



## Filing Receipt

**Received - 2022-04-14 05:07:21 PM**  
**Control Number - 53385**  
**ItemNumber - 149**



PROJECT 53385

# EMERGENCY OPERATIONS PLAN

FOR



APRIL 2022



# Table of Contents

*Page*

Executive Summary .....	1
Distribution List -----	2
Emergency Contacts -----	17
Affidavit -----	18
Emergency Operations Plan	
Section 1: Approval & Implementation -----	19
Section 2: Communication Plan -----	21
Section 3: Pre-identified Supplies -----	24
Section 4: Staffing-----	25
Section 5: Weather-related Hazards -----	26
Section 6: Annexes -----	27
Attachments	
1. Communication Plan - Government Affairs	
2. Communication Protocols OPM-019 V.4.2	
3. Crisis Communications Plan	
4. Crisis Management Plan	
5. Cyber Security Incident Response and Reporting Plan – RPM-011	
6. Cyber Security Incident Reporting and Response V.2.1	
7. Cyber Security Incident Response Plan V.1.2	
8. EPM-001	
9. EPM-003	
10. EPM-012	
11. EPM-013	
12. Emergency Procedures Manual V8.4	
13. Fire Protection Design Criterion	
14. Fire Protection Plan	
15. Incident Management Plan (IMP)	
16. IMP General Appendices	
17. IMP Distribution Appendices	



18. Pandemic Readiness Plan V.2.0
19. Pandemic Readiness Plan Modified Operations: Distribution Dispatch
20. Physical Security Plan for Medium/High Assets V.2.0
21. Power Generation Seasonal Readiness Procedure
22. Copper Power Station Emergency Action Plan
23. Montana Power Station Emergency Action Plan
24. Montana Power Station Seasonal Readiness Procedure
25. Newman Power Station Emergency Action Plan
26. Newman Power Station Seasonal Readiness Procedure
27. Rio Grande Power Station Emergency Action Plan
28. Rio Grande Power Station Seasonal Readiness Procedure
29. Work Continuation Plan



## **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.

1.#	Department	Name	Job Title	Copy Received	Date of Training
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 Balancing Authority	1/5/2022	2/14-2/15/2022
19.18	System Operations	Herlinda Avila	System Operator Balancing Authority	1/5/2022	2/7-2/8/2022
20.19	System Operations	Daniel Dykema	System Operator Balancing Authority	1/5/2022	2/24-2/25/2022
21.20	System Operations	Arthur Rincones	System Operator Balancing Authority	1/5/2022	2/14-2/15/2022
22.21	System Operations	Gonzalo Garcia	System Operator Transmission	1/5/2022	2/24-2/25/2022
23.22	System Operations	Robert Gordon	System Operator Balancing Authority	1/5/2022	2/7-2/8/2022
24.23	System Operations	Enrique Aguilera	System Operator Balancing Authority	1/5/2022	1/31-2/1/2022
25.24	System Operations	Humberto Ortega	System Operator Balancing Authority	1/5/2022	2/14-2/15/2022
26.25	System Operations	Victor Iglesias	System Operator Balancing Authority	1/5/2022	1/31-2/1/2022
27.26	System Operations	George Sapien Jr.	System Operator 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, 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, TIMOTHY	Power PI Tech-PRD MNT 3C	11/3/2021	11/3/2021
36.35	Power Generation	MARTINEZ GALLARDO, RICARDO	Operations main Tech	10/15/2021	10/20/2021
37.36	Power Generation	MARTINEZ, FRANCISCO	Operations main Tech	10/15/2021	11/3/2021
38.37	Power Generation	MARTINEZ, JORGE	Power Plant Spec- Elect 1C	10/15/2021	10/20/2021
39.38	Power Generation	MOLINAR, JORGE	Power Plant Spec- 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, 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 TECH-INSTRUM	10/5/2021	10/12/2021
44.44	Power Generation	ALDERETTE, EUSTACIO	Engineer-Sr		
45.45	Power Generation	ALEJO, SILVESTRE	PLANNER- MAINTENANCE- 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 VIBR SPEC I		12/30/2021
102.	Power Generation	KHAZDOZIAN, KAMBIZ	SENIOR POWER PLANT OPER		11/2/2021
103.	Power Generation	KLINE, WALTER	MGR-OUTAGES & GEN PROJECT		10/5/2021
104.	Power Generation	LOPEZ, MARIA	ANALYST PLANT- SR		12/3/2021
105.	Power Generation	LUCERO, JOSHUA	SUPV- MECHANICAL MAINT		12/30/2021
106.	Power Generation	LUCERO, LANE	SAFETY REP-STAFF		10/13/2021
107.	Power Generation	LUJAN, ADRIAN	POWER PLANT INSIDE OPER		10/7/2021
108.	Power Generation	LUJAN, CHARLES	POWER PLANT LAB TECH		11/1/2021
109.	Power Generation	LUJAN, JOSE	POWER PLANT MECHANIC		10/7/2021
110.	Power Generation	MARIN, FEDERICO	POWER PLANT SPEC-ELECT IC		10/29/2021
111.	Power Generation	MARQUEZ, ANAEL	CAD TECHNICIAN- ASSOC		11/18/2021
112.	Power Generation	MARQUEZ, JESUS	ENGINEER-PRINC		11/18/2021
113.	Power Generation	MARTINEZ GALLARDO, RICARDO	OPERATIONS MAINT TECH		10/27/2021
114.	Power Generation	MARTINEZ, CARLOS	POWER PLANT TECH-INSTRUM		10/8/2021
115.	Power Generation	MARTINEZ, MARIO	SENIOR POWER PLANT OPER		11/9/2021
116.	Power Generation	MCMENIMEN, JOSHUA	POWER GENERATION TRAINEE		11/4/2021
117.	Power Generation	MEDINA, EDWARD	POWER PLANT ELECTRICIAN		10/5/2021



