

- NEC's Physical Security Plan includes 3 Types of Controls that together work to prevent, detect & correct damage/systems to improve our incident response

TYPES OF SECURITY CONTROLS	CONTROL FUNCTIONS		
	PREVENTATIVE	DETECTIVE	CORRECTIVE
	PHYSICAL CONTROLS <ul style="list-style-type: none"> • Fences • Gates • Locks 	<ul style="list-style-type: none"> • CCTV • Surveillance Cameras 	<ul style="list-style-type: none"> • Repair physical damage • Re-issue access cards
	TECHNICAL CONTROLS <ul style="list-style-type: none"> • Firewall • IPS • MFA • Antivirus 	<ul style="list-style-type: none"> • IDS • Honeypots 	<ul style="list-style-type: none"> • Vulnerability patching • Reboot a system • Quarantine a virus
	ADMINISTRATIVE CONTROLS <ul style="list-style-type: none"> • Hiring & termination policies • Separation of duties • Data classification 	<ul style="list-style-type: none"> • Review access rights • Audit logs and unauthorized changes 	<ul style="list-style-type: none"> • Implement a business continuity plan • Have an incident response plan

Response to a Security Alarm

If an alarm goes off at any NEC Facility:

- A signal is sent directly to Safeguard Security Company
- Security Company has a list of designated employees to contact
- Security Company typically dispatches law enforcement to location
- If there are no issues, Security Company calls designated NEC Supervisors/Managers depending on location
- NEC Supervisors/Managers go onsite and respond accordingly

Do's & Don'ts...

- Do ensure you display your badge when on the premises or on the job
- Do ensure visitors sign in and you escort them at all times
- Do report any damage, loss or theft of your badge immediately

- Do challenge anyone not displaying their badge
- Do report any suspicious individuals or activity to your supervisor

Do's & Don'ts...

- Don't share your badge with anyone else
- Don't leave sensitive information or portable storage on your desk
- Don't provide back-office access to those not displaying a badge
- Don't leave sensitive printed documents in the printer tray
- Don't leave confidential information on whiteboard or calendars

Appendix

Emergency Operations Plan Activation Alert Levels

Alert level notifications will be provided by the NEC CEO (or designee) or, if absent, the CCO, COO, or Emergency Operations Center Coordinator(s) as defined/designated by the CEO.

Alert Level	Threat						
	Hurricane/Tropical Cyclone	Tornadoes	Extreme Heat & Cold w/ Load Shed	Pandemic/Epidemic	Wildfire	Physical Security	Cyber Security
Alert Level I	This status is declared if a tropical cyclone forms or enters areas in the western Atlantic Ocean or Caribbean Sea that are west of 70°W longitude, the NEC CEO (or designee) shall monitor the storm path and send alert messages by email to all NEC management staff at least once per day.	Tornado Watch - Tornadoes are likely to occur in the watch area. Be ready to act quickly and take shelter, and monitor radio and television stations for more information.	If ERCOT Operating Reserves drop below 2,300 MW and are not expected to recover within 30 mins.	As defined by the CDC, low levels of virus exists in NEC office location and an emergency declaration is in effect	National Weather Service issues notice of elevated fire danger and NEC territory has a moderate, high, very high, or extreme fire danger rating	Low Impact/Informational	Low Incident where the impact is minimal. Limited to NO impact to critical business operations, easily isolated and resolved. Redundancy or workarounds are used to maintain business processes. Internal notification only.
Alert Level II	This status is declared if an emergency impact could occur in the NEC service territory within 96 hours; or if a tropical cyclone enters the Gulf of Mexico and the NEC service area is in the National Hurricane Center's cone for possible landfall.	Tornado Warning - Imminent threat - A tornado has been sighted in the area or has been indicated by radar. Take shelter immediately.	If ERCOT Operating Reserves drop below 1,750 MW and are not expected to recover within 30 mins.	As defined by the CDC, Moderate level of virus exists in NEC office locations and an emergency declaration is in effect		Minor impact/Most of the system is functioning properly	Medium Incident where the impact could be significant. Delayed or impaired ability to provide services, meet NEC's mission, or provide general business functions, but redundancy or workarounds can be used to restore full functionality quickly. Internal and regulatory notification required.
Alert Level III	This status is declared if an emergency impact is likely to occur in the NEC service territory within 72 hours, or if a tropical cyclone "watch" is issued that includes any portion of the NEC service area.		If ERCOT Operating Reserves drop below 1,375 MW. If OR drop below 1,000 MW and are not expected to recover within 30 mins. And/or the grid's frequency level cannot be maintained at 60 Hz	As defined by the CDC, high level of virus exists in NEC office locations and an emergency declaration is in effect		Significant Impact/Severe downgrade of services	High Incident where the impacts are severe. Likely disruption to operations. NEC proprietary or confidential information has been compromised, malware has become widespread and is affecting multiple employees, or monitoring and/or information systems are unavailable or degraded. Internal and regulatory notification required.H9
Alert Level IV	This status is declared if an emergency impact is likely to occur in the NEC service territory within 36 hours, or if a tropical cyclone "warning" is issued that includes any portion of the NEC service area.			As defined by the CDC, very high level of virus exists in NEC office locations and an emergency declaration is in effect		Critical Impact/System Down. Complete system outage.	Critical Incident where the impact is catastrophic. A complete severance of NEC network services, inoperable equipment and/or facilities. NEC proprietary or confidential information has been compromised and published on a public site. Internal, regulatory, and (likely) public notification required.
Alert Level V	This status is declared/exists during an emergency impact, and throughout the response and recovery period.						

