EMSS Applications<br>Engineer  |  | 9/3/2021   |
| 293. |  | Aaron Ramirez        | Engineers -<br>Protection & Control  |  | 10/8/2021  |
| 294. |  | Bruno Bachiega       | EMS Infrastructure<br>Consultant   |  | 9/8/2021   |
| 295. |  | Rory Dugan-Byrne     | EMS Infrastructure<br>Consultant   |  | 10/18/2021 |
| 296. |  | Juan Vicente         | Power System<br>Engineer   |  | 9/27/2021  |
| 297. |  | Alejandro Castro Jr  | Engineers -<br>Protection & Control  |  | 9/28/2021  |
| 298. |  | CARLOS ESTRADA       | EMSS Infrastructure<br>Engineer  |  | 12/1/2021  |
| 299. |  | Mark Holt            | EMSS Infrastructure<br>Engineer  |  | 9/2/2021   |
| 300. |  | Raul Paez Jr         | EMSS Infrastructure<br>Engineer  |  | 9/20/2021  |
| 301. |  | Patrick Luevano      | Supervisor - Relay<br>Construction and<br>Maintenance                              |  | 10/25/2021 |
| 302. |  | Mark Prentice        | EMS Apps<br>Consultant   |  | 9/9/2021   |
| 303. |  | Feiyu Lu             | EMS Apps<br>Consultant   |  | 9/17/2021  |
| 304. |  | Tom Addison          | EMS Apps<br>Consultant   |  | 9/14/2021  |
| 305. |  | Rob Fairchild        | EMS Apps<br>Consultant   |  | 9/3/2021   |
| 306. |  | Denis Ferlay         | EMS Apps<br>Consultant   |  | 10/26/2021 |
| 307. |  | Manuel Loya          | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 9/13/2021  |
| 308. |  | Maria Valdez         | Real Time Scheduler  |  | 9/2/2021   |
| 309. |  | Carlos Maldonado     | Engineers -<br>Protection & Control  |  | 9/7/2021   |
| 310. |  | Leonel Chavez        | Specialists /<br>Technicians /<br>Apprentices - Relay<br>Protection and<br>Control |  | 10/26/2021 |
| 311. |  | Jesus Avila Enriquez | EMSS Infrastructure<br>Engineer  |  | 9/13/2021  |

|      |  |                   |  |  |            |
|------|--|-------------------|--|--|------------|
| 312. |  | Alexander Aboytes | Supervisor - System Protection & Control & Engineering |  | 9/7/2021   |
| 313. |  | Darrin Guimond    | EMS Apps Consultant                                    |  | 10/21/2021 |
| 314. |  | Ricardo Rodriguez | NSI Engineer   |  | 9/8/2021   |
| 315. |  | Mario Delgado     | Power System Engineer                                  |  | 9/9/2021   |
| 316. |  | Joel Phelps       | EMS Apps Consultant                                    |  | 11/3/2021  |
| 317. |  | Cesar Ramos       | NSI Engineer   |  | 10/27/2021 |
| 318. |  | Edwardo Trevizo   | NSI Technician   |  | 10/27/2021 |
| 319. |  | Ricardo Cordero   | EMSS Applications Engineer                             |  | 12/2/2021  |
| 320. |  | Kyle Bensley      | Power System Engineer                                  |  | 9/7/2021   |
| 321. |  | David Thomas      | EMS Apps Consultant                                    |  | 12/3/2021  |
| 322. |  | Joseph Natividad  | System Operator  |  | 10/1/2021  |
| 323. |  | Sonia Valadez     | Engineers - Protection & Control                       |  | 9/20/2021  |
| 324. |  | Kiamran Radjabli  | EMS Apps Consultant                                    |  | 2/3/2022   |
| 325. |  | Kinan Jabali      | EMS Apps Consultant                                    |  | 1/27/2022  |
| 326. |  | Rajarsi Roy       | EMS Apps Consultant                                    |  | 1/27/2022  |
| 327. |  | Carl Metcalfe     | EMS Apps Consultant                                    |  | 1/31/2022  |
| 328. |  | PAT BRENNER       | EMS Apps Consultant                                    |  | 1/31/2022  |
| 329. |  | Sifang Zhao       | EMS Apps Consultant                                    |  | 2/2/2022   |
| 330. |  | JOSE PALMA        | EMS Apps Consultant                                    |  | 1/27/2022  |
| 331. |  | Christian Robles  | Engineers - Protection & Control                       |  | 2/9/2022   |
| 332. |  | Fabian Yepo       | Engineers - Protection & Control                       |  | 2/8/2021   |
| 333. |  | Carmen Alcocer    | NSI Engineer   |  | 8/31/2021  |

**List of Emergency Contacts**

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16 TAC §25.53(c)(4)(B)

In accordance with the deadlines prescribed by paragraphs (1) and (3) of this subsection, an entity must file with the commission the following documents: A list of primary and, if possible, backup emergency contacts for the entity, including identification of **specific individuals who can immediately address urgent requests and questions from the commission** during an emergency.

16 TAC §25.53(c)(3)(B)

An entity that in the previous calendar year did not make a change to its EOP that materially affects how the entity would respond to an emergency must file with the commission: (i) a pleading that **documents any changes to the list of emergency contacts** as provided under subparagraph (c)(4)(B) of this section.

| <b>Emergency Response Team</b> |                |                            |                |                        |                               |
|--------------------------------|----------------|----------------------------|----------------|------------------------|-------------------------------|
| <b>#</b>                       | <b>Name</b>    | <b>Role/Title</b>          | <b>Phone</b>   | <b>Alternate Phone</b> | <b>Email</b>                  |
| <b>1</b>                       | Joe Natividad  | Manager System Operations  | (915) 521-4484 | (915) 497-8861         | joe.natividad@epelectric.com  |
| <b>2</b>                       | Luz Ramos      | Power System Engineer      | (915) 543-2091 | (915) 472-1984         | luz.ramos@epelectric.com      |
| <b>3</b>                       | Abel Bustillos | Director System Operations | (915) 543-2065 | (915) 4487-8935        | abel.bustillos@epelectric.com |
| <b>4</b>                       |                |                            |                |                        |                               |
| <b>5</b>                       |                |                            |                |                        |                               |
| <b>6</b>                       |                |                            |                |                        |                               |
| <b>7</b>                       |                |                            |                |                        |                               |
| <b>8</b>                       |                |                            |                |                        |                               |
| <b>9</b>                       |                |                            |                |                        |                               |
| <b>10</b>                      |                |                            |                |                        |                               |
| <b>11</b>                      |                |                            |                |                        |                               |
| <b>12</b>                      |                |                            |                |                        |                               |
| <b>13</b>                      |                |                            |                |                        |                               |
| <b>14</b>                      |                |                            |                |                        |                               |
| <b>15</b>                      |                |                            |                |                        |                               |

**AFFIDAVIT**

BEFORE ME, the undersigned authority, on this day personally appeared KELLY TOMBLIN, who swore or affirmed to tell truth, and stated as follows:

1. My name is Kelly Tomblin.
2. I am employed by El Paso Electric Company ("EPE") in the position of President and CEO.
3. I am EPE's highest-ranking representative with binding authority over EPE.
4. I submit this affidavit based upon my personal knowledge and upon information and belief.
5. In my role as President and CEO of EPE, I affirm that all relevant operating personnel of EPE are familiar with and have received training on the applicable contents and execution of the EOP, and such personnel are instructed to follow the applicable portions of the EOP except to the extent deviations are appropriate as a result of specific circumstances during the course of an emergency; the EOP has been reviewed and approved by the appropriate executives; a drill has not yet been performed but is scheduled for October 19, 2022 to be conducted to the extent required by 16 TAC §25.53(f); the EOP or an appropriate summary has been distributed to local jurisdictions as needed; EPE maintains a business continuity plan that addresses returning to normal operations after disruptions caused by an incident; and EPE's Emergency Management personnel, who are designated to interact with local, State, and Federal Emergency Management officials during emergency events, have received the latest IS-100, IS-200, IS-700, and IS-800 Incident Management System Training.

STATE OF TEXAS

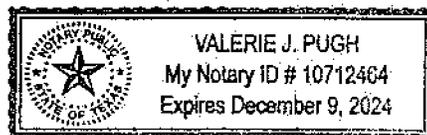
COUNTY OF El Paso

SWORN to and SUBSCRIBED before me, the undersigned authority, on the 13 day of April, 2022.

[Signature]  
Kelly Tomblin, President & CEO of El Paso Electric

[Signature]  
Notary Public, State of Texas

My commission expires:



**Section 1: Approval & Implementation**

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**Applicability** This Emergency Operations Plan is designed to address and meet the requirements of Title 16 of the Texas Administrative Code (“TAC”), Rule §25.53. This rule specifies the requirements set out for electric service providers in implementing and maintaining an emergency operations plan as described in 16 TAC §25.53. Under this rule, utilities and other market participants are required to outline the contents of the Emergency Operations Plan, file an emergency operations plan in its entirety with the commission, participate in annual drills, and provide status updates at the request of commission staff when the State Operations Center is activated. The Emergency Operations Plan is a compilation of the Company’s emergency procedures within each line of business. Collectively, these emergency procedure plans form the El Paso Electric’s Emergency Operations Plan and applies to all areas of the company.

**Responsibility of Maintaining and Implementing Plan** Those who are responsible for maintaining and implementing this Emergency Operations Plan, as well as those who are authorized to make changes to the Emergency Operations Plan are the organizational leaders in the following departments.

- o Transmission / Distribution
- o Reliability / Generation
- o System Operations Engineering
- o Technology & Cybersecurity
- o Management

**Revision Control Summary** This Emergency Operations Plan is updated on an annual basis in accordance with 16 TAC §25.53(c)(3). Changes to the Emergency Operations Plan are approved by El Paso Electric’s organizational leadership and documented on the Record of Changes below.

| #  | Date | Type of Change | Changed by |
|----|------|----------------|------------|
| 01 |      |                |            |
| 02 |      |                |            |
| 03 |      |                |            |

**Supersession** This Emergency Operations Plan is current and supersedes all previous Emergency Operation Plans upon the execution and approval of the Executive Leadership of this Company. This Emergency Operations Plan is in effect as of this day 04/13/2022.

**EXECUTIVE APPROVAL OF  
THE EMERGENCY OPERATIONS PLAN OF APRIL 2022**

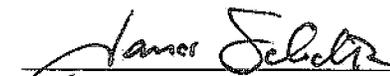
This Emergency Operations Plan of April 2022 for El Paso Electric Company is hereby approved for implementation by the undersigned organizational leadership. This plan will be reviewed and updated, at a minimum, on an annual basis and as often as necessary. It is effective immediately upon the last dated signature below and supersedes all previous editions. This approval page is in compliance with 16 TAC § 25.53(d)(1)(D)-(E).

  
\_\_\_\_\_  
President & CEO

4-13-2022  
Date

  
\_\_\_\_\_  
Chief Financial Officer

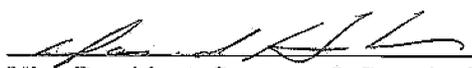
4/4/22  
Date

  
\_\_\_\_\_  
Vice President, Regulatory & Government Affairs

4/4/22  
Date

  
\_\_\_\_\_  
Vice President, General Counsel

4/4/22  
Date

  
\_\_\_\_\_  
Vice President, Strategy & Sustainability

4/4/2022  
Date

  
\_\_\_\_\_  
Vice President, Customer Care & Corp. Communications

4/4/22  
Date

  
\_\_\_\_\_  
Vice President, Transmission & Distribution

4/4/22  
Date

  
\_\_\_\_\_  
Vice President, Generation

4/4/22  
Date

## Section 2: Communications Plan

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### General

The Company maintains a Crisis Communications Plan (“CCP”) that sets forth the procedures for communicating with the public, government officials, regulators, media, customers, employees, and critical load customers directly served as soon as reasonably possible either before or at the onset of an emergency affecting electric service. The CCP sets forth the steps for proper communication, including assessing the crisis situation, development of the appropriate message, dissemination protocols, determination of designated spokespersons, and stakeholder communications. There are specific procedures for communicating with internal decision makers, customers, and outside agencies. The CCP specifically addresses handling complaints and information requests from various stakeholders. The CCP is kept electronically in LiveLink and a hard copy is maintained in the Public Relations office at the Company’s headquarters.

EPE’s website, [www.epelectric.com](http://www.epelectric.com), is another source for information that customers and the public can access regarding outages and service issues. EPE’s electronic Power Outages web page provides updated outage related information. The customer can identify outages by accessing the outage map. In the past, customers could report outages only with a telephone call to the Company; but, beginning February 2016, EPE’s MyEPE app, which can be downloaded online, allowed customers to report outages online or using a mobile device.

#### A. Communications Plan for Transmission & Distribution (T&D)

Under 16 TAC §25.53(d)(2)(A), an entity with transmission or distribution service operations must describe the procedures during an emergency for handling complaints and for communicating with the public; the media; customers; the commission; the Office of Public Utility Counsel (OPUC); local and state governmental entities, officials, and emergency operations centers, as appropriate in the circumstances for the entity; the reliability coordinator for its power region; and critical load customers directly served by the entity.