118.	Power Generation	MENDEZ, FRANCISCO	POWER PLANT INSIDE OPER		10/8/2021
119.	Power Generation	MENDOZA, JOEL	SENIOR POWER 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 SPEC-ELECT 1C		10/13/2021
123.	Power Generation	MORA, RICARDO	SUPT-GENERATION PROJECTS		10/10/2021
124.	Power Generation	MORALES, JORGE	SUPV-SHIFT		10/26/2021
125.	Power Generation	OLSON, J KYLE	DIR- PG & ASSET MGMT		11/16/2021
126.	Power Generation	ONSUREZ, RAQUEL	SUPV-CHEMISTRY		11/2/2021
127.	Power Generation	ORTIZ, KARA	TRAINING COORD- ASSOC		11/9/2021
128.	Power Generation	ORTIZ, MATTHEW	POWER PLANT OPERATOR		10/9/2021
129.	Power Generation	PADILLA, BILLY	RELIEF OPERATOR		10/26/2021
130.	Power Generation	PADILLA, JOSE	SUBSTATION ELECTRICIAN		11/17/2021
131.	Power Generation	PALACIOS, DAVID	POWER PLANT SPEC-ELECT 2C		10/5/2021
132.	Power Generation	PENA, DANIEL	PLANNER-OUTAGE- ASSOC		10/7/2021
133.	Power Generation	PEREZ, ARIEL	POWER PLANT OPERATOR		10/27/2021
134.	Power Generation	PERRY, CHRISTOPHER	POWER PLANT LAB TECH		10/29/2021
135.	Power Generation	PHELPS, BRANDON	SENIOR POWER PLANT OPER		N/A
136.	Power Generation	PORTER, ALICIA	PLANNER- MAINTENANCE-SR		10/19/2021



137.	Power Generation	PRUTCH, FREDERICK	MGR-POWER PLANT		10/19/2021
138.	Power Generation	QUINTANA, ANTHONY	RELIEF OPERATOR		11/3/2021
139.	Power Generation	RAMIREZ, ERNESTO	POWER PLANT OPERATOR		1/5/2022
140.	Power Generation	RAMIREZ, FELIX	POWER PLANT OPERATOR		11/10/2021
141.	Power Generation	RIVERA, JAVIER	SENIOR POWER PLANT OPER		11/1/2021
142.	Power Generation	RODRIGUEZ, MICHAEL	POWER PLANT ELECTRICIAN		10/5/2021
143.	Power Generation	RUIZ, ERICA	ANALYST PLANT- ASSOC		10/7/2021
144.	Power Generation	RUIZ, JORGE	RELIEF OPERATOR		10/9/2021
145.	Power Generation	RUSSELL, JOSEPH	POWER PLANT SPEC-ELECT IC		10/5/2021
146.	Power Generation	SALAS, JAVIER	SENIOR POWER PLANT OPER		11/1/2021
147.	Power Generation	SALAZAR, FELIPE	POWER PLANT LAB TECH		10/26/2021
148.	Power Generation	SANCHEZ, ALEJANDRO	OPERATIONS MAINT TECH		11/5/2021
149.	Power Generation	SANCHEZ, DANIEL	POWER PLT TECH- PRD MNT IC		10/27/2021
150.	Power Generation	SANCHEZ, JUAN	TRAINING COORD- 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 MECHANIC		10/11/2021
154.	Power Generation	SWAHLEN, KEVIN	POWER PLANT MECHANIC		10/11/2021
155.	Distribution	David Rios	Director Distribution 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 / Technicians / Apprentices - Relay Protection and Control		9/24/2021
216.		George Mendez	Specialists / Technicians / Apprentices - Relay Protection and Control		10/8/2021
217.		Andrew Garcia	Engineers - 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 Engineer		10/26/2021
222.		Luz Ramos	Power System 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 Administrator & Service Integrators		9/27/2021
227.		Jessica Molina	Compliance Specialists		9/14/2021
228.		Baltazar Betancourt	EMSS Applications Engineer		9/8/2021
229.		Herlinda Avila	System Operator		9/7/2021
230.		Jonathan Trejo	Engineers - Protection & Control		10/20/2021
231.		Manuel Ayala	EMSS Infrastructure 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 Engineer		9/9/2021
235.		Mariana Suarez	Engineers - Protection & Control		10/4/2021
236.		Pawel Helinski	Specialists / Technicians / Apprentices - Relay Protection and Control		10/9/2021
237.		Penny Montes	Compliance Specialists		9/7/2021
238.		Tracy Van Slyke	EMSS Applications Engineer		9/26/2021
239.		Jorge Morales	System Operator		9/17/2021
240.		Francisco Lopez	System Operator		9/4/2021