MUTUAL AID AGREEMENT

In consideration of the mutual commitments given herein, each of the Signatories to this Mutual Aid Agreement agrees to render aid to any of the Signatories as follows:

1. Request for aid. The Requesting Signatory agrees to make its request in writing to the Aiding Signatory within a reasonable time after aid is needed and with reasonable specificity. The Requesting Signatory agrees to compensate the Aiding Signatory as specified in this Agreement and in other agreements that may be in effect between the Requesting and Aiding Signatories.
2. Discretionary rendering of aid. Rendering of aid is entirely at the discretion of the Aiding signatory. The agreement to render aid is expressly not contingent upon a declaration of a major disaster or emergency by the federal government or upon receiving federal funds.
3. Invoice to the Requesting Signatory. Within 90 days of the return to the home work station of all labor and equipment of the Aiding Signatory, the Aiding Signatory shall submit to the Requesting Signatory an invoice of all charges related to the aid provided pursuant to this Agreement. The invoice shall contain only charges related to the aid provided pursuant to this Agreement.
4. Charges to the Requesting Signatory. Charges to the Requesting Signatory from the Aiding Signatory shall be as follows:
 - a) Labor force. Charges for labor force shall be in accordance with the Aiding Signatory's standard practices.
 - b) Equipment. Charges for equipment, such as bucket trucks, digger derricks, and other special equipment used by the aiding Signatory, shall be at the reasonable and customary rates for such equipment in the Aiding Signatory's locations.
 - c) Transportation. The Aiding Signatory shall transport needed personnel and equipment by reasonable and customary means and shall charge reasonable and customary rates for such transportation.
 - d) Meals, lodging and other related expenses. Charges for meals, lodging and other expenses related to the provision of aid pursuant to this Agreement shall be the reasonable and actual costs incurred by the Aiding Signatory.
5. Counterparts. The Signatories may execute this Mutual Aid Agreement in one or more counterparts, with each counterpart being deemed an original Agreement, but with all counterparts being considered one Agreement.
6. Execution. Each party hereto has read, agreed to and executed this Mutual Aid Agreement on the date indicated.

Date 04.08.2022

Entity MUECES ELECTRIC COOPERATIVE

By Vayand J. Imani

Title C.E.O.

APPENDIX A-3

2022 EOP Key Personnel Training Record					
First Name	Last Name	Job Title	Enrolled	Completed	Status
Joanna	Prado	HR Manager	4/7/2022 16:40	4/13/2022 8:01	passed
Jesus	Olivarez	Physical Plant Supervisor	4/7/2022 16:40	4/13/2022 9:06	passed
Bill	Gunn	Metering Supervisor	4/7/2022 16:40	4/8/2022 15:31	passed
Rhonda	Bell	Member Care Manager	4/7/2022 16:40	4/11/2022 11:28	passed
Andrew	Villareal	Engineering Supervisor	4/7/2022 16:40	4/13/2022 12:20	passed
Liane	Padilla	Executive Assistant	4/7/2022 16:40	4/11/2022 16:08	passed
Frank	Wilson	Chief Retail Officer	4/7/2022 16:40	4/7/2022 17:13	passed
Varzavand	Irani	Chief Executive Officer	4/7/2022 16:40	4/11/2022 15:35	passed
Sarah	Fisher	Chief Compliance Officer & Asst. GM	4/7/2022 16:40	4/7/2022 16:55	passed
Manuel	Mayorga	Line Superintendent	4/7/2022 16:40	4/8/2022 9:04	passed
Sergey	Seryogin	IT Director	4/7/2022 16:40	4/12/2022 16:19	passed
Michael	Glass	Retail Operations Manager	4/7/2022 16:40	4/8/2022 16:43	passed
Vicky	Garcia	Assistant Member Care Manager	4/7/2022 16:40	4/8/2022 13:51	passed
Brenda	Christmas	Accounting Manager	4/7/2022 16:40	4/11/2022 9:42	passed
Joe	Huerta	Safety & Loss Control Manager	4/7/2022 16:40	4/11/2022 10:20	passed
Adriana	Pena	Chief Financial Officer	4/7/2022 16:40	4/8/2022 9:12	passed



2022 Emergency Operations Plan Training for Key NEC Personnel

in compliance with PUCT Section 25.53



Nueces Electric Cooperative

Summary

Nueces Electric Cooperative (NEC) maintains an Emergency Operations Plan (EOP)

The emergencies, for which we plan, are chosen based on ...

1. Ensuring readiness to effectively respond to our greatest threats with
 - *the highest potential for occurrence and*
 - *the greatest potential impacts for our Co-op and our operations.*
2. Compliance with regulatory requirements

EOP Training Summary

1. Process to activate the EOP
2. Types of Emergencies in our EOP
3. Communications Plan (wires & NEC CE) -Procedures for communicating with the public & media
4. Procedures for handling complaints during an emergency
5. Procedures for communicating with the PUCT, OPUC, local & state governmental entities, officials and emergency operations centers (EOCs), ERCOT, and critical load consumers.
6. Plan to maintain pre-identified supplies for emergency response
7. Emergency staffing plan
8. Weather Monitoring Plan for Tornadoes, Tropical Cyclones, Extreme Cold Weather, Extreme Hot Weather

Process to Activate the EOP

- Any employee may activate the EOP by alerting any NEC supervisor or manager of an emergency situation or threat. If emergency services are warranted, 911 should be called first.
- Supervisors and managers will act as necessary and notify the rest of the management staff and affected employees of the emergency
- Upon activation, Emergency Action Checklists for each department should be rushed to completion as emergency levels (if applicable) apply.