This information can be found in the following areas:

1. Complaints
  - Crisis Communications Plan, Section 3, *Handling Complaints and Information Requests*
2. Communicating with the public
  - Crisis Communications Plan, Section 4
  - EPM -001 at 72-104
3. Media
  - Crisis Communications Plan, Section 2(f), Sections Section 4 -18, and Appendix 1 *Crisis Communications Team Members and Contact Info*,
  - EPM -001 at 72-104
  - EPM, Appendix L *External Contacts*

4. Customers
  - Crisis Communications Plan at 37-42
5. Public Utility Commission of Texas
  - EPM at 5, 14, 140, 179
  - EPM, Appendix L *External Contacts*
  - Government Affairs Communication Plan
6. Office of Public Utility Counsel (OPUC)
  - EPE will follow the same protocols for communicating with the PUCT
7. Local & State Government Entities
  - Government Affairs Communication Plan
  - Crisis Communications Plan at 25, 32
  - EPM-001 at 6, 14, 20, 98
  - EPM-003 at 3
8. Officials
  - Government Affairs Communication Plan
  - Crisis Communications Plan at 25, 32
9. Emergency operations center
  - Crisis Communications Plan at 25, 32, 40
10. Reliability coordinator for EPE region, and
  - EPM-001 at 25, 48
  - EPM-001, Appendix B – *Reliability Coordinator Contact Reasons*
  - EPM-001, Appendix 2– *Compliance and Regulatory Contacts*
11. Critical load customers directly served by EPE.
  - Crisis Communications Plan at 22
12. **Communication Plan for Generation Operations**

Under 16 TAC §25.53(d)(2)(B), an entity with generation operations must describe the procedures during an emergency for communicating with the media; the commission; OPUC; fuel suppliers; local and state governmental entities, officials, and emergency operations centers, as appropriate in the circumstances for the entity; and the applicable reliability coordinator.

This information can be found in the following areas:

1. Media
  - EPM-001 at 72-104
  - Crisis Communications Plan at 17, 32, 41-56
  - EPM Appendix L *External Contacts*
2. Public Utility Commission of Texas (Commission)
  - EPM at 5, 14, 140, 179
  - Government Affairs Communication Plan

3. Office of Public Utility Counsel (OPUC)
  - EPE will follow the same protocols for communicating with the PUCT
4. Fuel Suppliers
  - EPM-001 at 7-12 *Communication of Information to the System Operator*
5. Local & State Governmental Entities
  - Crisis Communications Plan at 32
  - EPM-001 at 6, 14, 20, 98
  - Government Affairs Communication Plan
6. Officials
  - Crisis Communications Plan at 32
  - Government Affairs Communication Plan
7. Emergency Operations Center
  - Crisis Communications Plan
8. Reliability Coordinator
  - EPM-001 at 25, 48
9. **Communication Plan for Retail Electric Provider (REP)**

Under 16 TAC §25.53(d)(2)(C), a REP must describe the procedures for communicating during an emergency with the public, media, customers, the commission, and OPUC, and the procedures for handling complaints during an emergency.

El Paso Electric is a vertically integrated utility providing generation, transmission, and distribution of power to retail customers. The Company is not a Retail Electric Provider and, therefore, it does not require an REP communication plan.

#### **D. ERCOT**

Under 16 TAC §25.53(d)(2)(D), ERCOT must describe the procedures for communicating, in advance of and during an emergency, with the public, the media, the commission, OPUC, governmental entities and officials, the state emergency operations center, and market participants.

EPE is not within the ERCOT power region; it is within the WECC region. Therefore, it does not require an ERCOT communication plan.

### **Section 3: Maintaining Pre-identified Emergency Supplies**

---

EPE maintains a wide range of emergency supplies and equipment as a normal course of business. In the event of an emergency that would require procurement of additional supplies, the Company would utilize existing guidelines which can be found as follows:

- Crisis Management Plan at 9, 38
- Pandemic Readiness Plan Modified Operations: Distribution Dispatch
- Incident Management Plan (IMP).

## Section 4: Staff

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16 TAC §25.53(d)(4) A plan that addresses staffing during emergency response.

EPE utilizes both internal and external resources for staffing during an emergency event. The plans that address staffing can be found in EPM-006 and Appendix L of the Emergency Procedures Manual. EPM-006 explains how to implement emergency staffing levels during an interruption of communication services to the Emergency Management System, or due to the loss of the Emergency Management System. Appendix L includes a list of EPE personnel who are on-call to return to work and provide additional support during emergency conditions.

- EPM-001 at 5, 38-49, 75, 80, 81
- EPM-006 *Emergency Staffing Levels*
- EPM at 198, Appendix L –*Contact List*
- EPM at 212, Appendix M –*Storm Management Procedure*

## Section 5: Identifying Weather Related Hazards

---

16 TAC §25.53(d)(5) A plan that addresses how an entity identifies weather-related hazards, including tornadoes, hurricanes, extreme cold weather, extreme hot weather, drought, and flooding, and the process the entity follows to activate the EOP.

EPE's service territory is not subjected to many of the severe weather conditions experienced by other Texas utilities. Tornados, ice storms, and floods are rare in the southwest region of Texas, and hurricanes do not affect EPE's service territory. However, EPE prepares for incidents of severe weather that do routinely occur in its service territory, which include thunderstorms, lightning storms, high winds, and dust storms.

EPE also prepares for extreme cold and extreme heat. Generally, extreme cold weather conditions occur when temperatures fall below 20 degrees and wind speeds become severe. Subfreezing temperatures in the low teens or single digits for prolonged durations may cause problems with EPE's generation fleet. Generally, extreme hot weather conditions occur when temperatures exceed 100 degrees over several consecutive days. During these times, EPE monitors the actual weather, and the weather forecast several days in advance. EPE also partners with third party weather providers, allowing it to prepare for weather-related hazards.

The information addressing weather-related hazards can be found in the following areas:

- Emergency Procedures Manual (EPM) at 11
- EPM-001 *Extreme Weather Conditions*
- Incident Management Plan (IMP) at 11, 23-25

## Section 6: Annexes

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16 TAC §25.53(e)

### A. Transmission & Distribution (T&D) Annexes

EPE maintains a critical load registry of Critical Load Public Safety Customers and Critical Load Industrial Customers (both as defined in 16 TAC § 25.497(a)) (the “Critical Load Registry”). It is located both on the Company’s document management system, LiveLink, and at the Company’s System Operations facility in El Paso, Texas. This registry will be updated as necessary; but, at a minimum, annually.

Representatives from various departments of the Company (e.g., Customer Care, System Operations, Distribution Systems, and Distribution Support) participate on the Company’s Critical Feeder Committee, which maintains the accuracy of the Critical Load Registry by using a system of categories based on criticality. Ultimately, a value is assigned to each feeder based on the critical customers utilizing that particular feeder. The higher the number, the more critical the feeder.

In the event of an outage, EPE prioritizes the restoration of service according to the criticality of a particular feeder.

EPE’s routine training provides instruction on the rights and needs of critical load customers and EPE’s practices with regard to critical load customers. Instructions include: (1) communicating directly with customers; (2) making decisions in a load shedding situation; or (3) making decisions prioritizing the restoration of service.

Specific procedures relating to the various T&D annexes can be found in the following areas:

1. Weather
  - Incident Management Plan (IMP) at 23-24,
    1. Appendices: IMP-3, IMP-7, IMP-9 -15, IMP-18, IMP-19
  - EPM-001 at 11
2. Load Shed
  - IMP at 28-29
  - IMP– Distribution Appendices
  - EPM-001 at 10, 22, 53-109
  - EPM-003 System Restoration at 38, 43
  - EPM at 141 *Critical Customers & Associated Feeders*
3. Pandemic & epidemic
  - Modified Distribution Dispatch
  - Pandemic Readiness Plan
  - Crisis Management Plan at 12
4. Wildfire
  - EPM-001 at 6
  - Fire Protection

- Specific Fire Protection Plan
5. Hurricane
    - EPE facilities are not within a hurricane zone. Therefore, 16 TAC §25.53(e)(1)(E) does not apply to EPE.
  6. Cyber security
    - Cyber Security Incident Reporting and Response
    - RPM-001 Cyber Security Incident Response and Reporting Plan
    - Cyber Incident Response Plan
    - EPM-001
  7. Physical security incident
    - Physical Security Plan for Medium/High Assets, Sections 3 & 4
  8. Leases or operates facilities under PURA
  9. Other
    - Work Continuation Plan

**B. Generation Annexes**

1. Weather - Hot & cold
  - Power Generation Seasonal Readiness Procedure
  - Newman Seasonal Readiness Procedure
  - Rio Grande Seasonal Readiness Procedure
  - Montana Seasonal Readiness Procedure
2. Water shortage - Annex will be supplemented if needed.
3. Restoration of service
  - System Restoration Plan
4. Pandemic & epidemic
  - Modified Distribution Dispatch
  - Pandemic Readiness Plan
  - Crisis Management Plan p. 12
5. Hurricane
  - EPE facilities are not located within a hurricane zone. Therefore, 16 TAC §25.53(e)(2)(E) does not apply to EPE.
6. Cyber security
  - Cyber Security Incident Reporting and Response
  - RPM-001 Cyber Security Incident Response and Reporting Plan
  - Cyber Incident Response Plan
  - EPM-001
7. Physical security incident
  - Physical Security Plan for Medium/High Assets, Sections 3 & 4
8. Other
  - Work Continuation Plan

### **C. Retail Electric Provider (REP)**

El Paso Electric is a vertically integrated utility providing generation, transmission, and distribution of power to retail customers. The Company is not a Retail Electric Provider and, therefore, it does not require a plan specific to REP annexes.

### **D. ERCOT**

EPE is not within the ERCOT power region; it is within the WECC region. Therefore, it does not require a plan specific to ERCOT annexes.

# Attachment 1

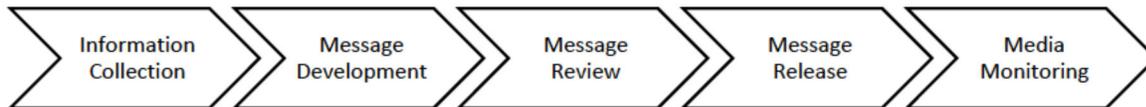
Per The Crisis Communication Plan, the Crisis Communications Team will determine which stakeholder groups need to be informed first.

**Communicating to Government Officials**

Government Officials are a key stakeholder group that must be communicated with during a crisis situation in order to facilitate mitigation of harmful impacts to the public. The following communication channels will be utilized to keep government officials informed during the crisis situation:

- Email messages will be distributed by assigned External Communicators once the message is approved for release
- Information will be posted on EPE’s home page and social media
- Depending on the situation, External Communicators will determine if they need to reach out to Government Official’s via phone and through their Staff

The below figure illustrates the key steps in crisis communications procedures, Figure 5.1 – Communication Procedures page 24 of Crisis Communications Plan.



**Crisis Communications Team Members and Contact Info (pg. 32)**

| Mandatory Position   | Assigned Personnel   | Contact Information   |
|--|----------------------|---|
| External Communicator<br><b>Local &amp; Texas Government</b> | Cynthia Pina Ortwein | Office:915-521-4411<br>Cell: 915-487-3926<br>Email: <a href="mailto:Cynthia.pina@epelectric.com">Cynthia.pina@epelectric.com</a>  |
| External Communicator<br><b>Local &amp; Texas Government</b> | Daniel Perez         | Office: 915-543-4166<br>Cell: 915-487-5596<br>Email: <a href="mailto:Daniel.perez@epelectric.com">Daniel.perez@epelectric.com</a> |

Updated Stakeholder list attached.

| <u>Stakeholder Group - Govt Entity/ Officials</u> | <u>Assigned Contact</u> | <u>Phone</u> | <u>Email</u>   |
|---|-------------------------|--------------|--|
| <b>Texas</b>                                      |                         |              |  |
| <b>City of El Paso</b>                            |                         |              |  |
| Mayor Oscar Leeser                                | C. Pina, D. Perez       | 915-212-0021 | <a href="mailto:mayor@elpasotexas.gov">mayor@elpasotexas.gov</a>             |
| Peter Svarzbein, D1                               | C. Pina, D. Perez       | 915-212-0011 | <a href="mailto:District1@elpasotexas.gov">District1@elpasotexas.gov</a>     |
| Alexsandra Annello, D2                            | C. Pina, D. Perez       | 915-212-0002 | <a href="mailto:district2@elpasotexas.gov">district2@elpasotexas.gov</a>     |
| Cassandra Hernandez, D3                           | C. Pina, D. Perez       | 915-212-0003 | <a href="mailto:district3@elpasotexas.gov">district3@elpasotexas.gov</a>     |
| Joe Molinar, D4                                   | C. Pina, D. Perez       | 915-212-0004 | <a href="mailto:district4@elpasotexas.gov">district4@elpasotexas.gov</a>     |
| Isabel Salcido, D5                                | C. Pina, D. Perez       | 915-212-0005 | <a href="mailto:district5@elpasotexas.gov">district5@elpasotexas.gov</a>     |
| Claudia Lizette Rodriguez, D6                     | C. Pina, D. Perez       | 915-212-0006 | <a href="mailto:district6@elpasotexas.gov">district6@elpasotexas.gov</a>     |
| Henry Rivera, D7                                  | C. Pina, D. Perez       | 915-212-0007 | <a href="mailto:district7@elpasotexas.gov">district7@elpasotexas.gov</a>     |
| Cecilia Lizarraga, D8                             | C. Pina, D. Perez       | 915-212-0008 | <a href="mailto:district8@elpasotexas.gov">district8@elpasotexas.gov</a>     |
| <b>Key City Staff:</b>                            |                         |              |  |
| Tommy Gonzalez, City Mgr                          | C. Pina, D. Perez       | 915-212-0023 | <a href="mailto:citymanager@elpasotexas.gov">citymanager@elpasotexas.gov</a> |
| Cary Westin, Deputy City Manager                  | C. Pina, D. Perez       | 915-212-0023 |  |
| Elizabeth Triggs, Dir. of Eco Dev                 | C. Pina, D. Perez       | 915-212-1619 | <a href="mailto:TriggsEk@elpasotexas.gov">TriggsEk@elpasotexas.gov</a>       |
| Karina Brasgalla, Dir. For Partnerships           | C. Pina, D. Perez       | 915-212-1570 | <a href="mailto:brasgallakx@elpasotexas.gov">brasgallakx@elpasotexas.gov</a> |
| <b>Additional City staff support (if needed):</b> |                         |              |  |
| Nicole Ferrini, Dir. of Cmnty & Human Dev         | C. Pina, D. Perez       |              | <a href="mailto:FerriniNM@elpasotexas.gov">FerriniNM@elpasotexas.gov</a>     |
| <b>El Paso County</b>                             |                         |              |  |
| County Judge Ricardo Samaniego                    | C. Pina, D. Perez       | 915-546-2098 | <a href="mailto:CountyJudge@epcounty.com">CountyJudge@epcounty.com</a>       |
| Comsnr Carlos Leon – Precinct 1                   | C. Pina, D. Perez       | 915-546-2014 | <a href="mailto:commissioner1@epcounty.com">commissioner1@epcounty.com</a>   |
| Comsnr David Stout – Precinct 2                   | C. Pina, D. Perez       | 915-546-2111 | <a href="mailto:commissioner2@epcounty.com">commissioner2@epcounty.com</a>   |
| Comsnr Iliana Holguin – Precinct 3                | C. Pina, D. Perez       | 915-546-2144 | <a href="mailto:commissioner3@epcounty.com">commissioner3@epcounty.com</a>   |
| Comsnr Carl Robinson – Precinct 4                 | C. Pina, D. Perez       | 915-546-2044 | <a href="mailto:commissioner4@epcounty.com">commissioner4@epcounty.com</a>   |