241.		Gerardo Martinez	Specialists / Technicians / Apprentices - Relay Protection and Control		10/28/2021
242.		Valentin Estrada	System Operator		9/20/2021
243.		Edward Rosales	System Operator		9/3/2021
244.		Timothy Lucke	EPACS Administrator & Service Integrators		10/22/2021
245.		Jose Ruiz	Power System Engineer		10/7/2021
246.		Esteban Montanez	EMSS Applications Engineer		9/3/2021
247.		Justin Sack	EPACS Administrator & Service Integrators		9/10/2021
248.		Gary Thomsen	EPACS Administrator & Service Integrators		10/25/2021
249.		David Villalobos	Specialists / Technicians / Apprentices - Relay Protection and 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 / Technicians / Apprentices - Relay Protection and Control		10/21/2021
254.		David Skues	EPACS Administrator & 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 / Technicians / Apprentices - Relay Protection and Control		10/27/2021
259.		Robert Knott	Specialists / Technicians / Apprentices - Relay Protection and Control		10/1/2021
260.		Lorenzo Alba	NSI Engineer		10/19/2021
261.		Roger Bedell	EMS Apps Consultant		10/11/2021



262.		Manuel Bautista	Specialists / Technicians / Apprentices - Relay Protection and Control		9/3/2021
263.		Victor Valdez	Specialists / Technicians / Apprentices - Relay Protection and Control		9/7/2021
264.		Cynthia Banuelos	System Operator		9/28/2021
265.		Ernesto Barraza	Specialists / Technicians / Apprentices - Relay Protection and 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 Engineer		10/18/2021
272.		Saul Ornelas	EMSS Applications Engineer		9/12/2021
273.		German Escobedo	EMSS Infrastructure Engineer		10/25/2021
274.		Valente Munoz	EMSS Infrastructure Engineer		9/10/2021
275.		Antonio Barrio	EMSS Infrastructure Engineer		9/6/2021
276.		Yolanda Benavides	EMSS Infrastructure 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 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 Engineer		9/8/2021
284.		Joseph Maldonado	Information Technology - Server Engineer		9/13/2021
285.		Joseph	Server Engineers		9/13/2021
286.		Bob Klein	EMS Apps Consultant		9/29/2021
287.		Scott Mcilroy	EMS Apps Consultant		10/4/2021



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

---

### 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.

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



## AFFIDAVIT

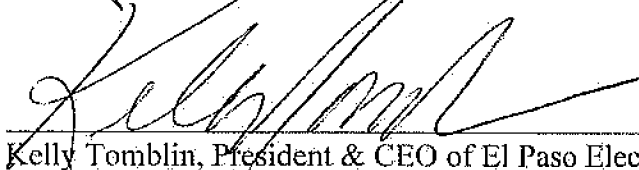
BEFORE ME, the undersigned authority, on this day personally appeared KELLY TOMBLIN, who swore or affirmed to tell truth, and stated as follows:

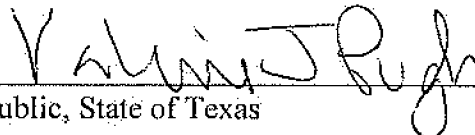
1. My name is Kelly Tomblin.
2. I am employed by El Paso Electric Company ("EPE") in the position of President and CEO.
3. I am EPE's highest-ranking representative with binding authority over EPE.
4. I submit this affidavit based upon my personal knowledge and upon information and belief.
5. In my role 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

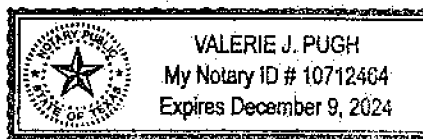
COUNTY OF El Paso

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

  
Kelly Tomblin, President & CEO of El Paso Electric

  
Notary Public, State of Texas

My commission expires:





## Section 1: Approval & Implementation

---

### 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

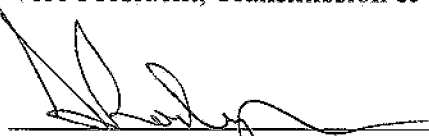
4/4/2022  
Date

  
\_\_\_\_\_  
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

---

### 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

---

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. Tornadoes, 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

---

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**



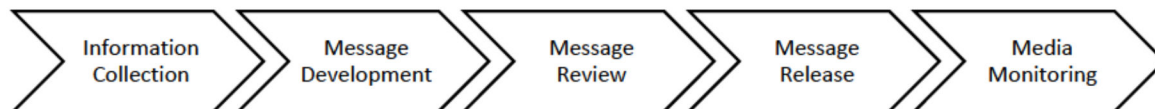
Per The Crisis Communication Plan, the Crisis Communications Team will determine which stakeholder groups need to be informed first.