Types of Emergencies in NEC's EOP

- Weather
 - *Tropical Cyclones: Tropical Storms & Hurricanes*
 - *Tornadoes*
 - *Extreme Hot*
 - *Extreme Cold Weather*
- Load Shedding
- Pandemic/Epidemic
- Wildfires
- Cyber Security Breaches
- Physical Security Breaches

NEC Crisis Communication Plan

- NEC Corporate Communications maintains NEC's Crisis Communication Plan which can be viewed in full on the network.
- This plan is an extensive document including the following:
 - "Communicating in a Crisis" tips for communicators
 - Media Contacts
 - Sample news and social media information for different crisis situations for wires and Co-op Energy for distribution via broadcast media, email blasts, pre-recorded phone messaging, websites, and social media
- As always, all media inquiries should be directed to the Corporate Communications Team
- If a department has messaging that they need to get out during a crisis, they should contact the Corporate Communications Team

Complaint Handling Procedures During a Crisis

- Especially during emergencies that result in prolonged power outages for members, complaints are expected.
- The NEC member care manager and the IT director have recovery plans for the NEC telephone systems.
- CRC: NEC has an after-hours dispatch/ call-center service that may be used to handle consumer calls indefinitely, if needed. If an emergency is anticipated in advance which may impact NEC's ability to receive calls from consumers/public, NEC will automatically or manually transfer the phones to the after-hours dispatch/call center before impact.

Complaint Handling Procedures During a Crisis

- Member Care, for both distribution and Co-op Energy, have developed talking points for employees who must respond to consumer calls.
- NEC's managers will address complaints and consumer concerns as they arise.
- Should a consumer wish to escalate a complaint, they will be given instructions to file a concern with the NEC chief compliance officer and chief executive officer and the consumer complaint contact information for the PUCT.

Procedures for Communicating with Regulatory, Government and EOC

- Key NEC Staff have been identified to communicate with regulatory, government and EOC staff
 - Chief Executive Officer
 - Chief Compliance Officer
 - Chief Financial Officer
 - Accounting Manager
 - Member Care Manager
 - Member Care Assistant Manager
 - Line Superintendent
 - Engineering Supervisor
 - IT Director
 - Safety & Loss Control Manager
- These employees have received *National Incident Management System* (NIMS) training

Plan to Maintain Pre-identified Supplies for Emergency Response

- NEC holds a vendor management contract with Texas Electric Cooperatives (TEC) to manage our warehouse
- Through this contract, TEC gives NEC greater economies of scale and purchasing power
- This extends to crisis situations, where TEC can reroute extra supplies and critical inventories to our area following a crisis or widespread distribution system outage.

Emergency Staffing Plan

- NEC has mutual aid agreements with TEC and the 65 electric co-ops in Texas, also with our national association, NRECA. These allow us to get support from the almost 900 electric co-ops across the nation, as needed in a crisis
- All NEC employees are critical to our successful response to any crisis, but NEC has designated certain employee roles that must report immediately to support the initial phases of response
- NEC has identified key job roles and placed them in levels of criticality to a mass power outage event response
- This list is maintained in the network folder

Weather Monitoring Plan

- NEC's greatest threat is the weather: Tornadoes, Tropical Cyclones, Extreme Cold Weather, Extreme Hot Weather, Lightning, Drought, Flooding
- NEC, and its transmission and generation cooperative, South Texas Electric Cooperative, constantly monitor weather through subscription weather forecasting services throughout the year.
- All NEC employees receive daily email forecasts.
- During a forecasted/declared weather emergency, weather information is provided more frequently to all employees
- NEC also is registered with the local National Weather Service (NWS) office for participation in its weather emergency calls and updates.

EOP Annexes

- Weather Emergencies (*including tornadoes, hurricanes/tropical cyclones, & extreme hot & cold weather*)
- Load Shedding
- Pandemics & Epidemics
- Wildfires
- Cyber Security
- Physical Security

EOP Annexes

- Weather Emergencies

- Extreme hot weather response: plan includes heat stress/stroke, energy conservation, load shed plans
- Extreme cold weather response: plan includes hypothermia tips, ice, energy conservation, and load shed plans
- Tropical cyclones
 - *NEC has a separate hurricane plan for tropical cyclone season from June 1-November 30 each year.*
 - *The Hurricane Plan includes a service restoration plan that is used for tropical cyclones or any emergency that causes widespread damage to the NEC distribution system*

EOP Annexes

Load Shedding

- When electric supply provided by all available power generation plants, wind farms and other sources becomes insufficient to meet member demand, ERCOT (the system operator of the Texas grid) begins emergency operations.
- During a power emergency when electric supply cannot meet consumer demand for electricity and all other operational tools have been exhausted, the demand for electricity must be reduced to avoid uncontrolled blackouts.
- As a last resort, ERCOT will instruct electric utilities to implement controlled electricity customers outages to reduce the customer demand for electricity on the ERCOT grid.
- This is referred to as load shed and will last until the power emergency is resolved by ERCOT.