| <u>Texas Public Utility Commission</u> | <u>Assigned Contact</u> | <u>Phone</u> | <u>Email</u> |
|--|-------------------------|--------------|--------------|
| Chairman, Peter Lake                   | C. Pina, D. Perez       | 512-936-7001 |              |
| Commissioner, Will MCAAdams            | C. Pina, D. Perez       |              |              |
| Commissioner, Lori Cobos               | C. Pina, D. Perez       |              |              |
| Commissioner, Jimmy Glotfelty          | C. Pina, D. Perez       |              |              |
| Thomas Gleeson                         | C. Pina, D. Perez       |              |              |

| <u>El Paso Delegation</u>  | <u>Assigned Contact</u> | <u>Phone</u>   | <u>Email</u>   |
|----------------------------|-------------------------|----------------|--|
| Senator César Blanco       | C. Pina, D. Perez       | (915) 595-5955 | <a href="mailto:Cesar.Blanco@senate.texas.gov">Cesar.Blanco@senate.texas.gov</a>           |
| Rep Mary González          | C. Pina, D. Perez       | (915) 851-6632 | <a href="mailto:Mary.Gonzalez@house.texas.gov">Mary.Gonzalez@house.texas.gov</a>           |
| Rep Joe Moody              | C. Pina, D. Perez       | (915)751.2700  | <a href="mailto:Joe.Moody@house.texas.gov">Joe.Moody@house.texas.gov</a>                   |
| Rep. Evelina "Lina" Ortega | C. Pina, D. Perez       | (915) 351-4031 | <a href="mailto:lina.ortega@house.texas.gov">lina.ortega@house.texas.gov</a>               |
| Rep. Claudia Ordaz Perez   | C. Pina, D. Perez       |                | <a href="mailto:Claudia.OrdazPerez@house.texas.gov">Claudia.OrdazPerez@house.texas.gov</a> |

# **Attachment 2**

| Operations Procedure Manual   |                        |  |           |
|---|------------------------|--|-----------|
| <br>El Paso Electric | OPERATING<br>PROCEDURE | Document No.                                   | OPM-019   |
|   |                        | Version No.                                    | 4.2       |
|   |                        | Effective Date                                 | 12/9/2021 |
| <b>Communication Protocols</b>  |                        | Document Classification<br><b>Internal Use</b> |           |

## OPM-019 – Communication Protocols

### Introduction

This procedure provides System Operators who perform the Balancing Authority (BA) and Transmission Operator (TOP) functions with predefined communication protocols intended to reduce the possibility of miscommunication that could lead to possible action or inaction harmful to the reliability of the Bulk Electric System (BES). This procedure satisfies applicable requirements for NERC Reliability Standard COM-002-4 and addresses the issuance of Operating Instructions by System Operators and the receipt of Operating Instructions by System Operators (such as Operating Instructions from the RC).

This procedure also outlines the method used to evaluate the adherence to and effectiveness of the communication protocols, as well as provides a means to address deviations from and modifications to said protocols.

### Scope

The requirements in this procedure describe communication expectations of the EPE System Operators, and how they communicate, internally and externally, with their field and generation personnel (EPE's GOP and DP personnel), RC, and adjacent TOPs, BAs, GOPs and DPs for the issuance or receipt of any oral or written Operating Instructions. While EPE System Operators currently issue and receive Operating Instructions orally, EPE System Operators may, from time to time, issue and receive written Operating Instructions. EPE System Operators are the designated operating personnel, which issue and receive system Operating Instructions. However, in some specific situations with notification to the System Operators, temporary control authority may be granted to field personnel allowing them to issue Operating Instructions to other field personnel to resolve issues in the field. [COM-002-4 R1.3].

Electronic, system to system communications are not in the scope of this procedure (e.g. electronic Dispatch Instructions). General communications or discussions preceding or following actual Operating Instructions are not in the scope of this procedure.

**Attachment 2: Communication Protocols  
OPM-019**

**PAGES 2-10 HAVE BEEN REDACTED**

# **Attachment 3**



**CRISIS  
COMMUNICATIONS  
PLAN**

**CONFIDENTIAL  
DOCUMENT**

2019

FINAL DRAFT

**REVISION HISTORY**

The following El Paso Electric team members served as the Crisis Communication Core Team to develop this plan for El Paso Electric:

- Wayne Soza: Vice President, Compliance, Risk Management and Human Resources
- Chris Montoya: Assistant Vice President, Information Technology
- Martin Lopez: Manager, Distribution Operations
- Henry Quintana: Manager, Public Relations
- Laura Rodriguez: Risk Management Analyst

The core team facilitated eleven interviews with El Paso Electric executives and senior leadership to understand the state of communications during the 2011 weather and wild fire events. This Crisis Communications Plan is developed in consideration of the interviews findings and observations. The core team also reviewed the following plans and procedures to ensure the Crisis Communications Plan serves as a supplement to:

- Sabotage Reporting Procedure (SOC\_CIP-001A)
- Recognition Response and Reporting of Sabotage Events for Operational and Field Personnel (SOC\_CIP-001B)
- Emergency Procedures Manual – Sys OPS
- Work Continuation Plan
- Business Continuity Plan
- Cyber Incident Response plan
- Crisis Management Plan
- Incident Management Plan
- Pandemic Plan

| <b>REVISION</b> | <b>RELEASE DATE</b> | <b>REMARKS</b>   |
|-----------------|---------------------|--|
| 0.1             | 09/23/11            | Initial draft with placeholders  |
| 0.2             | 09/29/11            | Updated through on-site review of the plan with the core team                                  |
| 0.3             | 10/26/11            | Final draft updated with input from core team  |
| 0.4             | 10/26/11            | Incorporate additional inputs from the core team   |
| 0.5             | 10/28/11            | Incorporate additional details into Appendix 1 and 4   |
| 0.6             | 3/19/14             | Updated the plan to incorporate lessons learned and reflect current Public Relations structure |
| 0.7             | 1/19/15             | Updated the plan to reflect current Public Relations structure and updated Appendix 1          |

|      |         |   |
|------|---------|---|
| 0.8  | 12/1/15 | Updated Appendix 1                            |
| 0.9  | 12/5/17 | Updated Appendix 1                            |
| 0.10 | 9/3/19  | Updated Appendix 1 and Stakeholder Phone Tree |

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        Message Writer ..... 16

        External Communicator ..... 16

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        Social Media Specialist (Optional) ..... 16

        Media Logistics Coordinator (Optional) ..... 17

        External Media Consultant (Optional) ..... 17

        Researcher (Optional) ..... 17

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## PROMULGATION

This El Paso Electric Crisis Communications Plan, which sets forth general policies and procedures for crisis communications activities, will be carried out by El Paso Electric personnel to provide the stakeholders it serves with an effective, integrated, and unified approach to communicate during a crisis.

This plan has been approved and is hereby promulgated as the authoritative document for crisis communications at El Paso Electric. In the event of the unavailability of executive officers, we hereby grant any person assigned the crisis communications role of Manager, Public Relations, authority to activate and implement this plan.

### APPROVAL

We, the undersigned, agree to and approve this Crisis Communications Plan for El Paso Electric.

\_\_\_\_\_  
CEO, El Paso Electric

Date: \_\_\_\_\_

\_\_\_\_\_  
Senior Vice President, Chief Financial  
Officer, El Paso Electric

Date: \_\_\_\_\_

\_\_\_\_\_  
Senior Vice President, General Counsel  
and Chief Compliance Officer, El Paso Electric

Date: \_\_\_\_\_

\_\_\_\_\_  
Senior Vice President, Corporate Planning  
and Development, El Paso Electric

Date: \_\_\_\_\_

\_\_\_\_\_  
Senior Vice President, Chief Operating Officer,  
El Paso Electric

Date: \_\_\_\_\_

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# CRISIS COMMUNICATIONS PLAN

## 1. Plan Overview

### a. Introduction

Crisis events dramatically increase the demand for accuracy, speed and volume in communications. This plan provides guidelines to ensure communication and coordination between the company's line of business communicators and decision makers. It also facilitates coordination among various outside agencies to ensure communications are timely and relevant to the stakeholder audience.

The Crisis Communications Plan provides a comprehensive approach for communicating with customers, public officials, media, employees, and other stakeholders. It includes multiple strategies and methods with an understanding that it is as important to provide accurate information in a timely manner during a crisis event as it is to respond to such an event. This plan does not take the place of specific line of business plans, but rather serves as an overarching plan that serves to coordinate and manage crisis communications.

During a crisis, El Paso Electric will utilize a structured approach to communicate with key stakeholders. The organizational structure is scalable to adapt to events of varying size. Collaboration with other line of business communicators and subject matter experts is essential to ensure that the messages are accurate, timely, and consistent. The goal is to provide timely, accurate, and consistent information internally and externally.

### b. Purpose

The Crisis Communications Plan is designed to provide a systematic and efficient approach to effectively manage communications through a formal, clearly defined process during a crisis. This plan provides guidelines for communicating internally and externally with stakeholder groups in the event of a crisis situation.

The purpose of this plan is to serve as a crisis communications guide, helping to manage communications regarding a crisis. It is not intended to be a crisis management plan. It is designed to allow flexibility so that specific details of communications can be tailored to address varying incidents.

## Concept of Operations (CONOPS)

The concept of operations will focus on the following communications functions:

- Establish an organizational structure that provides centralized management of the crisis communications process.
- Obtain an initial status and continue to assess the crisis and its impact on the company and stakeholders.
- Develop an overall communications strategy for the crisis.
- Provide for centralized preparation of messages.
- Enable a controlled dissemination of information, both internally and externally.
- Ensure communications with stakeholder groups are executed effectively in order to exchange accurate and timely information.
- Gather all information necessary to complete all post crisis reports.
- Log observations and lessons for training, drills, and evaluations to continually refine procedures and improve crisis communications performance.

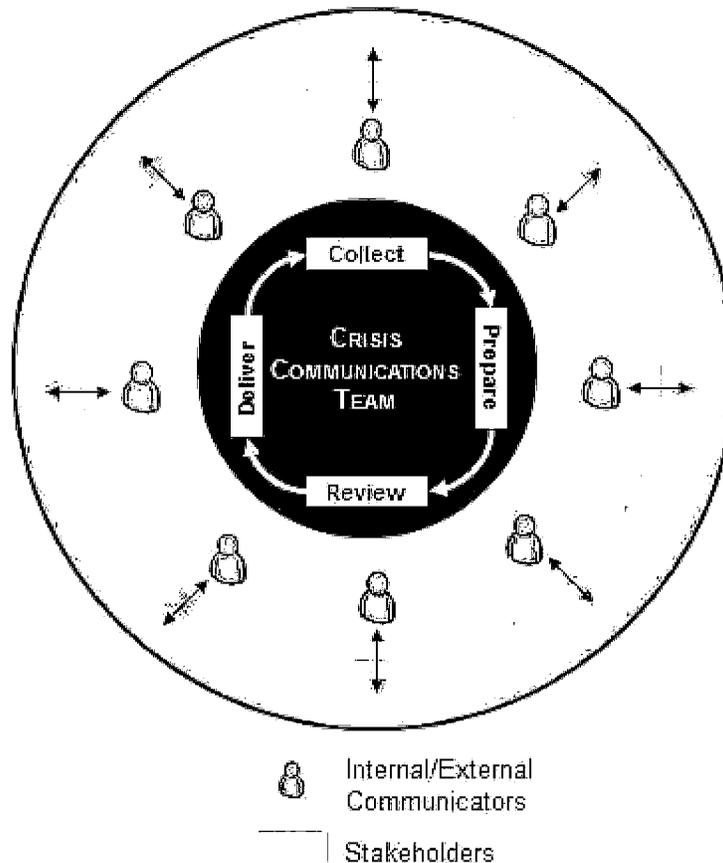


Figure 1.b.1 – Concept of Operations

### **c. Planning Assumptions**

Crisis communications planning requires a commonly accepted set of assumed conditions that provide a foundation for establishing processes and procedures. The planning assumptions are as follows:

- Effective and timely communications with internal and external stakeholders, including customers, the media, regulatory authorities, and the community as a whole will be essential to preserve the safe and effective delivery of electric service.
- Often the only information that the public receives about an emergency is via the media; therefore media relations is an essential element of the crisis communications plan.
- A crisis will draw more attention to El Paso Electric than received during normal business operations. Therefore, accuracy, completeness, and honesty in the messages and information released to stakeholders about a crisis event are essential.
- Critical lifeline utilities may be interrupted during a crisis, including water, electrical power, natural gas, telephone, microwave and repeater based radio systems, cellular communications, and information systems. Normal communications channels may be interrupted.
- Demand for information by affected and interested individuals will be high.
- Some of the information discussed during utilization of this plan will have to remain confidential and will be governed by the company's General Counsel.
- The records and documents produced as a result of this Crisis Communication Plan will be subject to El Paso Electric record retention policy.
- Crisis Communication Tools will be available to execute the process outlined in this plan.