### **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)**

<b>Mandatory Position</b>	<b>Assigned Personnel</b>	<b>Contact Information</b>
External Communicator <b>Local &amp; Texas Government</b>	Cynthia Pina Ortwein	Office: 915-521-4411 Cell: 915-487-3926 Email: <a href="mailto:Cynthia.pina@epelectric.com">Cynthia.pina@epelectric.com</a>
External Communicator <b>Local &amp; Texas Government</b>	Daniel Perez	Office: 915-543-4166 Cell: 915-487-5596 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 Bragalla, Dir. For Partnerships	C. Pina, D. Perez	915-212-1570	<a href="mailto:bragallakx@elpasotexas.gov">bragallakx@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 MCArms	C. Pina, D. Perez		
Commissioner, Lori Cobos	C. Pina, D. Perez		
Commissioner, Jimmy Glatfely	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			
 El Paso Electric	OPERATING PROCEDURE	Document No.	OPM-019
		Version No.	4.2
		Effective Date	12/9/2021
Communication Protocols		Document Classification Internal Use	

## 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.



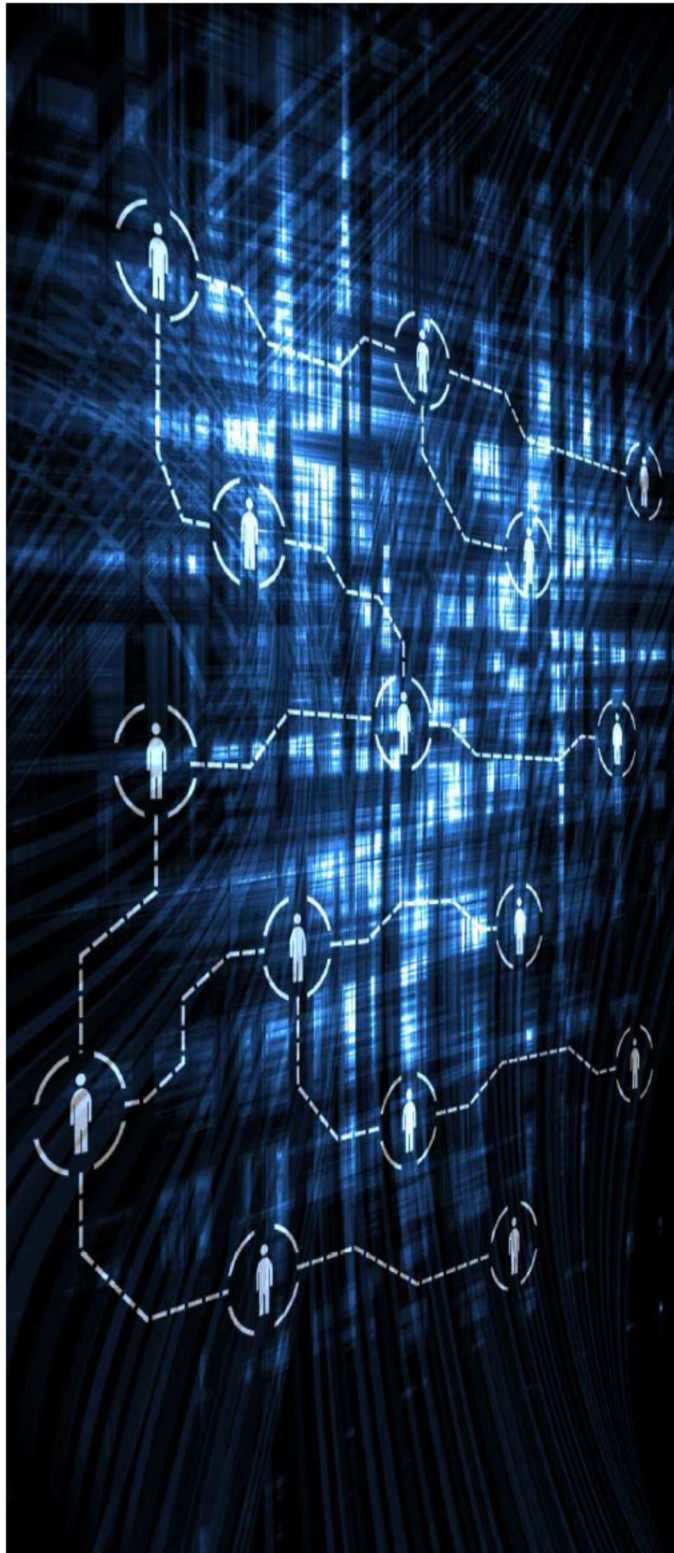
## **Attachment 2: Communication Protocols OPM-019**

**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

REVISION	RELEASE DATE	REMARKS
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