EOP Annexes

Load Shedding

- Typically, before calling for controlled electricity customer outages, ERCOT takes steps to reduce the demand on the electric grid by asking electricity customers to reduce electric usage.
- All electric utilities and electric cooperatives, including Nueces Electric Cooperative, are obligated to immediately implement load shed procedures when ERCOT instructs.
- Load shedding information for members is provided on the NEC website at <https://www.nueceselectric.org/load-shed-events>

EOP Annexes

During a Member Load Shed Event

- All members should assume their power could go out without advanced warning. Efforts will be made, as much as possible, to provide advanced notification of pending outages, but circumstances do not always allow that to happen.
- Members designated as **Critical Load**, in accordance with PUC §25.497, are not guaranteed an uninterrupted supply of electricity. It is the responsibility of the retail member to make necessary arrangements for alternative sources of electric power should a localized outage or load shed event occur.

EOP Annexes

During a Member Load Shed Event

- Residential members dependent on electric-powered medical equipment, such as those designated as **Critical Care** or **Chronic Condition**, in accordance with PUC §25.497, are encouraged to have a solid back-up plan in the event they lose electricity.
- It is important to note that these members are not excluded from controlled outages and may lose power during a load shed event. Anyone who depends on electricity for life-sustaining equipment should have a back-up plan in place.
- The procedure for a member to apply to be considered a critical care residential member, a critical load industrial member, or critical load according to commission rules, can be found on NEC's website at:
<https://www.nueceselectric.org/critical-care-renewal-letter-o>

EOP Annexes

During a Member Load Shed Event (continued)

- NEC will prioritize continuity of service for certain members whose service is critical to the community during an emergency or those whose service provides major support to the integrity of the electric system during an emergency. Examples include hospitals, major airports, critical natural gas and water supply systems, and 911.
- Because a load shed event is an emergency order from ERCOT based on a shortfall of electricity being generated, NEC will not have the information to be able to notify individual members if they may lose power, when they may lose power or how long the load shed event may last.

EOP Annexes

During a Member Load Shed Event (continued)

- In extreme power emergencies, ERCOT may require electric utilities & co-ops to shed large amounts of load over long periods of time. In these instances, NEC may not have the ability to rotate outages without risking the stability of the entire electric grid. When this happens, some members may be without power for an extended period of time. These outages are critical for ensuring the integrity of the state's electric grid and preventing a system-wide blackout, which could be long-lasting and have a significant impact on all aspects of life.

EOP Annexes

During a Member Load Shed Event (continued)

- Electric utilities & cooperatives are required to continue to comply with ERCOT controlled member outage instructions until ERCOT determines that they are no longer required.
- The Public Utility Commission of Texas website ([Hot and Cold Weather, and General Energy-Saving Tips](#)) provides examples for members to reduce electricity use at times when involuntary load shedding events may be implemented.

EOP Annexes

Load Shedding

ERCOT gives load shed directions to STEC who, in turn, gives the direction to NEC. NEC maintains a prioritized list of feeders that can be shed in the event of a load shed order. NEC's Engineering & Operations Team lead this process.

Substation	NEC Feeder #	Circuit Number	Peak Load (kW) Feb. 2021	Consumer Count	Freq < 59.8 & ERCOT in EEA Situation (Insert Rank)	Freq < 59.3 HZ 1st 5% 30 cycle delay Load Reduction	Freq < 58.9 HZ Next 10% 30 cycle delay Load Reduction	Freq < 58.5 HZ Next 10% 30 cycle delay Load Reduction	Critical Loads	Updated 4/1/21 By: STEC/DM
Ben Bolt	1	N14202	3996		5					
	3	N14303	1630		6					
	4	N14404	2773		N/A	X				
Calallen	3	N11103	13178		N/A			X		
	2	N11202	2571		7					
	4	N11404	455							
	5	N11605	977							
	1	N11801	8818		N/A			X		
Central	1	N10202	616		8					
	4	N10303	3644		N/A	X			EOG Resources (Borregos)	
	2	N10404	348		9				Pomelo Connector LLC	
Clay West	3	S12303	3132		N/A		X			
Corpus Christi	1	N02101	229		N/A		X			
	2	N02202	3928		N/A		X			
	4	N02303	2258		N/A			X		
Driscoll	2	N03202	638		N/A		X			
	4	N03303	1407		1					
	1	N03404	798		N/A			X		
Freer	1		0							
Gillina	1	N181401	1349		10					
	3	N181103	1976		11				Valley Crossing Pipeline, LLC	
Loyola	3	N13202	2633		N/A			X		
	1	N13404	1350		N/A		X			
Orange Grove	5	N05105	1900		N/A		X			
	1	N05301	8527		N/A		X			
	3	N05603	6620		N/A		X			
	4	N05704	2548		N/A			X		
	2	N05802	6277		N/A		X			
Ricardo	3	N12103	3460		N/A			X		
	4	N12204	7798		N/A	X			EOG Resources (Borregos)	
	1	N12401	1245		2					
	8	N12508	86		N/A		X			
Riverside	1	N09101	5539		N/A		X			
	4	N09202	5261		N/A			X	Net Mexico Pipeline Partners	
	3	N09303	2759		N/A		X			
	8	N09404	4022		N/A		X			
Riviera	3	N06202	2317		N/A		X			
	1	N06303	207		3					
	2	N06404	3423		N/A			X	Baffin Bay Water Supply Corporation	
Robstown	3	N07101	2741		N/A	X				
	1	N07303	1119		N/A			X		
	4	N07404	1922		4				Nueces Water Supply Corporation	
San Diego	2	N08101	3259		N/A		X			
	3	N08202	3169		N/A		X		Housing Authority of Duval County	
	1	N08303	2259		N/A	X				
	4	N08404	4293		N/A			X		
Sandia	3	S05104N	3117		N/A	X				