### **d. Plan Objectives**

The objectives of the Crisis Communications Plan are to:

1. Take a strategic approach to communications.
  - Execute strategies to accurately and timely communicate facts.
2. Establish factual bases for communications.
  - Identify and assemble the Crisis Communications Team to recommend appropriate responses as warranted by the situation.
  - Implement actions to identify key stakeholders who need to be informed.
3. Manage the distribution of critical information.
  - Streamline the process to ensure the efficient flow of information.
  - Manage the distribution of critical information to key stakeholders.
4. Ensure unified and consistent message to stakeholders.
  - Ensure that El Paso personnel respond in a factually accurate, unified and consistent manner to all stakeholder groups.

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- Provide stakeholders with relevant, accurate, and timely information through personal and technological channels in order to proactively manage customer expectations and minimize negative stakeholder experiences.
  - Ensure all communicators speak with one voice for consistent and factually accurate messages.
5. Compliance with predefined process for communications.
- Ensure the concept of operation is adhered.
  - Adherence to the processes for situation assessment, decision making, message preparation, review and release.
  - Ensure the training and exercises requirements for effective execution of the plan are conducted.

**e. Types of Crisis Covered by Plan**

Normal Operations

Normal operations consist of ongoing, recurring, cyclic activities involved in the daily running of El Paso Electric's business for the purpose of producing and delivering safe, clean, reasonably priced, and reliable energy.

Line of Business Emergency

A Line of Business Emergency is defined as any disruptive or extended interruption of the department's normal business operations and services that threatens or incapacitates El Paso Electric's ability to continue to support essential functions/operations to its stakeholders. Each line of business has department level emergency response and recovery plans and procedures to manage such emergencies.

Crisis

A crisis is any extended activity that could cause death or serious injury; major interruption of service; damage to facilities; endangerment to the public, community property, or the environment. Examples include:

- A negative event with potentially serious ramifications that could result in profound change for the public.
- An event that occurs unexpectedly, may not be in El Paso Electric's control, and may cause harm to the public and/or El Paso Electric's ability to provide service.
- A specific, unexpected, and non-routine event or series of events that create high levels of uncertainty and simultaneously present El Paso Electric with both opportunities for and threats to its high-priority goals.
- An incident with the potential to cause death or injury – physical and/or psychological - to staff or the public; shut down business, disrupt operations, or cause physical, or environmental damage.

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- Perception of a threat to one or more of an individual’s or El Paso Electric’s basic values or missions that permits finite time to make decisions and take action.
- Potential damage inflicted on El Paso Electric, its stakeholders, and industry regarding (1) public safety, (2) the ability to provide service.
- A crisis is any situation that runs the risk of:
  - Escalating in intensity.
  - Interfering with the normal operations of business.

El Paso Electric has identified a number of scenarios that could adversely impact operations. Each crisis is unique, but there is an opportunity to become familiar with a variety of scenarios so that a potential crisis can be quickly recognized and addressed. These scenarios may include but are not limited to:

| REPRESENTATIVE<br>CRISIS TYPES | CRISIS OUTCOMES   |
|--------------------------------|---|
| Natural Disaster               | Widespread Customer Outages<br>Generating Station Failure                     |
|                                | Major Transmission System Failure<br>Rolling Outages                          |
| Technological                  | Critical System / Information Compromise or Failure<br>Loss of Communications |
| Security                       | Bomb Threat<br>Terroristic Acts   |
|                                | Workplace Violence<br>Civil Disorder  |
| Environmental/Safety           | Fatality (Employee, Public, Contractor)<br>Oil Spill                          |
| Corporate Governance           | Loss of Leadership  |
| Personnel                      | Labor Contingency / Work Stoppage   |
| Public Relations               | Community Issues<br>National / Local Media Issues                             |
|                                | Customer Service Failures   |

**f. Key Stakeholders**

In the absence of official communications from El Paso Electric, the public will look for (and believe) other sources of information. An effective communications process will promote accuracy of public information, minimize incorrect information, maintain employee morale, and ensure public confidence and safety.

Key stakeholder groups covered by the plan (in alphabetical order) include:

- Board of Directors

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- Customers
- Employees
- Government Officials
- Interconnected Utilities
- Investors
- Law Enforcement
- Media
- Military
- Regulators
- Senior Officers
- Territory Utilities (Water, Gas, Telephone, etc.)
- Vendors and Suppliers

The Crisis Communications Team will determine which stakeholder groups need to be informed first.

#### **g. Plan Development and Integration**

The Public Relations Department has overall responsibility for the maintenance of this plan and for ensuring that necessary changes and revisions to the plan are prepared, coordinated, approved, and distributed. The Public Relations Department will also ensure that the plan is reviewed and updated as needed based on deficiencies identified through exercises or drills, changes to the operating environment, and implementation experience of the plan.

The plan does not take the place of Line of Business (LOB) specific plans; rather, this is a supplemental supporting process in the event of a crisis. The plan may include references to various Line of Business or departmental specific plans and these referenced plans will be maintained by the specific department or line of business.

#### **h. Plan Distribution**

This plan is classified as **the confidential property of El Paso Electric**. Due to the sensitive nature of the information contained herein, this plan is available only to those persons who have been designated as plan participants, assigned a role in the crisis communication team, or who otherwise play a direct role in the communication process. This plan remains the property of El Paso Electric and may be repossessed at any time. **Unauthorized use or duplication of this plan is strictly prohibited and may result in disciplinary action and/or civil prosecution.**

This plan will be available on the El Paso Electric Livelink system. Each plan recipient will receive and maintain two (2) copies of the plan. One copy will be

kept in the plan recipient's work area; the second copy will be kept at the plan recipient's residence or an alternate secure location. Replacement plans and additional copies may be obtained from the Public Relations Department.

Plan recipients who cease to be an active employee of El Paso Electric must surrender both copies of plan to the Public Relations Department. El Paso Electric reserves any and all rights to pursue the return of this document.

## 2. Crisis Communications Team Structure

### a. Overview

The El Paso Electric Crisis Communications team structure is based on the Incident Command System (ICS), which is a nationally recognized system for managing incidents. This system provides a centralized structure to enhance communication and coordination between decision-makers and establishes temporary lines of supervisory authority and formal reporting relationships. This ensures a reasonable span of control in each functional area.

The crisis communications organization develops in a modular mode based on the nature and size of the crisis, as well as the communication needs for that crisis. This permits responses that are flexible enough to manage communications efforts of any size and provides for efficient integration of these activities throughout El Paso Electric. All or part of the Crisis Communications Plan will be activated based on the severity and assessment of the crisis.

The responsibilities for each function will depend on the nature and magnitude of the crisis. The responsibilities outlined provide parameters for duties that may be required. Neither list is intended to be comprehensive of all duties required, since they will vary depending on the event.

The El Paso Electric Crisis Communications Plan will maintain pre-identified pools of employees who are available to support the needs of the Crisis Communications Team during a crisis event.

Organizational charts and position responsibilities for the Crisis Communications Team members will be maintained in Section 2.b of this plan or using Crisis Communication Tools identified in Appendix 16 or 17 or the ICS software.

Personnel assigned to a specific Crisis Communications Team position will be maintained in Appendix 1 or using Crisis Communication Tools identified in Appendix 16 or 17 or the ICS software.

**c. Crisis Communications Team Organizational Chart**

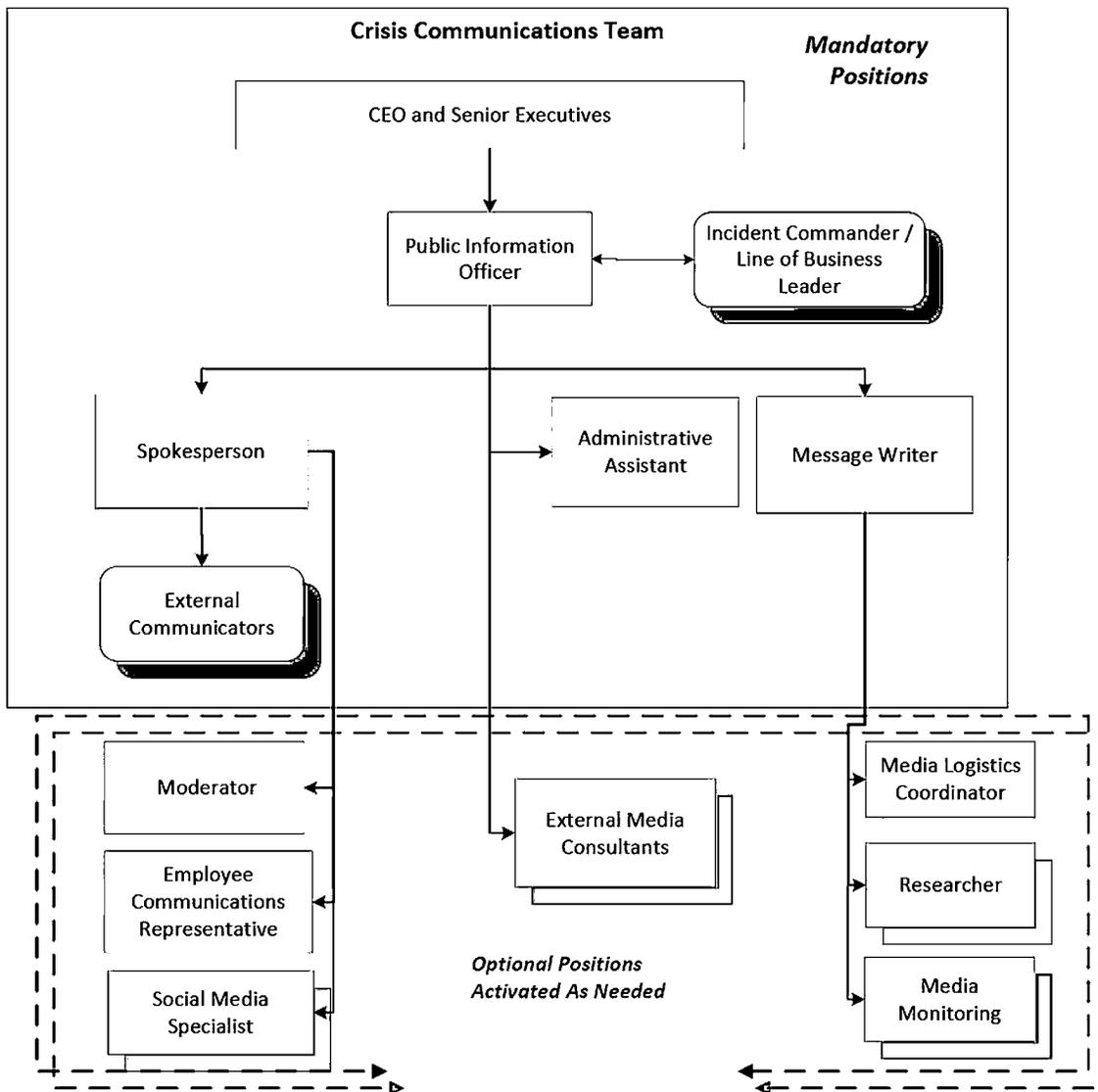
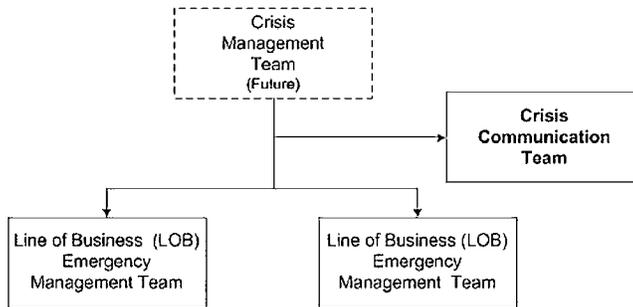


Figure 2.b.1 – Crisis Communications Team Organizational Chart

#### d. Staffing

Personnel have been pre-assigned to specific Crisis Communications Team positions. See Appendix 1 or Crisis Communication Tools for the assignments.

#### e. Mandatory and Optional Positions

Mandatory positions will be activated by the Public Information Officer based on the magnitude of the crisis. Personnel for the optional positions will be activated on an as needed basis. **When the optional positions are not activated the roles and responsibilities of the optional positions will be performed by the Public Information Officer, Message Writer and Spokesperson.**

#### f. Roles and Responsibilities

This section describes the roles and responsibilities for the positions in the Crisis Communications Team.

##### Public Information Officer

- Responsible for the overall management and coordination of the communications response. Oversees message development and coordinates messages with the Message Writer. Provides final approval on publicly disseminated information. Arranges scheduled and emergency Crisis Communications Team meetings / conference calls. Determines communication objectives and strategies, and conducts ongoing communication strategy meetings and briefings. Monitors communications team activities and ensures that required resources are available. Responsible for verifying communicator activity logs.
- The Crisis Communications Team consists of the following members: Spokesperson, Message Writer and External Communicator. An Administrative Assistant may be assigned.

##### Spokesperson

- Responsible for communications and media management for the crisis. Provides interviews and statements to the media. Coordinates media requests for information and access to any company site. Responsible for coordinating the delivery of all internal and external communications related matters. Ensures that the team is fully staffed with qualified individuals, as needed. Participates in all communications planning meetings and conference calls. Reports to the Public Information Officer. Responsible for preparation of the communications plan and strategy. Coordinates communication needs with each Line of Business / Department, as appropriate. Ensures that all action plans and checklists are complete and updated. Provides status information for briefings. Maintains an activity log.
- The Spokesperson will be supported by the Media Representative and Moderator, External Communicator, Employee Communications Representative, and Social Media Specialist as needed.