## Table of Contents

<b>PROMULGATION .....</b>	<b>6</b>
<b>CRISIS COMMUNICATIONS PLAN .....</b>	<b>7</b>
1. Plan Overview .....	7
a. Introduction .....	7
b. Purpose .....	7
Concept of Operations (CONOPS) .....	8
c. Planning Assumptions .....	9
d. Plan Objectives .....	9
e. Types of Crisis Covered by Plan .....	10
Normal Operations .....	10
Line of Business Emergency .....	10
Crisis .....	10
f. Key Stakeholders .....	11
g. Plan Development and Integration .....	12
h. Plan Distribution .....	12
2. Crisis Communications Team Structure .....	13
a. Overview .....	13
c. Crisis Communications Team Organizational Chart .....	14
d. Staffing .....	15
e. Mandatory and Optional Positions .....	15
f. Roles and Responsibilities .....	15
Public Information Officer .....	15
Spokesperson .....	15
Message Writer .....	16
External Communicator .....	16
Media Representative and Moderator (Optional) .....	16
Employee Communications Representative (Optional) .....	16
Social Media Specialist (Optional) .....	16
Media Logistics Coordinator (Optional) .....	17
External Media Consultant (Optional) .....	17
Researcher (Optional) .....	17
Media Monitoring (Optional) .....	17
g. Locations .....	17
Crisis Communications Center .....	17
Line of Business / Other Departmental Support Groups .....	18
h. Crisis Communications Center Setup / Logistics .....	18
3. Assessing the Crisis Situation (Situation Assessment) .....	19



Fact Finding and Source Validation .....	19
Initial Response .....	19
Positioning .....	20
Initial Key Messages .....	21
Communicating to Employees .....	21
External Communication .....	22
Handling Complaints and Information Requests .....	22
 4. Plan Activation .....	 22
a. Crisis Communications Team Activation .....	22
b. Notification of Team Members .....	23
During Normal Business Hours .....	23
During Non-Business Hours .....	23
 5. Communications Procedures .....	 24
a. Information Collection Process .....	24
b. Message Development .....	24
c. Authorization and Information Dissemination Protocols .....	25
Message Approval .....	25
Message Release .....	25
Release Verification .....	25
d. Designated Spokespersons (Communicator) .....	26
e. Stakeholder Communications .....	26
f. Media Monitoring .....	26
g. Record Keeping .....	27
h. Message Evaluation .....	27
i. Event Record Keeping .....	28
 6. Compliance .....	 28
a. Plan Execution .....	28
b. Crisis Communications Training .....	28
c. Training Program .....	28
d. Exercises and Drills .....	29
e. Post Event Reports and Critiques .....	29
f. Evaluation Criteria .....	30
 <b>APPENDICES .....</b>	 <b>31</b>
1. Crisis Communications Team Members and Contact Info .....	32
2. Crisis Communications Center Location and Material Needs .....	33
3. Crisis Communications Activation Set-Up Checklist .....	34
4. Stakeholder Phone Tree .....	36
5. Media Policies and Procedures .....	43
6. Crisis Inquiry Log Form / Worksheet .....	44
7. Message Preparation Template .....	45



---

8. Message Mapping Sample.....	46
9. Sample Incident Statement.....	46
10. Sample Media Advisory .....	48
11. News Briefing Moderator Guidelines, Checklist and Script.....	49
12. Message Approval Form.....	50
13. Stakeholder Key Concerns Summary Sheet.....	51
14. Crisis Communications Log .....	52
15. Crisis Communication Channels.....	53
16. Activity Log .....	55
17. Interim Communications Tools (if applicable) .....	56
18. Future State Communications Tools (if applicable) .....	56



## 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: \_\_\_\_\_



## 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.

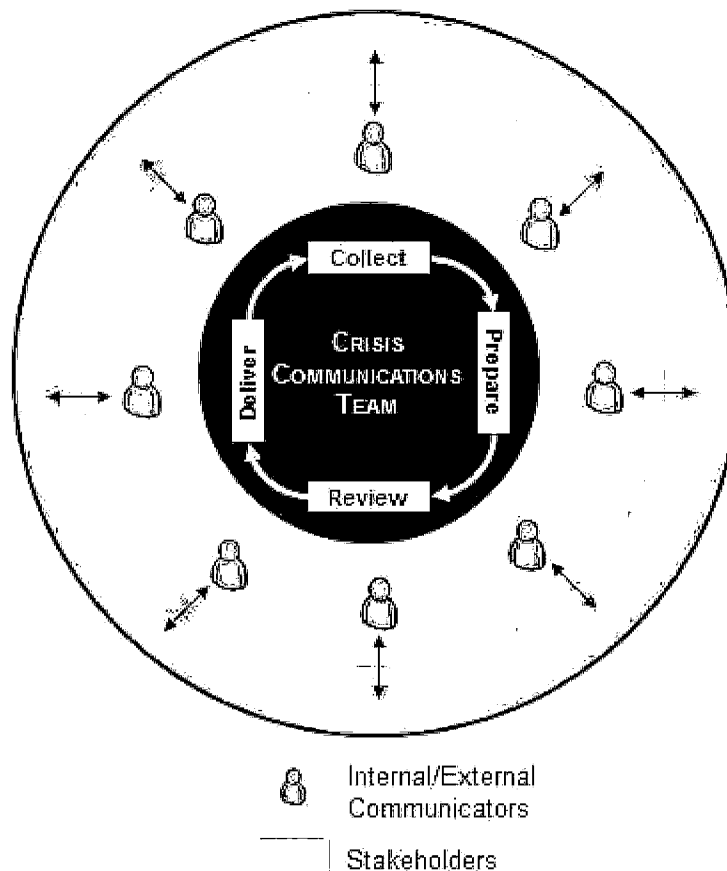


Figure 1.b.1 – Concept of Operations



### **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.



- 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.