	Feeders subject to automatic underfrequency load shed are not eligible for manual shedding during EEA.
	Feeders with remote control. These are eligible for EEA manual shedding.
	Loads with no remote control capability. These are not eligible for EEA manual shedding.
	Gas compressors and plants.

EOP Annexes

Pandemics & Epidemics

- NEC maintains a plan to provide additional and initial guidance during a confirmed or suspected pandemic.
- NEC also has been through the COVID-19 Pandemic which lasted over 24 months from March of 2020 and continues at this time. The policies for this event are included for reference in our plan.
- This plan recognizes community, staffing, member service, financial, travel, regulatory, supply chain and other economic impacts from a declared pandemic emergency

Wildfires

NEC plans and prepares for periods when there is extreme risk for wildfires

- NEC has a year-round hazard communication program to report and repair any hardware on the system that may contribute to wildfires
- NEC installs fuses and reclosers to minimize sparking and help identify and isolate line faults
- NEC has a pole inspection program in which weakened poles are tagged and replaced

EOP Annexes

Wildfires

- NEC has a year-round vegetation management program to clear brush within the distribution system right-of-way
- NEC has continual weather monitoring to receive alerts and notices of elevated wildfire dangers. When these warnings are issued...
 - *NEC stops working on energized lines, taking clearances to make any repairs*
 - *NEC employees avoid driving into high brush areas*

EOP Annexes

Cyber Security Plan: Purpose & Scope

- Plan for Responding to Information Security Incidents Affecting Nueces Electric Cooperative (NEC).
- Provide Guidance in Reacting to Data Security Incidents.
- Determination of Incident Scope and Risk.
- Ensuring an Appropriate Response to Information Security Incidents.
- Communication of Incidents to the Appropriate Stakeholders.
- Reducing the incident from re-occurring.

EOP Annexes

Cyber Security Plan: Objectives

- Establish a Response Team, assign individuals to fill team positions, and define the roles and responsibilities of team members.
- Define notification, activation, and mobilization procedures to be followed when an incident occurs.
- Define organizational lines of responsibility to be adhered to during a response operation.
- Ensure compliance with Federal, State, and local cybersecurity regulations.

EOP Annexes

Cyber Security Plan: Incident Response Team:

- Isolate resources impacted by the event.
- Notify necessary parties within documented timeframes.
- Protect NEC's information assets.
- Limit incident impacts to the organization, business processes, customers, and partners.
- Comply with regulatory requirements.
- Prevent the use of NEC's systems in attacks against other systems.

EOP Annexes

Cyber Security Plan: Incident Response Methodology

- According to NIST SP 800-61, **an event** is any observable occurrence in a system or network (e.g., a user connecting to a file share, a server receiving a request from a webpage, a user email, a firewall blocking a connection attempt)
- **Security Incident** is a violation of, or imminent threat of violation, of computer security policies, acceptable use policies, or standard security practices

EOP Annexes

Cyber Security Plan: Examples of incidents

- An attacker sends high volumes of connection requests to a web server, causing a denial of service.
- Users are deceived into opening an email link that contains malware.
- A threat actor obtains access to corporate assets (hardware or sensitive data) and threatens to cause damage (shutdown devices, encrypt data, or release information publicly) unless paid a ransom.
- A user provides or exposes sensitive information to others through filesharing services.

EOP Annexes

Cyber Security Plan: Common incident types

- **External/Removable Media** – attack executed from a flash drive, CD, or other peripheral device.
- **Attrition** – Attacks that employ brute force methods to compromise, degrade, or destroy systems, networks, or services.
- **Web** – An attack executed from a website or web-based application.
- **Email** – An attached executed via an email message or attachment.
- **Improper Usage/ Insider Threat** – Any incident resulting from violation of the Acceptable Use Policy by an authorized user, excluding the above categories.
- **Loss or Theft of Equipment** – The loss of theft of a computing device with access to the organization or corporate network (e.g., laptop, smartphone)
- **Other** – An attack that doesn't fit any of the other categories.

EOP Annexes

Cyber Security Plan: 6 stages of Incident Response:

1. **Preparation**—one of the most important aspects of a response plan is to know how to use it once it is in place. Knowing how to respond to an incident BEFORE it occurs can save valuable time and effort in the long run.
2. **Detection and Analysis**—identify if an incident has occurred. If one has occurred, the response team can take the appropriate actions. Identification is provided through alerts from monitoring tools such as endpoint protection, IDS, scanning, or a user report.
3. **Containment**—involves limiting the scope and magnitude of an incident. Because so many incidents observed currently involve malicious code, incidents can spread rapidly. This can cause massive destruction and loss of information. As soon as an incident is recognized, immediately begin working on containment. Automated tools such as endpoint protection in many cases may automatically contain the risk. When this is not the case, affected devices will be removed the network (quarantined) to stop potential spread.