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- Spokesperson may be a facilitator depending on the event, with the core message being delivered by the Incident Commander or a Senior Executive subject to the circumstance

Message Writer

- Responsible for researching and developing messages and communications for the crisis. Provides input for interviews and statements to the media. Researches media requests for information and provides content for updates to the company web-site. Responsible for development of internal and external communications, including development of press releases, fact sheets, etc. Ensures that the team is fully staffed with qualified individuals, as needed. Participates in all communications planning meetings and conference calls. Reports to the Public Information Officer. Coordinates communication needs with each Line of Business / Department, as appropriate. Ensures that all action plans and checklists are complete and updated. Provides status information for briefings. Maintains an activity log.
- The Message Writer will be supported by the Media Logistics Coordinator, External Media Consultants, Researcher, and Media Monitoring.

External Communicator

- Responsible for conducting communications directly to specific external stakeholders on behalf of the company. Reports to the Spokesperson. Maintains an activity log.

Media Representative and Moderator (Optional)

- Responsible for media communication of the crisis event. Provides interviews and statements to the media. Coordinates media requests for information and access to company sites. Reports to the Spokesperson. Receives approved messages and information from the Spokesperson. Contacts news media and provides updates. Coordinates field filming, interviews, and briefings. Forwards media information that may be useful to the Spokesperson. Maintains activity log.

Employee Communications Representative (Optional)

- Responsible for conducting communications directly to specific internal stakeholders on behalf of the Crisis Communications Team. Responsible for all internal communication to employees through the intranet or other communication venues for the crisis event. Provides employees with updates about the crisis situation. Receives approved messages and information from the Spokesperson. Updates intranet and other internal communications mediums. Coordinates communication to employees through various venues such as e-mail, etc. Forwards information from employees that may be useful for crisis communications planning to the Spokesperson. Reports to the Spokesperson. Maintains an activity log.

Social Media Specialist (Optional)

- Responsible for updating social media and web content for the crisis incident. Forwards information obtained from website and social media that may be useful for crisis communications planning to the Spokesperson.

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Receives approved messages and information from the Spokesperson. Reports to the Spokesperson. Maintains an activity log. Reports stakeholder responses from the social media sites back to both the Message Writer and Spokesperson to incorporate the observations into the communications strategy.

Media Logistics Coordinator (Optional)

- Responsible for coordinating venues and facilities for news media and other groups. Plans necessary resources for briefings, news conferences, tours, etc. Responsible for materials necessary include safety and other communication related equipment and accessories. Reports to the Message Writer. Maintains an activity log.

External Media Consultant (Optional)

- Supports the Crisis Communication Team as directed. Reports to the Public Information Officer.

Researcher (Optional)

- Responsible for obtaining correct and accurate information about assigned topics and providing it to the Message Writer. Reports to the Message Writer. Maintains an activity log.

Media Monitoring (Optional)

- Responsible for monitoring all forms of media coverage of the crisis event.

**g. Locations**

A Crisis Communications Center may be activated to support and coordinate the crisis communications efforts. This may be supplemented by the impacted Line of Business Emergency Operations Center(s) as needed.

Crisis Communications Center

1. Purpose / Function: The purpose of the Crisis Communications Center is to provide a central location for managing and coordinating crisis communications for the corporation. The Public Information Officer is responsible for providing the overall direction to team members. This responsibility includes ensuring that conflicts are resolved, communication objectives are established, and strategies/tactics are selected to meet the overall communication priorities.
2. Staffing: Crisis Communications Team members, including Subject Matter Experts (SMEs), are required for each affected line of business or department.
3. Activation Level: Crisis event
4. Activation Authority: Public Information Officer
5. Primary / Alternate Location: Primary Location is the Incident Command Center on the first floor of the Stanton Tower. The conference room at the Copper Warehouse location on Hawkins Street will be the back-up location in the event the Stanton facility is unavailable.

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Line of Business / Other Departmental Support Groups

1. Purpose / Function: Manage the Line of Business response to the event and provide communications / information support the Crisis Communications Team.
2. Staffing: Line of Business or Incident Command Team members, including the Public Information Officer for the Line of Business and local SME's, as needed.
3. Activation Level: Based on the Line of Business plan.
4. Activation Authority: Incident Commander for the Line of Business.
5. Primary / Alternate Location: Based upon appropriate Line of Business Plans.

**h. Crisis Communications Center Setup / Logistics**

To ensure that El Paso Electric can adequately handle the heavy influx of communications inquiries and media attention resulting from the crisis, a Crisis Communications Center will be established. This will be the work location for the Crisis Communications Team and any supporting staff to conduct communications activities during the crisis.

Because the Crisis Communications Center is the hub for all company communications during a crisis, it must be outfitted with the necessary equipment and supplies to conduct the activities. This center shall be on the building's back-up generation in the event of a power failure. This location will operate on a 24-hour basis for the duration of the crisis.

The first member of the Crisis Communications Team to arrive at the Crisis Communications Center will retrieve the materials below, connect and test the telephones, connect and test the computers and printers, and obtain assistance from facilities or IT if anything is inoperable.

The equipment and supplies needed for the Crisis Communications Center includes:

- Table and chairs
- Flat screen TV with cable or satellite connection
- Projector
- Printers
- Copiers and scanners
- Laptop computers
- Wi-Fi
- Office supplies
- LAN lines
- Conference telephone

### 3. Assessing the Crisis Situation (Situation Assessment)

The El Paso Electric's Assistant Vice President (AVP) of External Affairs and Public Relations, Manager for Public Relations in collaboration with CEO and Senior Management will assess the situation in accordance to the following sections:

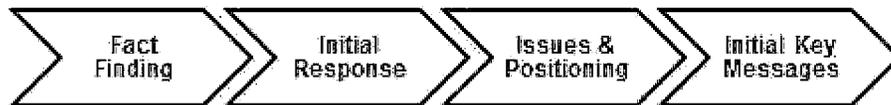


Figure 3.1 – Situation Assessment

#### Fact Finding and Source Validation

The first step is to determine the nature and extent of the crisis by assessing what has happened (who, what, when, where, how, why) and immediately identifying as many facts as possible.

- Facts – Gather all pertinent facts such as what occurred, time, date, location, impacts, what is currently being done, etc.
- Background / Causes – How did it happen, has it happened before, what caused it?
- Information Sources – Gather information from all reputable sources based on who may have heard or seen something related to the situation.
- Staffing – Determine if additional staffing is needed to support the Crisis Communications Team.

In some cases, the media may be alerted to the situation before all facts can be determined. Even if the AVP and Public Relations Manager does not have all of the information, it is important to notify the Crisis Communication Team as well as provide the media or other appropriate stakeholders with a statement indicating that the situation is under investigation and that more information will be provided when available. Refer to the El Paso Electric media policy for more information on how to respond.

#### Initial Response

An effective initial response is critical to ensuring accurate information is distributed to the public. Reacting without adequate information can be extremely detrimental, and the Crisis Communications Team will need access to incoming information in order to develop a communications strategy. Assessing the situation and determining the appropriate information or message to address the crisis is the team's first responsibility.

The goal in crisis communications is to distribute accurate information as soon as possible.

Some points to remember include:

- The primary goals are maintaining public safety and distributing accurate information.
- An effective response requires proactive measures.

### Positioning

To decide on a position, it is important to objectively assess the situation from the point of view of whoever is involved in the crisis or try to view the crisis from the eye of the public. The Stakeholder Key Concerns resources in Appendix 13 will assist in determining issues or concerns that the public may have. When considering a position it is important to consider the wide range of consequences. While positioning will be situational, the overall positioning of the organization is permanent and sets the foundation for all situations.

The following decision tree provides guidance for taking a proactive versus reactive position to El Paso Electric’s communication strategy:

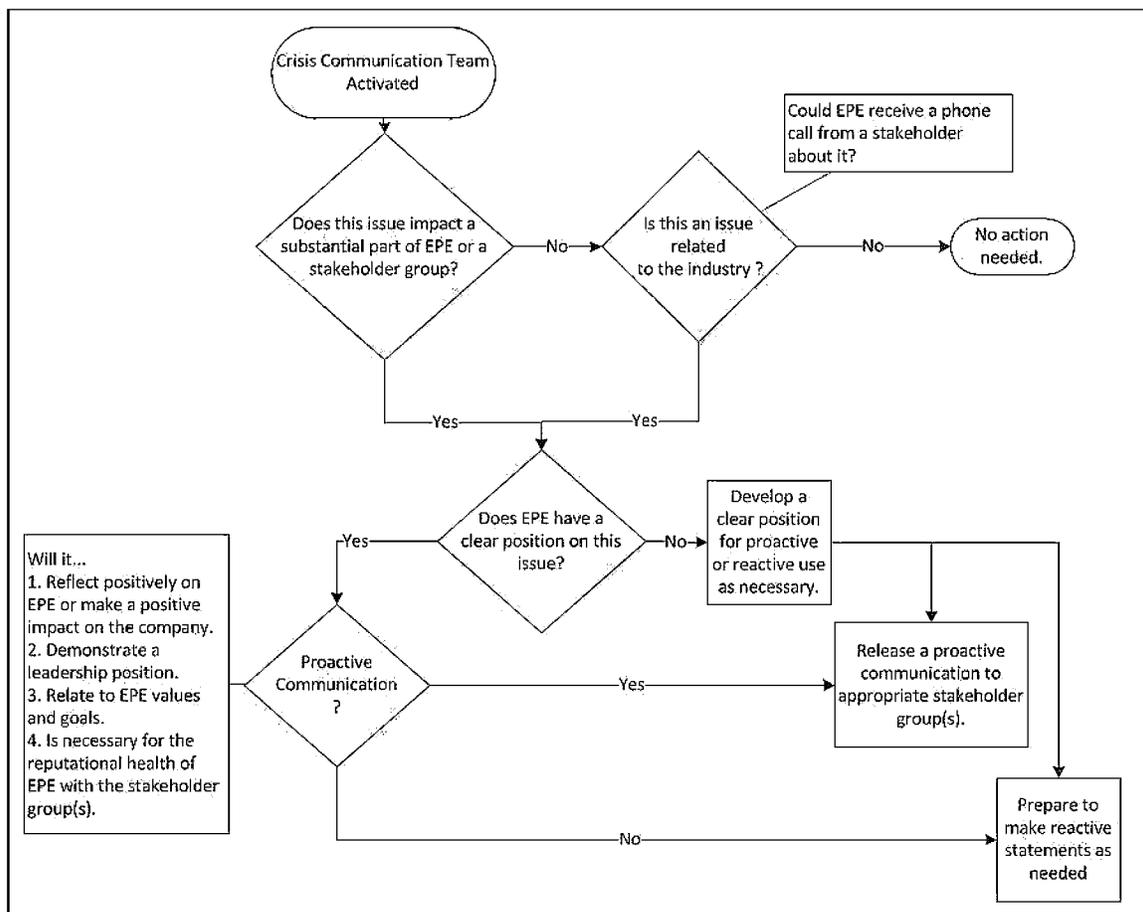


Figure 3.2 – Decision Process

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## Initial Key Messages

The first public response is critical in establishing the communications environment and managing the information. It is important to stick to the facts and not to speculate beyond what is known to be factual. All facts should be double checked for accuracy, and messages should be simple, straightforward, and realistic. Information should be delivered with brevity, clarity, and effectiveness. If information is not known, honestly admit it.

As the crisis continues to unfold, keep providing known information to stakeholder groups. In some cases, a holding statement may be the appropriate initial communication.

Although each crisis is different, there are some general message development parameters that apply to any situation:

- Recognize the disaster or crisis and relate what it is / was.
- Report actions being taken to address crisis situation.
- Report on what steps are being taken to assist with the immediate aftermath.
- Cooperate with others.

Once the factual information to be communicated has been confirmed, it is time to begin planning a response strategy for communicating critical information and for responding to potential questions for each stakeholder audience.

Utilize the *Stakeholder Communications Approach* resources in Appendix 14 to inform the communications approach based upon the crisis type and stakeholder group. Utilize the *Message Mapping template* in Appendix 8 to assist with this process.

## Communicating to Employees

Employees are a key stakeholder group that must be communicated with during a crisis situation in order to facilitate mitigation of harmful impacts to the public. Whenever possible, internal crisis communication should precede external crisis communication.

It is critical for employees and other internal audiences to have an easy-to-find and convenient place to get all communication related to the crisis. The following communication channels will be utilized to keep employees informed during the crisis situation:

- Email messages will be distributed to all employees
- Information will be posted on EPE's intranet home page
- A telephone hotline will be established for employee questions
- A telephone calling procedure whereby managers and supervisors call their respective employees will be implemented when the crisis situation occurs during non-business hours. Managers and supervisors will be responsible for maintaining and updating employee emergency contact information.

- Daily intranet site updates

## **External Communication**

### **Handling Complaints and Information Requests**

Crisis communication requires a proactive approach to handle a larger than normal amount of customer communication. The Company's Call Center, Outage Dispatch Center, and Phone systems will update their processes and procedures to handle larger than normal call volume and provide effective communication. The following initial steps should be part of the updated processes and procedures:

- Activate all available Customer Service Representatives (CSR) to take incoming phone calls. This step assumes situation occurs during operational hours
- Activate the Company's Home Phone Agents (HPA) if this is an afterhours situation
- Brief all CSRs on current situation and acceptable responses to customers
- CSRs to log customer communication and complaints
- Provide CSRs with ongoing status and updates regarding situation and acceptable responses
- Insert approved messaging into "on hold" recordings
- As determined by the Crisis Communication Officer, activate phone system call out messaging if needed (when available)
- Based on the duration of the Crisis, perform workforce scheduling and logistics planning (food, transportation, breaks, etc) of Customer Care staff
- The Customer Care Technical Resource section will contact all Critical Load Customers and provide updates as needed
- As determined by the Crisis Communication Officer, implement a scheduled conference call where all interested parties will be updated and receive a single consolidated message on the crisis situation

## **4. Plan Activation**

### **a. Crisis Communications Team Activation**

As soon as it has been determined that there is a crisis situation, the Public Information Officer will be activated by Senior Management. Even if the situation does not appear as though it could cause community or media attention, it is important that the Public Information Officer be informed. Crisis situations can escalate very quickly, and it is extremely important that the communication team stay up-to-date on the situation.