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



- 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

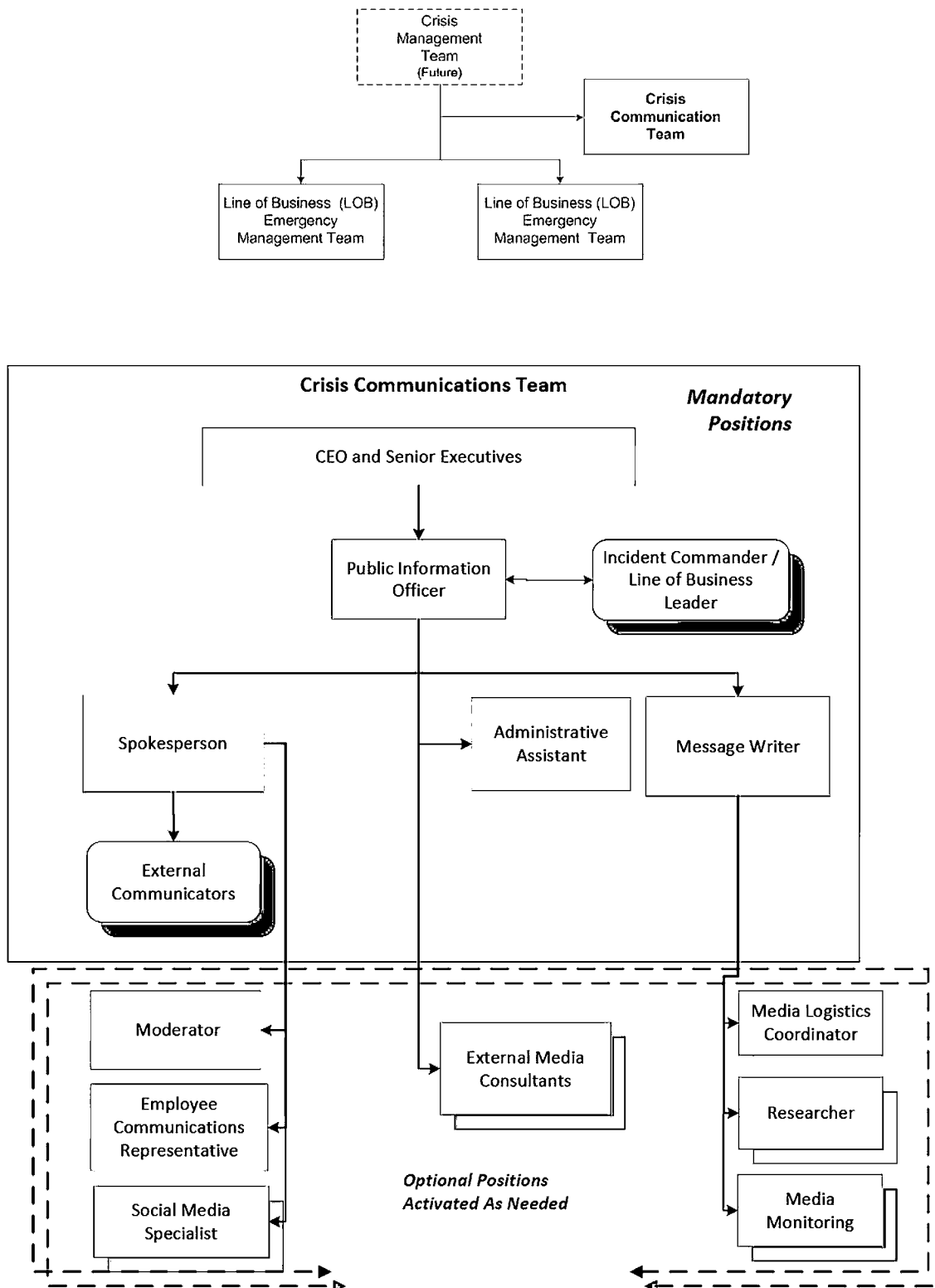




Figure 2.b.1 – Crisis Communications Team Organizational Chart

#### 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.



- 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.



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.