EOP Annexes

Cyber Security Plan: 6 stages of Incident Response:

4. **Eradication**—removing the cause of the incident can be a difficult process. It can involve virus removal, conviction of perpetrators, or dismissing employees.
5. **Recovery**—restoring a system to its normal business status is essential. Once a restore has been performed, it is also important to verify that the restore operation was successful and that the system is back to its normal condition. This involves testing the devices to ensure it is properly configured, functions as expected, and produces clean scans.
6. **Follow-up**—some incidents require considerable time and effort. Often once the incident appears to be terminated there is little interest in devoting any more effort to the incident. Performing follow-up activity is, however, one of the most critical activities in the response procedure. This follow-up can support any efforts to prosecute those who have broken the law. Proper follow-up can also identify any areas for improvement in incident response procedures.

Organizational response structure

Role	Responsibility	Primary/Alternate
Cyber Incident Response Management	Has overall responsibility for directing activities of the incident at High Severity Level and above. Will serve in advisory role for incidents at Medium Severity Level.	IT Director
Cyber Incident Response Coordinator	Provides oversight to incident response. Requests resources as required to effectively contain and manage an incident response. Documents incident for purposes of law enforcement, lessons learned, and insurance.	IT Director
Cyber Operations Team / Technical Operations Team	Provide technical aspects of incident response.	IT Team Members
Communications / Media Team	Responsible for internal, external and media communications	Chief Compliance Officer
Extended Technical Team	Provides additional technical skill and capability to the Technical Operations team as required	Internal/External Security Consultants
Extended Team	Provide additional visibility and support. Provide specific HR, legal, finance, etc. skills as required.	General Counsel, External Counsel, Insurance provider, HR

EOP Annexes

Cyber Security Plan: Escalation Levels

	Main Response			Support		
Severity Level	Technical Ops Team, Cyber Ops Team	Cyber Incident Response Coordinator	Cyber Incident Response Mgmt.	Comms/ Media Team	Extended Technical Team	Extended Team
Low – 1	X	X	X			
Medium - 2	X	X	X			
High – 3	X	X	X	X	X	
Critical - 4	X	X	X	X	X	X

Cyber Security Plan: Escalation Levels

Escalation Level	Affected Team(s)	Description
Low - 1	<ul style="list-style-type: none">• Technical Operations Team• Cyber Operations Team• Cyber Incident Response Coordinator• Cyber Incident Response Management	Normal Operations. Engineering and cyber groups monitoring for alerts from various sources.
Medium - 2	<ul style="list-style-type: none">• Technical Operations Team• Cyber Operations Team• Cyber Incident Response Coordinator• Cyber Incident Response Management	NEC has become aware of a potential or actual threat. Determine defensive action to take. Message employees of required actions if necessary.
High - 3	<ul style="list-style-type: none">• Cyber Incident Response Management• Cyber Incident Response Coordinator• Technical Operations Team• Cyber Operations Team• Extended Technical Team• Communications / Media Team	A threat has manifested itself. Determine course of action for containment and eradication. Message employees of required actions if necessary.
Critical - 4	<ul style="list-style-type: none">• Cyber Incident Response Management• Cyber Incident Response Coordinator• Extended Team• Technical Operations Team• Cyber Operations Team• Extended Technical Team• Communications / Media Team	Threat is widespread or impact is significant. Determine course of action for containment, mitigation, and eradication. Message employees. Prepare to take legal action. Prepare to make public statement.

EOP Annexes

Cyber Security Plan: Post incident

- After the threat of the incident has been neutralized, the team must review the events and look for areas of learning and improvement.
- All phases of the incident response process should evolve to reflect new threats, improved technology, and lessons learned.
- Reports should be generated to share important information about the incident and its impact to the organization.

EOP Annexes

Physical Security

- Before Any Attack we PREPARE
 - Plan our response/readiness, identify stakeholders and test/train for readiness
- During Any Attack we DETECT
 - Communicate clearly & engage expertise
- After Any Attack we RESPOND
 - Conduct analyses, identify root causes, and continue to improve our plans, preparedness & procedures

EOP Annexes

Physical Security

- NEC provides crime and disruption protection through deterrence (fences, gates, warning signs, visitor sign in, etc.)
- NEC reduces potential damages through the use of delaying mechanisms (locks, access badges, etc.)
- NEC provides incident assessment through its response to incidents and determination of damage levels
- NEC incident response procedures (fire suppression, alarm system that immediately reports incidents, etc.)

EOP Annexes

Physical Security

- NEC's Physical Security Plan includes 3 Types of Controls that together work to prevent, detect & correct damage/systems to improve our incident response

EOP Annexes

Examples of Physical Security Controls & Functions

TYPES OF SECURITY CONTROLS	CONTROL FUNCTIONS			
		PREVENTATIVE	DETECTIVE	CORRECTIVE
	PHYSICAL CONTROLS	<ul style="list-style-type: none">• Fences• Gates• Locks	<ul style="list-style-type: none">• CCTV• Surveillance Cameras	<ul style="list-style-type: none">• Repair physical damage• Re-issue access cards
	TECHNICAL CONTROLS	<ul style="list-style-type: none">• Firewall• IPS• MFA• Antivirus	<ul style="list-style-type: none">• IDS• Honeypots	<ul style="list-style-type: none">• Vulnerability patching• Reboot a system• Quarantine a virus
	ADMINISTRATIVE CONTROLS	<ul style="list-style-type: none">• Hiring & termination policies• Separation of duties• Data classification	<ul style="list-style-type: none">• Review access rights• Audit logs and unauthorized changes	<ul style="list-style-type: none">• Implement a business continuity plan• Have an incident response plan

EOP Annexes

Do's & Don'ts...