External events may also require activation of the Crisis Communications Team to help guide the decision making process.

The AVP and the Public Relations Manager or representative will be informed and activated as the Public Information Officer (PIO) for Line of Business emergencies independent of this Crisis Communications Plan. The activated PIO in working with

the Line of Business executive continuously assesses the need for activating the Crisis Communication Plan to supplement the Line of Business emergency plan. When there is a possibility for the Line of Business emergency to escalate into a Crisis, the PIO in consultation with the LOB executive may provide the recommendation for the CEO to activate this Crisis Communications Plan.

#### **b. Notification of Team Members**

As soon as it has been determined that there is a crisis situation, the acting PIO will notify appropriate Crisis Communications Team members that the team is being convened for a conference call or meeting. If a Crisis Communication Team member needs to enlist additional support, it is the team member's responsibility to notify their support personnel.

The PIO, or their designee, should utilize the contact list located in Appendix 1 or Crisis Communications Tools.

##### **During Normal Business Hours**

The PIO will coordinate contacting all members of the Crisis Communications Team.

A conference call will be scheduled with the Crisis Communications Team members and a Line of Business Executive Leader / Subject Matter Expert to determine if there is a Crisis and determine next steps.

##### **During Non-Business Hours**

There will be no difference in the notification steps between business and non-business hours. The difference may be the channels (work/home - phone, email, page, etc.) in which the individual receives the information about activating the plan.

## 5. Communications Procedures

The below figure illustrates the key steps in crisis communications procedures,



Figure 5.1 – Communication Procedures

### a. Information Collection Process

During the initial response phase of the process, the team will be gathering relevant facts related to the Crisis event. The purpose of this process is to ensure that a systemic process is in place to collect, incorporate, disseminate, and store information throughout the Crisis lifecycle.

The source of information will depend upon the Crisis type. During the Crisis, the Crisis Communications Team will be responsible for updating and validating information as it becomes available. Some of the key steps in this process include:

- Fulfill the Message Writer’s responsibility for on-going information gathering activity.
- Formulate guidelines that establish a schedule and an outline of what information is needed.
- Formulate a list of employees or outside experts with knowledge about the particular crisis.
- Identify sources of information (e.g., web sites, social media sites, blogs, media, etc.).
- Ensure the Public Information Officer evaluates / validates the results of the information collection process.

### b. Message Development

The Message Writer will develop factual, responsive messages to be used by El Paso Electric personnel. The team will also provide a script for employees that interface with stakeholders, answer calls for company personnel, call takers, and the voicemail system. Relevant public inquiries that are beyond the authorized communication framework should be referred by customer care representatives to the Crisis Communication Team. All media should be referred to the Crisis Communications Team for comment.

- Messages should be prepared for media inquiries, media updates, and proactive phone calls to critical stakeholder groups.
- Messages should reflect El Paso Electric’s overall messages, leadership role, and resource status.

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- Consider what each stakeholder group may know about the situation and what their potential interest will be.
- Consider questions that may be asked in order to prepare answers ahead of time.
- Consider the need for additional materials such as a fact sheet, backgrounder, web site resources, FAQs, etc.
- If necessary, consult with other organizations involved in the Crisis.

A *Message Development* template is provided in Appendix 8.

**c. Authorization and Information Dissemination Protocols**

Message Approval

Once messages are developed for each potential stakeholder audience, all messages that will be distributed internally to employees and externally to the public, shareholders, media, etc. must first be approved by the Public Information Officer. The following team members and El Paso Electric management staff will review and provide comments:

1. Public Information Office
2. Review Team (Senior Leadership Team/ Incident Commander)
3. Public Information Officer

The review and approval process will be led by the Message Writer. The Public Information Officer, in consultation with the El Paso Electric's CEO and/or executives will determine the reviewers needed to reach the quorum when all of the desired reviewers are unavailable. The ICS software or email will be used to orchestrate and document the message approval process. The goal is to complete the message review and approval within **one hour** of its preparation.

Message Release

Messages can be released through a variety of means and messengers and at various time frames, depending on the Crisis. Consideration needs to be given to the 24-hour news cycle, which informs customers, regulators, and public officials.

Delivering messages to a broad range of audiences will be coordinated by the Crisis Communications Team and channeled through the approval processes to make sure that they are in line with the overall messages and approved by El Paso Electric for release. The channel and frequency of communications for each stakeholder group is located in the *Crisis Communication Channel* summary located in Appendix 15 and the *Communicators Lists* by each stakeholder are referenced in Appendix 4.

Release Verification

On a periodic basis, the Public Information Officer is responsible for verifying the successful communication of the approved message by the communicator to the

stakeholder in accordance to the frequency and channel guidance provided in Appendix 15. The Public Information Officer will determine this through review of Communicator Activity Logs and/or electronic activity logs within the Crisis Communication Tools. This verification will enable the Crisis Communications Officer to address any gaps and inconsistencies in a proactive manner.

#### **d. Designated Spokespersons (Communicator)**

One individual will be designated as the primary spokesperson to represent the Company, make official statements, and answer media questions throughout the crisis. A back-up to the designated spokesperson will be identified to fill the position in the event that the primary spokesperson is unavailable. Individuals who may serve as technical experts or advisors will be designated depending upon the nature of the crisis.

In addition to the El Paso Electric designated spokespeople and experts, other parties involved in the crisis will likely have a spokesperson (e.g., police, fire department, health officials, etc.) It is important to identify those individuals as soon as possible to coordinate statements and contacts with the media. The company should focus on its expertise and refer to local or state emergency authorities for emergency procedural information.

Some criteria for the spokesperson, backup spokesperson, and crisis communication expert are:

- Sincere.
- Respectful of the role of the reporter or stakeholder group.
- Able to communicate key points without using jargon.
- Knowledgeable about the organization and the Crisis at hand.
- Accessible to the media and to internal communications personnel who will facilitate media interviews.
- Able to remain calm in stressful situations.

#### **e. Stakeholder Communications**

Communications should be tailored to the specific stakeholder concerns and delivered in a manner that is best for them. The *Crisis Communication Channel* summary (Appendix 15), *Stakeholder Key Concerns Summary Sheet* (Appendix 13), and *Message Mapping Template* (Appendix 8) provide guidance for these efforts.

#### **f. Media Monitoring**

During and after the crisis, the Public Information Officer will coordinate with the Crisis Communications Team to review the crisis coverage by the media and through social networking sites, and use that information to make adjustments to the approach as needed.

Review Crisis Coverage

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- Review media outlets that have inquired about the situation.
- Review media within a designated area of the company incident (distance depends on the nature of the event).
- Review national and business media.
- Conduct regular searches through internet search sites for key words, such as the name of the company, the incident, people involved, etc.
- Monitor blogs, comment boards, or chat sites to assess community/employee concerns/comments. Keep in mind the following when reviewing these sites:
  - El Paso Electric or members of the Crisis Communications Team should never respond, even anonymously, through a blog or chat site. The only exception is if El Paso Electric establishes a comment board specifically to address concerns and clearly advertises the site for that purpose. All communications through this site, like all media communication, should go through the official review and approval procedures before posting.

#### Identify Story Trends

- What is the main focus for the media?
- Is the focus changing?
- Are there patterns that indicate messages that El Paso Electric should be focusing on or responding to?

#### Identify Public and Key Stakeholder Issues

- What are the major issues being addressed through the media?
- What questions or concerns are being posed?
- Incorporate lessons learned into crisis plan
- During the crisis and afterward, lessons learned (e.g., what types of messages are needed, what approach the media takes to a certain type of story, what the media, public and shareholders are asking, etc.) should be noted to assist in planning and response for future situations.

#### **g. Record Keeping**

All members of the Crisis Communications Team should keep an individual activity log to record their key actions and decisions. In addition, requests for information and the El Paso Electric Crisis Communications Team responses should be tracked using the ICS software system and forms such as *Communications Log* form in Appendix 14 will be used as a backup method.

#### **h. Message Evaluation**

During the crisis, an analysis should be conducted to ensure that the messages that are communicated to each stakeholder group are factually accurate and effective. Adjustments should be made if an area is identified that needs improvement.

Following the crisis, the effectiveness of messaging should be assessed as part of the *After Action Review* process outlined in Section 6.d.

### **i. Event Record Keeping**

Accurate record-keeping is essential to effectively document the crisis communications efforts. Written records will assist in developing effective post-event after action reviews.

All personnel involved in the crisis communications effort should follow the appropriate reporting, record keeping and records retention policies. The types of records to be collected and retained are:

- Crisis Description
- Activity Logs
- Communications Logs
- Copies of all stakeholder communications
- Stakeholder inquiries and follow-up questions
- After Action Reviews
- Other documents as identified should be tracked using the software system

## **6. Compliance**

### **a. Plan Execution**

This Crisis Communications Plan will serve as a general guideline. The extent to which this plan will be executed is determined by the magnitude of the crisis event and as determined by the Public Information Officer.

### **b. Crisis Communications Training**

The implementation of the Crisis Communications Plan requires that some employees shift from their normal business activities and job duties to assume a different set of roles and responsibilities. Leadership recognizes that employees need to receive training and opportunities to practice and to perform these crisis and emergency roles in a safe and effective manner.

### **c. Training Program**

Trained personnel are essential for successful execution of crisis communications duties. When the execution of crisis communications plan involves personnel performing tasks that are different from their normal jobs, training will be conducted **by August 1<sup>st</sup> of each year**. This training can take the form of attending a class, participating in an exercise, and/or review of associated job aids. Training should be coordinated with a review of the Crisis Communication Plan to ensure that all the required positions are filled with adequately trained personnel.

The three essentials of effective training are:

1. Job Task Analysis: The skills, knowledge, and procedures required for satisfactory job performance.
2. Instruction: Lectures, simulation, drills, or team training.
3. Performance Evaluation: Training effectiveness is evaluated based on performance during an event. Revisions and/or enhancements to the

training program will be incorporated as needed based upon feedback from actual performance.

Additional training requirements may be identified as a result of debriefings or exercises / drills. Where appropriate, training is to include a review of software used during crisis communications activities.

The El Paso Electric's Manager for Public Relations in collaboration with the El Paso Electric's Training Coordinator as well as the CSR trainer is responsible for maintaining the ongoing training program and records to ensure that the crisis communications process and procedures are well understood.

#### **d. Exercises and Drills**

Exercises and drills are designed to promote preparedness; test and/or evaluate processes, policies, or procedures; and train personnel for secondary duties. Exercises are used to review and evaluate operations of the overall Crisis Communications Plan and interactions between internal and external entities. Drills are used to support training and to test response capabilities of specific components. Exercises and drills are conducted to review plans, roles and responsibilities, communications methods, lines of authority, and training success, as well as to resolve any coordination issues.

El Paso Electric's Manager for Public Relations will be responsible for scheduling, conducting, and evaluating exercise performance relative to this plan **annually**. It is important that all participants take part in exercises and drills to become familiar with their duties. The nature and extent of drills is determined by the feedback from training and post event evaluations.

#### **e. Post Event Reports and Critiques**

Post event evaluations contribute to continuous improvement of the Crisis Communications Plan. Response activities are most likely to improve when feedback is analyzed and recommendations are incorporated into the plan and departmental support procedures.

Upon declaration that the crisis communications process is completed for an event, and as soon as practical thereafter, a post-crisis debrief meeting will be conducted by the Public Information Officer or designee to identify lessons learned from the event. Each area of the Crisis Communications Team is also responsible for conducting a post-incident performance review of his or her individual area of responsibility. This review should assess crisis communications activities, identify deficiencies observed, and provide recommendations for improvement.

A combined After-Action Review Report (AAR) will be generated from the finalized notes of the debrief meeting and the input from each responsible area by the Public Information Officer. This should be accomplished no later than **five business days** after the end of the Crisis.

The AAR Report will include the following:

- A summary of the Crisis Communications Team activities.
- A list of who was involved in the efforts by shift.
- Discussion of the successes and lessons learned.
- A list of recommendations for improvement.
- Identification of potential plan and process modifications.
- Assignment of responsibility for follow up activities that were not immediately addressed during the Crisis event.
- A timeline for completion of action items.

The El Paso Electric's Manager for Public Relations is responsible for ensuring that these post-event critiques are completed and that plans are updated as appropriate.

**f. Evaluation Criteria**

The following criteria will be used to assess the successful implementation of this plan:

- Stakeholder awareness of the designated communicator from El Paso Electric.
- Adherence of the process described in this plan.
- Achieving the performance metrics highlighted with italic text in this plan.
- Achieving the compliance requirements for annual training and exercise/drill requirements.