#### 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:

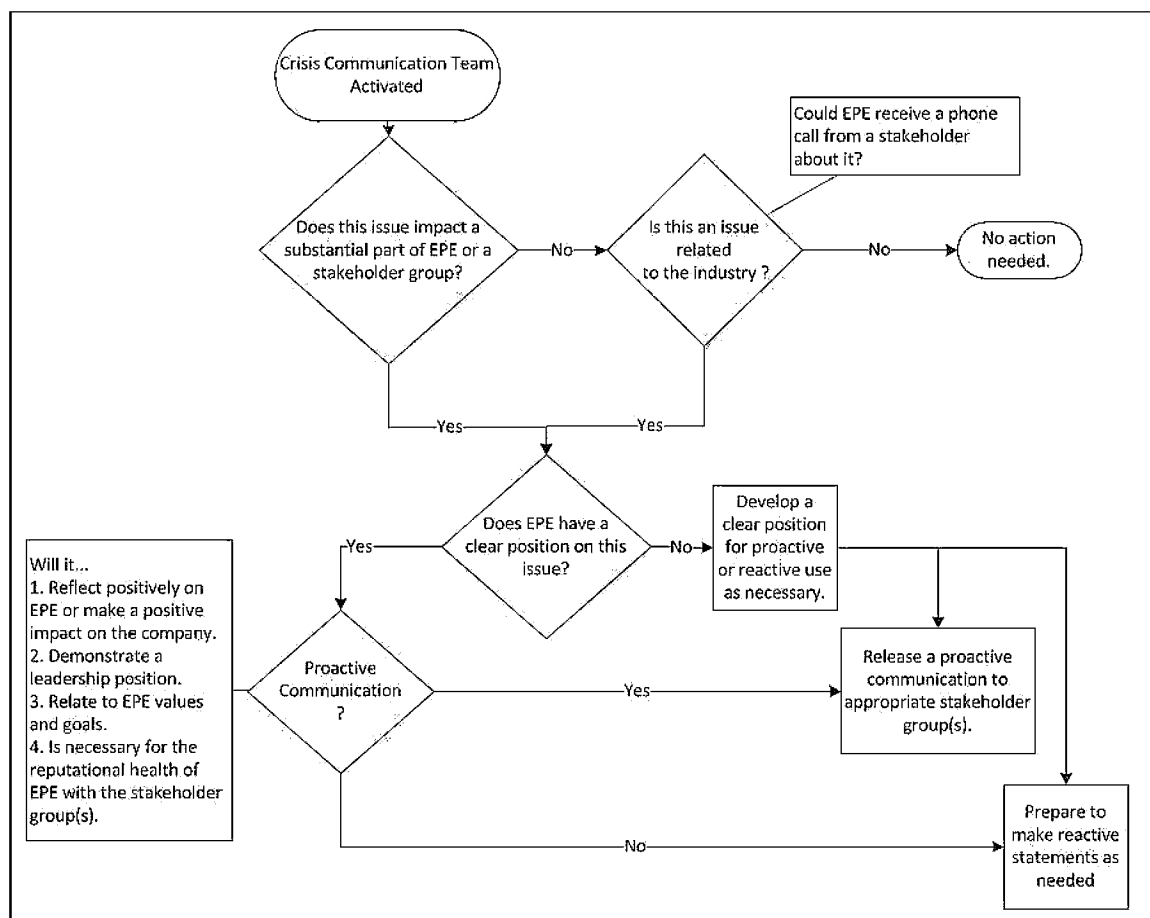


Figure 3.2 – Decision Process



---

## 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.



- 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



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



CRISIS  
COMMUNICATIONS  
PLAN  
CONFIDENTIAL DOCUMENT

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

## 2. Crisis Communications Center Location and Material Needs



**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.



**CRISIS  
COMMUNICATIONS  
PLAN**  
**CONFIDENTIAL DOCUMENT**



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 \_\_\_\_\_

Crisis Communications Meeting Room Setup Checklist		
No.	Task	Completed by:
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.

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



## 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



## 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



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](http://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, tonights) 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	<b>Time:</b>
<input type="checkbox"/> Approved with minor changes	
<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.

CRISIS COMMUNICATIONS – KEY CONCERNS		
Crisis		
Phase	Stakeholder(s)	Key Concerns
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>
		<ul style="list-style-type: none"> <li></li> </ul>
		<ul style="list-style-type: none"> <li></li> </ul>
		<ul style="list-style-type: none"> <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>
		<ul style="list-style-type: none"> <li>What is the problem?</li> </ul>
		<ul style="list-style-type: none"> <li>Where is the problem?</li> </ul>
		<ul style="list-style-type: none"> <li>What resources do you need?</li> </ul>
		<ul style="list-style-type: none"> <li>What are the obstacles?</li> </ul>
		<ul style="list-style-type: none"> <li>When will the crisis be over?</li> </ul>
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>
		<ul style="list-style-type: none"> <li></li> </ul>
		<ul style="list-style-type: none"> <li></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	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	
Senior Officers											4										✓										
Customers																															
Military																															
Employees																															
Board of Directors																															