- Do ensure you display your badge when on the premises or on the job
- Do ensure visitors sign in and you escort them at all times
- Do report any damage, loss or theft of your badge immediately
- Do challenge anyone not displaying their badge
- Do report any suspicious individuals or activity to your supervisor

EOP Annexes

Do's & Don'ts...

- Don't share your badge with anyone else
- Don't leave sensitive information or portable storage on your desk
- Don't provide back-office access to those not displaying a badge
- Don't leave sensitive printed documents in the printer tray
- Don't leave confidential information on whiteboard or calendars

EOP Annexes

Key NEC Security Controls

- All NEC offices utilize panic buttons at the cashier stations that trigger a call to local law enforcement.
- ALL NEC offices are equipped with security cameras and electronic access control systems.
- NEC Headquarters utilize two thermal cameras to secure contractor and storage locations at the facility. These cameras are monitored 24/7 by CRC.
- Security events that are identified by our monitoring vendors are reported to the supervisor on call and the physical facilities supervisor.
- IT Department manages all security systems at NEC

EOP Annexes

Response to a Security Alarm

If an alarm goes off at any NEC Facility:

- A signal is sent directly to Safeguard Security Company
- Security Company has a list of designated employees to contact
- Security Company typically dispatches law enforcement to location
- If there are no issues, Security Company calls designated NEC Supervisors/Managers depending on location
- NEC Supervisors/Managers go onsite and respond accordingly

Accessing & Reviewing NEC's EOP

- Management staff and key employees are expected to review the EOP at least annually.
- Management staff should make updates to plans and function checklists by February 1st of each year. Changes should be submitted to the Safety & Loss Control Manager.
- All plans and this training are to be updated for PUCT filing by March 15th of next year.
- All plans discussed in this training will be updated for viewing at \\neco5\NEC Company Folder\Company Misc Info\Hurricane & Emergency by May 1st

Questions & Edits NEC's EOP

- The NEC EOP is a dynamic, living document that will be amended as the need arises and improved upon with every event and incident. Any NEC employee may make recommendations to change/improve any part of the EOP.
- Questions and recommendations for changes to this training should be addressed to Sarah Fisher

Thank you!



Nueces Electric Cooperative

Crisis Communication Plan

Tell It All, Tell It Fast, Tell the Truth

NEC Corporate Communications

Reviewed: January 2022

NEC Crisis Communication Plan

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Introduction

A crisis is any situation that threatens the integrity or reputation of your company, usually brought on by adverse or negative media attention. These situations can be any kind of legal dispute, theft, accident, fire, flood or manmade disaster that could be attributed to your company. It can also be a situation where in the eyes of the media or general public your company did not react to one of the above situations in the appropriate manner. This definition is not all encompassing but rather is designed to provide ideas for the types of situations where this plan may need to be followed. More detailed definitions follow.

If handled correctly the damage can be minimized. One thing to remember that is crucial in a crisis is tell it all, tell it fast and tell the truth. If you do this you have done all you can to minimize the situation.

FIRST ACTION!

When a situation arises that may be a crisis, the first thing the Corporate Communications Specialist should do is contact the CEO and the CCO. The sooner you get them involved, the sooner you can implement this plan.

You should first seek to identify the type of crisis (sudden, smoldering, or combination) and its severity, and then follow the checklist contained in this plan.

Crisis Definitions

A crisis is... *"a significant business disruption which stimulates extensive news media coverage. The resulting public scrutiny will affect the organization's normal operations and also could have a political, legal, financial and governmental impact on its business."*

The basic causes of a business crisis are four in number:

1. **Acts of God** (storms, hurricanes, earthquakes, volcanic action, etc.)
2. **Mechanical problems** (ruptured pipes, metal fatigue, etc.)
3. **Human errors** (the wrong valve was opened, miscommunication about what to do, etc.)
4. **Management decisions/indecision** (the problem is not serious, nobody will find out)

Crisis events generally fall into two basic types based on the amount of warning time: Sudden or Smoldering

Sudden Crisis

A sudden crisis is defined as: *"a disruption in the company's business which occurs without warning and is likely to generate news coverage and may adversely impact."*

1. Our employees, members, suppliers, and other publics
2. Our offices, equipment or other business assets
3. Our revenues, net income, etc.
4. Our reputation as a reliable and cost-effective provider of electric service

A sudden crisis may be:

- a. A business-related accident resulting in significant property damage that will disrupt normal business operations
- b. The death or serious illness or injury of management, employees, contractors, members, visitors, etc. as the result of a business-related accident
- c. The sudden death or incapacitation of a key executive
- d. Discharge of hazardous chemicals or other materials into the environment
- e. Accidents that cause the disruption of utility service
- f. Significant reduction in electric service or any vital services needed to conduct business
- g. Any natural disaster that disrupts operations and/or endangers employees
- h. Unexpected job action or labor disruption
- i. Workplace violence involving employees/family members or customers

Assessing the Severity of a Sudden Crisis

The following crisis classifications have been established to ensure consistency in assessment of any sudden crisis situation so that the proper level of communications response can be provided.