## APPENDICES

## 1. Crisis Communications Team Members and Contact Info

| MANDATORY POSITION   | ASSIGNED PERSONNEL | CONTACT INFORMATION  |
|--|--------------------|--|
| Public Information Officer   | Eduardo Gutierrez  | Office: 915-543-5763<br>Cell: 915-497-3495<br>e-mail: Eduardo.Gutierrez@epelectric.com |
|  | George De La Torre | Office: 915-543-58213<br>Cell: 915-493-5608<br>e-mail: George.DeLaTorre@epelectric.com |
| Spokesperson/ Media Representative & Moderator                     | George De La Torre | Office: 915-543-58213<br>Cell: 915-493-5608<br>e-mail: George.DeLaTorre@epelectric.com |
| Message Writer/ Researcher/ Employee Communications Representative | Karmen Mayorga     | Office: 915-351-4263<br>Cell: 915-487-1823<br>e-mail: Karmen.Mayorga@epelectric.com    |
| Message Writer/ Researcher/ Employee Communications Representative | Javier Camacho     | Office: 915-543-4031<br>Cell: 915-487-4753<br>e-mail: Javier.camacho@epelectric.com    |
| External Communicator<br><b>Local Government</b>                   | Alejandra Chavira  | Office: 915-543-5935<br>Cell: 915-540-6083<br>e-mail: Alejandra.Chavira@epelectric.com |
| External Communicator<br><b>New Mexico Government</b>              | Ricardo Gonzales   | Office: 575-523-3506<br>Cell: 575- 202-3369<br>e-mail: rico.gonzales@epelectric.com    |
| External Communicator<br><b>Texas Government</b>                   | Patrick Reinhart   | Office: 512-391-1571<br>Cell: 512-925-8560<br>e-mail: Patrick.reinhart@epelectric.com  |
| External Communicator<br><b>Industrial/Large Customers</b>         | Susanne Stone      | Office: 915- 543-2272<br>Cell: 915- 472-3984<br>e-mail: susanne.stone@epelectric.com   |
|  | Walter Guerrero    | Office: 915-521-4636<br>Cell: 915-549-0183<br>e-mail: walter.guerrero@epelectric.com   |
| External Communicator<br><b>Customer Care</b>                      | Joe Garibay        | Office: 915-543-2058<br>Cell: 915-472-2895<br>e-mail: joe.garibay@epelectric.com       |
|  | Elizabeth Carrasco | Office: 915-543-5929<br>Cell: 915-494-0243<br>e-mail: liz.carrasco@epelectric.com      |
|  | Grace Moreno       | Office: 915-521-4476<br>Cell: 915-487-5817<br>e-mail: grace.moreno@epelectric.com      |
|  | Yvonne Silva       | Office: 575-523-3581<br>Cell: 575-202-8356<br>e-mail: yvonne.silva@epelectric.com      |
| External Communicator<br><b>Emergency Authorities</b>              | George Shaffer     | Office: 915-521-4486<br>Cell: 915-487-7833<br>e-mail: George.Shaffer@epelectric.com    |
|  | Gary Thomsen       | Office: 915-543-4112<br>Cell: 915-487-4699<br>e-mail: gary.thomsen@epelectric.com      |
|  | Susana Moreno      | Office: 915-543-4087   |

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|   |                  |   |
|---|------------------|---|
|   |                  | Cell:915-487-3653<br>e-mail:susana.moreno@epelectric.com                            |
| External Communicator<br><b>Regulatory Agencies</b> | Luis Rodriguez   | Office:915-521-4713<br>Cell:915-487-3450<br>e-mail: luis.rodriguez@epelectric.com   |
|   | Pablo Onate      | Office:915-543-43963<br>Cell:915-474-2161<br>e-mail:pablo.onate@epelectric.com      |
|   | Gary Bruner      | Office:915-543-4059<br>Cell:915-472-3100<br>e-mail:gary.bruner@epelectric.com       |
|   | Ernesto Martinez | Office:915-543-2062<br>Cell:915-497-6679<br>e-mail:ernesto.martinez@epelectric.com  |
|   | Schichtl, James  | Office: 915-521-4697<br>Cell: 915-487-6194<br>e-mail: James.Schichtl@epelectric.com |

**2. Crisis Communications Center Location and Material Needs**

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**Location Primary and Alternative Site** – Primary site will be Incident Command Center in the first floor of the Stanton Tower. The back-up location will be Roland Lucky.

**Material Needs – See Section 2.f.**

### **3. Crisis Communications Activation Set-Up Checklist**

Triggers: Public Information Officer activates the Crisis Communications Team.

Actions:

- Contact Information Officers and others, as appropriate.
- Crisis Communications Team contacts support team members as needed.
- Crisis Communications Team members began checklists as appropriate.
- Obtain information required for Crisis Communications Event Report.
- Date and Time when Crisis Communications Room/ Incident Command Center opened \_\_\_\_\_
- Description of crisis event \_\_\_\_\_
- Resources needed to manage the crisis communications process \_\_\_\_\_
- Information needed for the communications plan \_\_\_\_\_

| <b>Crisis Communications Meeting Room Setup Checklist</b> |                          |                      |
|---|--------------------------|----------------------|
| <b>No.</b>  | <b>Task</b>              | <b>Completed by:</b> |
| 1   | Setup Projector          |                      |
| 2   | Setup Printer            |                      |
| 3   | Setup Television         |                      |
| 4   | Setup Phones             |                      |
| 5   | Organize office supplies |                      |
|   |                          |                      |

Completed by \_\_\_\_\_

Date \_\_\_\_\_

#### 4. Stakeholder Phone Tree

This information below is in a separate spreadsheet until a Crisis Communications tool is established. The contact information should be updated **every 6 months** at a minimum.

## **Attachment 3: Crisis Communication Plan**

**PAGES 37-42 HAVE BEEN REDACTED**

## 5. Media Policies and Procedures

Media policy guidelines are located in the El Paso Electric Code of Ethics and follow below:

In the course of performing assigned duties, employees, officers and directors frequently have business contacts outside the company with customers, suppliers, competitors, governmental agencies, and the news media. Employees, officers, and directors should only perform services, provide information, and answer questions that fall within the realm of their responsibilities.

Inquiries from the news media must be directed to the Public Relations Department. Inquiries from shareholders and other investors in the company, as well as analysts, must be directed to the Investor Relations Department. Other inquiries regarding stock ownership or record keeping must be directed to the Office of the Secretary.

## 6. Crisis Inquiry Log Form / Worksheet

Following is the crisis inquiry log form / worksheet that will be used to track requests for information as a backup method to the ICS software system.

| <b>CRISIS INQUIRY LOG FORM / WORKSHEET</b> |        |              |  |
|--|--------|--------------|--|
| <b>Caller</b>                              |        | <b>Date:</b> |  |
| <b>Organization</b>                        |        | <b>Time:</b> |  |
| <b>Phone Number</b>                        | (home) |              |  |
|  | (cell) |              |  |
|  | (work) |              |  |
| <b>Fax</b>                                 |        |              |  |
| <b>e-mail address</b>                      |        |              |  |
| <b>Inquiry</b>                             |        |              |  |
|  |        |              |  |
|  |        |              |  |
|  |        |              |  |
|  |        |              |  |
|  |        |              |  |
|  |        |              |  |
|  |        |              |  |
|  |        |              |  |
|  |        |              |  |
| <b>Deadline</b>                            |        |              |  |
| <b>Pref. Contact Method</b>                |        |              |  |
| <b>Call Taken By</b>                       |        |              |  |
| <b>Reply Made By</b>                       |        | <b>Date:</b> |  |
|  |        | <b>Time:</b> |  |
| <b>Information Provided</b>                |        |              |  |
|  |        |              |  |
|  |        |              |  |
|  |        |              |  |
|  |        |              |  |
|  |        |              |  |

## 7. Message Preparation Template

1. Prepare a statement of empathy or concern, if appropriate

2. Clarify the facts:

|       |  |
|-------|--|
| Who   |  |
| What  |  |
| Where |  |
| When  |  |
| Why   |  |
| How   |  |

3. Top Three Communication Points, including supporting points:

|     |  |
|-----|--|
| 1   |  |
| 1.1 |  |
| 1.2 |  |
| 1.3 |  |
| 2   |  |
| 2.1 |  |
| 2.2 |  |
| 2.3 |  |
| 3   |  |
| 3.1 |  |
| 3.2 |  |

4. What don't we know, including process to get answers?

5. Statement of commitment

6. Who to contact for more information

7. Next scheduled update

8. Check that the message contains:

- Positive action steps
- Honest, open tone
- Clear
- No jargon
- Simple words, short sentences
- No judgmental phrases
- No speculation
- No humor

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## 8. Message Mapping Sample

The following process will be used to develop key messages along with support points to include in crisis communications to the various stakeholder groups. These can be prepared in advance using inputs from the *Key Concerns* worksheets located in Appendix 13.

| MESSAGE MAP WORKSHEET – EXAMPLE ONLY  |   |  |
|---|---|--|
| <b>CRISIS SCENARIO:</b>   | Large number of customers out of service  |  |
| <b>STAKEHOLDER:</b>   | Customers   |  |
| <b>CONCERN:</b>   | When will the power be restored?  |  |
| KEY MESSAGE 1 →   | KEY MESSAGE 2 →   | KEY MESSAGE 3  |
| We are currently assessing the damage to ensure the public is safe.                 | We apologize for any inconvenience caused by the situation.                           | Working to restore customers.  |
| ↓   | ↓   | ↓  |
| SUPPORT POINT 1.1   | SUPPORT POINT 2.1   | SUPPORT POINT 3.1  |
| Working with local emergency management agencies to identify areas of downed wires. | We'll continue to provide updated information on a regular basis.                     | We have arranged for mutual assistance from neighboring utility companies. |
| SUPPORT POINT 1.2   | SUPPORT POINT 2.2   | SUPPORT POINT 3.2  |
| Personnel are in the field assessing damage.  | Additional information is available on the web site or through social media channels. | All of our employees are at work helping with the restoration efforts.     |
| SUPPORT POINT 1.3   | SUPPORT POINT 2.3   | SUPPORT POINT 3.3  |
| Arranged for portable generators for critical facilities.                           | You can contact us the following ways – list the contact option.                      | We are working around the clock to restore service.                        |

## 9. Sample Incident Statement

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A library of fill-in the blanks template documents can be used to rapidly develop statements or news releases. A prepared statement can be used to make the initial general response to the media when knowledge about the crisis first becomes known on a widespread basis or by reporters. As the crisis progresses and new information and facts become available, it is advisable to develop prepared statements to be made by the spokesperson during a media interview. Prepared statements can also be faxed or emailed upon request.

Following is a sample statement format:

Incident Statement

A (what happened) at (location) involving (who) occurred today at (time). The incident is under investigation and more information is becoming available.

The company is responding to the situation (or name the event). We have trained and experienced people (on the site, if applicable) handling the situation. Our first priority is the continued safety of our employees and the public. We are gathering information and as soon as accurate details become available, we will notify media and the public to share that information.

(If there are reports of a serious injury or loss of life):

We understand there may be injuries and possibly deaths related to this incident and we extend our heartfelt sympathies to those who may have been injured and their loved ones. Our top priority is to restore safe conditions for the public and EPE employees, as well as to resolve this incident in the most prompt and effective manner possible.

(If reports of injury or death are confirmed):

On behalf of (company name), we would like to extend sympathies to the families of \_\_\_\_\_ who were fatally injured and to the families of \_\_\_\_\_ who were injured. El Paso Electric is conducting a full scale investigation to determine the actual cause of the incident and will issue an update to the media as information becomes available.

We will provide the media with updated information as soon as it is available.

## 10. Sample Media Advisory

### El Paso Electric

www.epelectric.com



### MEDIA ADVISORY

Contact: Teresa Souza  
(915) 543-5823

Date: February 4, 2011

#### Newman Power Plant Press Conference

Date: February 4, 2011

Time: 3 p.m.

Location: Newman Power Plant, 4900 Stan Roberts Drive

El Paso Electric will be holding a brief press conference at its Newman Power Plant to discuss the circumstances that led to the loss of local generation at its Newman and Rio Grande power plants.

The Newman Power Plant is a working power plant and reporter and photographers are asked to adhere to the following rules and safety precautions:

- All reporters and photographers will be asked to sign a EPE release form.
- All reporters and photographers must wear long pants, tennis or rubber sole shoes. (No skirts or dresses, sleeveless shirts, open-toe or high-heeled shoes are permitted.)
- All reporters and photographers must wear a hard hat, disposable ear protection and safety glasses while on the tour. (This equipment is provided by El Paso Electric.)
- Reporters and photographers not in compliance with stated requirements will be will be allowed in the plant office for the press conference but will not be allowed in external areas of the plant.

###

## 11. News Briefing Moderator Guidelines, Checklist and Script

### News Briefing Moderator Guidelines

A news briefing should be managed by a media representative & moderator. This will allow the spokesperson to focus on the message delivery. Following are guidelines for the moderator position:

1. It is the responsibility of the moderator to set a tone of factual accuracy for the news briefing.
2. Have a predetermined, fact-based message for each news briefing.
3. Provide correct spellings for all names. Ensure that you state the person's position in the organization or Crisis Communications Team.
4. Set a time limit with your speakers prior to starting the news briefing. But be flexible to allow the media to address matters of public safety.
5. Make yourself available at the end of the news briefing.

### Checklist

- Introduce yourself
- Explain the format of the news briefing
- Provide the time frame (usually 30 to 45 minutes)
- Read the incident statement
- Introduce the speakers
- Moderate the question and answer period
- End the news briefing and announce the time for the next news briefing

### Moderator Script

Welcome, ladies and gentlemen to today's (this morning's, tonight's) news briefing. We will be presenting information on \_\_\_\_\_ today. With us is \_\_\_\_\_.

We will begin today with some brief statements from representatives of our Crisis Communications Team / Incident Command Structure.

Then we will open the floor to your questions. Because of the ongoing operations we will be available for \_\_\_ minutes today.

Following the news briefing, Crisis Communications staff will be available to help you with any further needs.