CRISIS  
COMMUNICATIONS  
PLAN  
CONFIDENTIAL DOCUMENT



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																																	







CRISIS  
COMMUNICATIONS  
PLAN  
CONFIDENTIAL DOCUMENT

---



**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



**CRISIS  
MANAGEMENT  
PLAN**



## Table of Contents

<b>Promulgation .....</b>	<b>3</b>
<b>Revision History .....</b>	<b>4</b>
<b>Section 1: Introduction .....</b>	<b>5</b>
1.1 Introduction .....	5
1.2 Purpose.....	5
1.3 Scope.....	5
1.4 EPE Plan References .....	6
<b>Section 2: Situations and Assumptions.....</b>	<b>7</b>
2.1 Assumptions .....	7
2.2 Hazards and Vulnerabilities .....	7
2.3 Guidelines.....	8
<b>Section 3: Concept of Operations.....</b>	<b>11</b>
3.1 Concept of Operations .....	11
3.2 Incident Notification.....	11
3.3 Incident Assessment and Crisis Classification .....	15
3.4 CMT Activation.....	17
3.5 Meeting Process .....	17
3.6 CMT Deactivation .....	19
<b>Section 4: Organization and Responsibilities.....</b>	<b>20</b>
4.1 Response Functions .....	20
4.2 Incident Management Teams.....	21
4.3 Crisis Management Team .....	22
4.4 Crisis Communications Team .....	30
<b>Section 5: Compliance.....</b>	<b>31</b>
5.1 Overview .....	31
5.2 Plan Maintenance .....	31
5.3 Plan Distribution.....	31
5.4 Regular Team Meetings.....	31
5.5 Training.....	32
5.6 Exercises and Drills .....	32
<b>Appendix A: Crisis Management Team Member List.....</b>	<b>33</b>
<b>Appendix B: CMT Meeting / Conference Call Agenda.....</b>	<b>35</b>
<b>Appendix C: Crisis Management Incident Report .....</b>	<b>40</b>
<b>Appendix D: CMT Position Reference Checklists .....</b>	<b>50</b>
<b>Appendix E: Glossary .....</b>	<b>66</b>



**CRISIS  
MANAGEMENT  
PLAN**



## 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: \_\_\_\_\_



**CRISIS  
MANAGEMENT  
PLAN**

## 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**

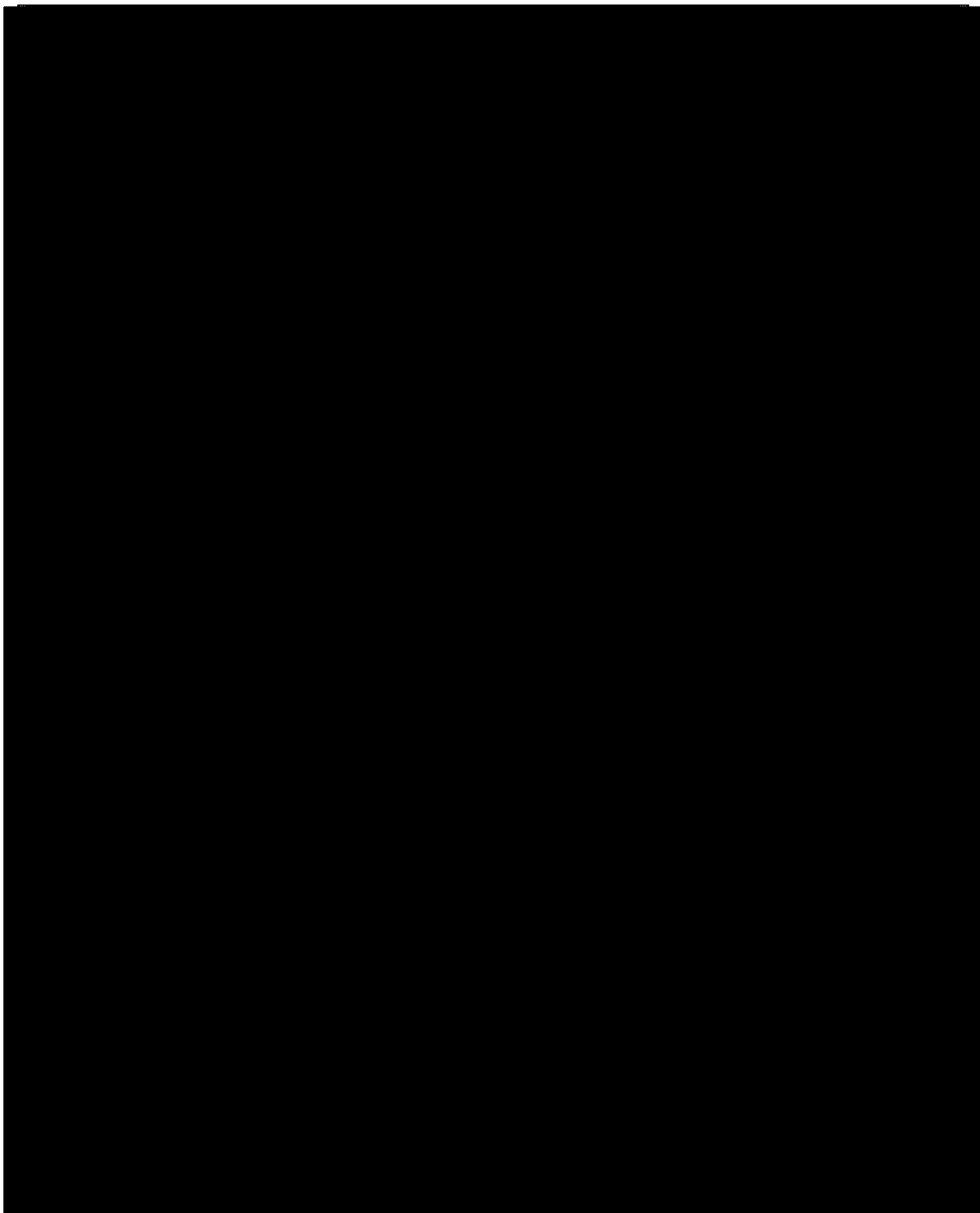
The CMP sets forth policies and procedures for the response to actual and potential crises by the Crisis Management organization, which consists of the:

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



**CRISIS  
MANAGEMENT  
PLAN**

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**