## 12. Message Approval Form

Following is a message approval form that will track approved messages as a backup method to the ICS software system.

| MESSAGE APPROVAL FORM  |   |
|--|---|
| <b>Requestor:</b>  | <b>Date:</b>  |
| <b>Phone Number:</b> (office)                                    | <b>Time:</b>  |
| (cell)   |   |
| (home)   |   |
| <b>e-mail address:</b>   |   |
| <b>What Needs Approval</b>                                       |   |
| <input type="checkbox"/> Message Map                             | <input type="checkbox"/> Letter   |
| <input type="checkbox"/> Media Statement                         | <input type="checkbox"/> Pager Alert  |
| <input type="checkbox"/> Press Release                           | <input type="checkbox"/> Text Message   |
| <input type="checkbox"/> Web Content                             | <input type="checkbox"/> Video  |
| <input type="checkbox"/> Blog Post                               | <input type="checkbox"/> Social Media   |
| <input type="checkbox"/> Other:                                  |   |
| <input type="checkbox"/> Other:                                  |   |
| <b>Approval Timeframe</b>  | <input type="checkbox"/> 0-30 Minutes <input type="checkbox"/> 30 Minutes – 2 Hours |
|  | <input type="checkbox"/> 2- 5 Hours <input type="checkbox"/> 1 Day                  |
| <b>Please check for:</b>   | <input type="checkbox"/>  |
|  | <input type="checkbox"/>  |
|  | <input type="checkbox"/>  |
| <b>Approval:</b>   | <b>Date:</b>  |
| <input type="checkbox"/> Approved as is                          |   |
| <input type="checkbox"/> Approved with minor changes             | <b>Time:</b>  |
| <input type="checkbox"/> Not approved, make changes and resubmit |   |
| <b>Approved By:</b> _____  |   |
| <b>Signature:</b> _____  |   |

### 13. Stakeholder Key Concerns Summary Sheet

The purpose of this table is for Communications Crisis Preparation Team Lead to summarize stakeholder key concerns based as feedback received from the Customer Service Representatives and Communicators.

| <b>CRISIS COMMUNICATIONS – KEY CONCERNS</b> |                       |  |
|---|-----------------------|--|
| <b>Crisis</b>                               |                       |  |
| <b>Phase</b>                                | <b>Stakeholder(s)</b> | <b>Key Concerns</b>  |
| Pre-Event (if applicable)                   | <stakeholder>         | <ul style="list-style-type: none"> <li>• Is El Paso prepared?</li> <li>• What is being done to mitigate potential customer outages?</li> <li>• Are all relevant stakeholders communicated?</li> <li>•</li> </ul> |
|   |                       | •  |
|   |                       | •  |
| During Event                                | <stakeholder>         | <ul style="list-style-type: none"> <li>• How many customers are out?</li> <li>• What is the ETR?</li> <li>• Has the company been investing in system improvements?</li> <li>•</li> </ul>                         |
|   |                       | • What is the problem?   |
|   |                       | • Where is the problem?  |
|   |                       | • What resources do you need?  |
|   |                       | • What are the obstacles?  |
|   |                       | • When will the crisis be over?  |
| Post Event                                  | <stakeholder>         | <ul style="list-style-type: none"> <li>• How did the customers feel about the restoration process?</li> <li>• How did El Paso do?</li> <li>• Were the ERT's met?</li> </ul>                                      |
|   |                       | •  |
|   |                       | •  |



### 14. Crisis Communications Log

Following is a log form that will track communications as a backup method to the ICS software system.

### CRISIS COMMUNICATIONS LOG – SAMPLE FORM

| Name:     |                         | Crisis Communications Team Position: |                          |                          |  |
|-----------|-------------------------|--------------------------------------|--------------------------|--------------------------|--|
| Location: |                         |                                      |                          |                          |  |
| Date:     | Contact's Name & Title: | Phone #                              | Called Me                | I Called                 | Description of Message or Activity Performed |
| Time:     |                         |                                      | <input type="checkbox"/> | <input type="checkbox"/> |  |
| Time:     |                         |                                      | <input type="checkbox"/> | <input type="checkbox"/> |  |
| Time:     |                         |                                      | <input type="checkbox"/> | <input type="checkbox"/> |  |
| Time:     |                         |                                      | <input type="checkbox"/> | <input type="checkbox"/> |  |
| Time:     |                         |                                      | <input type="checkbox"/> | <input type="checkbox"/> |  |



## 15. Crisis Communication Channels

This below table summarizes El Paso Electric's general policy on the channels and frequencies to communicate Crisis-related information to stakeholders. The purpose of this table is to only serve as a guideline and the communicators will determine the best available channels and communication frequencies during the crisis. This form will serve as a backup method to the ICS software system.

El Paso Electric to fill the below table with a tick mark or a number. Tick mark indicates it is a one-time communication and number indicates frequency in hours for providing continuous updates.

### Legend

C: Conference call

E: Email

I: In-person communication

M: Press release

P: Pager Alert

R: Message on radio

S: Post to social networking site

T: Text Message

V: Video

W: Website Update

✓ One-time communication

# - Frequency of communication in hours

| COMMUNICATION CHANNELS AND FREQUENCY |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
|--------------------------------------|---------------------------|---|---|---|---|---|---|---|---|---|--------------|---|---|---|---|---|---|---|---|---|------------|---|---|---|---|---|---|---|---|---|
| Crisis Type<br>Stakeholder           | All                       |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
|                                      | Pre Event (if applicable) |   |   |   |   |   |   |   |   |   | During Event |   |   |   |   |   |   |   |   |   | Post Event |   |   |   |   |   |   |   |   |   |
|                                      | C                         | E | I | M | P | R | S | T | V | W | C            | E | I | M | P | R | S | T | V | W | C          | E | I | M | P | R | S | T | V | W |
| Senior Officers                      |                           |   |   |   |   |   |   |   |   | 4 |              |   |   |   |   |   |   |   |   |   | ✓          |   |   |   |   |   |   |   |   |   |
| Customers                            |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| Military                             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| Employees                            |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| Board of Directors                   |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |



| COMMUNICATION CHANNELS AND FREQUENCY              |             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
|---|-------------|---------------------------|---|---|---|---|---|---|---|---|---|--------------|---|---|---|---|---|---|---|---|---|------------|---|---|---|---|---|---|---|---|---|
| Crisis Type                                       | All         |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
|   | Stakeholder | Pre Event (if applicable) |   |   |   |   |   |   |   |   |   | During Event |   |   |   |   |   |   |   |   |   | Post Event |   |   |   |   |   |   |   |   |   |
|   |             | C                         | E | I | M | P | R | S | T | V | W | C            | E | I | M | P | R | S | T | V | W | C          | E | I | M | P | R | S | T | V | W |
| Regulators  |             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| Government Officials                              |             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| Media   |             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| Law Enforcement                                   |             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| Vendors and Suppliers                             |             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| Interconnected Utilities                          |             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| Territory Utilities (Water, Gas, Telephone, etc.) |             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| State Crisis Center (Camp Mabry and NM)           |             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |
| Investors   |             |                           |   |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |   |   |





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**17. Interim Communications Tools (if applicable)**

**18. Future State Communications Tools (if applicable)**

# Attachment 4



# **CRISIS MANAGEMENT PLAN**

**CONFIDENTIAL  
DOCUMENT**

APRIL 09, 2013

FINAL DRAFT



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## Promulgation

This El Paso Electric Crisis Management Plan, which sets forth general policies and procedures for crisis management activities, will be carried out by El Paso Electric personnel to provide the stakeholders it serves with an effective, integrated, and unified approach to managing a crisis.

This plan has been approved and is hereby promulgated as the authoritative document for crisis management at El Paso Electric Company. In the event of the unavailability of executive officers, we hereby grant any person assigned to the crisis management team authority to activate and implement this plan.

### APPROVAL

We, the undersigned, agree to and approve this Crisis Management Plan for El Paso Electric Company.

\_\_\_\_\_  
CEO, El Paso Electric

Date: \_\_\_\_\_

\_\_\_\_\_  
Senior Vice President, Chief Financial Officer, El Paso Electric

Date: \_\_\_\_\_

\_\_\_\_\_  
Senior Vice President, General Counsel and Chief Compliance Officer, El Paso Electric

Date: \_\_\_\_\_

\_\_\_\_\_  
Senior Vice President, Corporate Planning and Development, El Paso Electric

Date: \_\_\_\_\_

\_\_\_\_\_  
Senior Vice President and Chief Operations Officer, El Paso Electric

Date: \_\_\_\_\_



## Revision History

The following El Paso Electric personnel served as the Crisis Management Plan development team to develop this plan for El Paso Electric:

- Laura Y. Rodriguez
- Mike Graniczny
- Joe Natividad

The team facilitated interviews with El Paso Electric executives and senior leadership to establish the expectations, scope, and purpose of the Crisis Management Plan. This Crisis Management Plan is developed in consideration of interview findings and observations. The team also reviewed the below listed plans and procedures to ensure the Crisis Management Plan serves as a supplement in the current state. This integration between the Crisis Management Plan and other plans is expected to be maintained as they are revised on a period basis.

- Crisis Communications Plan
- Incident Management Plan
  - Incident Management Plan General Appendices
  - Distribution Appendices
  - Generation Appendices
  - System Operations Appendices
- Pandemic Flu Readiness Plan
- Work Continuation Plan
- Business Continuity Plan
- Cyber Security Plan

Each one of these plans will be revised on a periodic basis.

| Revision | Date     | Remarks  |
|----------|----------|--|
| 0.1      | 03/21/13 | Development of initial draft of Crisis Management Plan       |
| 0.2      | 4/8/13   | Updated plan to incorporate comments provided by CMT members |
| 0.3      | 4/9/13   | Updated plan to incorporate comments provided by CMT members |
|          |          |  |
|          |          |  |



## **Section 1: Introduction**

### **1.1 Introduction**

The El Paso Electric (EPE) Crisis Management Plan (CMP or Plan) establishes the EPE crisis management organization, the teams that comprise this organization, and the processes and procedures for the teams to respond to and recover from a crisis while enhancing El Paso Electric's commitment to safety, reliability, and the community.

### **1.2 Purpose**

The purpose of the CMP is to prevent any incident or emergency from becoming a corporate crisis and to manage any potential crisis confronting EPE through the activation of a corporate crisis management organization. The CMP establishes guidelines for:

- Creating a crisis management organizational structure that provides centralized oversight of emergency response activities, as well as responses to other potential crisis events.
- Crisis response by key corporate functions.
- Timely and accurate crisis communications with the public, employees, customers, the media, the investment community, and regulatory and government agencies. This is described in the Crisis Communications Plan (CCP).
- Training, drills (i.e., exercises), and evaluations to continually refine procedures and improve participating personnel performance.

### **1.3 Scope**

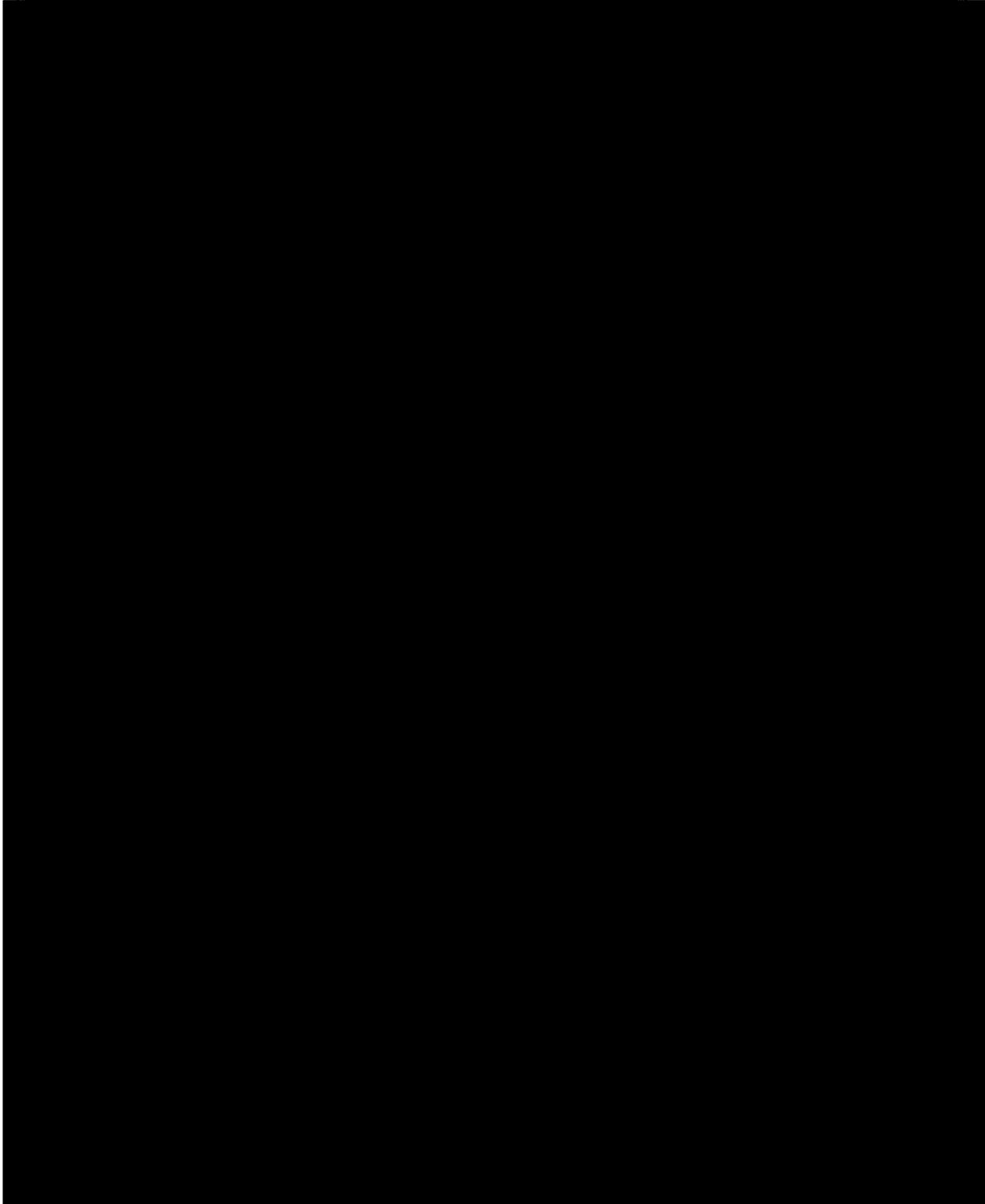
The CMP sets forth policies and procedures for the response to actual and potential crises by the Crisis Management organization, which consists of the:

- Crisis Management Team (CMT)
- Crisis Communications Team (CCT)
- Incident Management Teams (IMT)
  - Distribution
  - Generation
  - System Operations

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The scope of the CMP does not encompass incident response to line of business emergencies executed by their respective Incident Management Plans (IMPs). Incident response procedures are set forth in the line of business specific IMPs. The following chart depicts EPE's hierarchy of existing plans.



# **Attachment 4: Crisis Management Plan**

**PAGES 7-71 HAVE BEEN REDACTED**

# **Attachment 5**