<p>Sudden Level 1</p> <p>Can be handled by on-duty personnel responsible for responding to and managing this kind of situation.</p>	<p>Example:</p> <p>A careless employee leaves oily rags in the storeroom of an office building. Spontaneous combustion occurs. Luckily, the fire is discovered and extinguished quickly by one of the building maintenance men.</p>
<p>Sudden Level 2</p> <p>Can be handled by the personnel who respond, with support from other employees on duty or who may have to be called in from their homes.</p>	<p>The fire is out but heat and smoke damaged office furniture in the storeroom. The owners are irate and threaten to sue.</p>

<p>Sudden Level 3</p> <p>Requires additional resources and people beyond the regular personnel. These managers and employees may be from service centers or the headquarters office, and may be supplemented by outside vendors or contractors</p>	<p>The fire was not discovered in time and spreads outside the storeroom. The fire department is called and puts out the blaze but it has severely damaged three offices. Two TV news stations cover the story and report that the fire was thought to have been caused by a careless employee.</p>
<p>Sudden Level 4</p> <p>The situation is out of control and will impact an extended area and numerous people indefinitely. Business will have to be curtailed or discontinued and employees diverted from their normal duties until it is resolved. Other employees may have to be furloughed, vendors ordered not to make deliveries, etc.</p> <p><i>Note:</i> <i>Local emergency response agencies will be actively involved. State/federal agencies also may be called in.</i></p>	<p>The fire spreads throughout the office building. High winds send cinders into nearby neighborhoods causing additional fires and forcing the evacuation of residents in the area. The fire department calls in all available equipment from the city and surrounding areas to control the numerous fires.</p> <p>Local TV stations feed the story to their networks and it is carried on the evening news programs, with the suspected cause of the fire mentioned in the reports.</p>

Note:

The criteria for these categories are broad because what may seem to be a Level 1 or Level 2 crisis when it first occurs may quickly escalate to a higher level. The Crisis Response Team should be alerted to any sudden crisis which is Level 3 or 4 or a crisis which has the potential to reach that level.

Smoldering Crisis

A smoldering crisis is defined as:

Any serious business problem which is not generally known within or without the company, which may generate negative news coverage if or when it goes "public" and could result in more than a predetermined amount in fines, penalties, legal damage awards, unbudgeted expenses and other costs

Examples of the types of smoldering business crises which would prompt a call to the Crisis Management Team would include:

- a. Sting operation by a news organization or government agency
- b. OSHA or EPA violations which could result in fines or legal action
- c. Customer allegations of overcharging or other improper conduct
- d. Investigation by a federal, state or local government agency
- e. Action by a disgruntled employee such as serious threats or whistle blowing
- f. Indications of significant legal/judicial/regulatory action against the business
- g. Discovery of serious internal problems that will have to be disclosed to employees, investors, customers, vendors and/or government officials.

Assessing the Severity of a Smoldering Crisis

The following crisis classifications have been established to ensure consistency in assessment of any smoldering crisis situation so that the proper response can be developed to minimize the potential of the crisis going "public" or to reduce the damage to our business if public disclosure cannot be avoided.

Smoldering Level 1 An internal business problem or disruption that can be dealt with and resolved by management responsible for responding to this kind of situation.	Example: A disgruntled employee who has not been given a raise threatens to disclose internal policies which he feels are illegal or unethical to "the proper authorities" unless his grievances are resolved and he receives a pay increase.
Smoldering Level 2 An internal problem that can be managed by those who are responsible for this area of business, with support from other management or employees who may have to be brought in to assess the situation and help resolve it.	The disgruntled employee files a complaint with the local government employment agency, which contacts the company for a response to the allegations. He calls his manager to say that he has documents the company certainly would not want other government agencies or the news media to see.
Smoldering Level 3 An internal problem that has the potential of going "public" via the news media and generating negative reactions from government officials, plaintiff's attorneys, competitors, investors consumer activists, labor unions, etc. The crisis can still be contained but will require specialized assistance beyond the management capabilities in place to deal with normal business problems. This assistance may be from corporate headquarters, outside legal counsel, and/or consultants who specialize in resolving this kind of problem.	An attorney for the disgruntled employee indicates his client has documents that are highly damaging to the business since they represent illegal or unethical actions. He is willing to settle the dispute for a specified, highly exorbitant, fee. If they are forced to file suit, the documents will be disclosed to the news media. A copy of one of the documents is provided by the attorneys for the employees. Company attorneys conclude they were illegally copied by the employee and therefore represent stolen information.
Smoldering Level 4 The situation is very serious and is likely to be disclosed publicly in the very near future. The public reaction will have a significant adverse impact on the business for a period of weeks or months and top management along with	The dispute and financial settlement cannot be resolved and the employee's attorneys are preparing to file suit, which will be at any time. A producer for a network television news magazine contacts the company seeking general background information on its business and

numerous employees and outside consultants will have be diverted from their normal activities to resolve this situation. The financial impact will be substantial and will have a direct and indirect effect on operating results.	employment policies for a story they are developing. No mention is made of the disgruntled employee.
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Note:

The criteria for these categories are broad because what may seem to be a Level 1 or Level 2 crisis when it first occurs may quickly escalate to a higher level. The Crisis Response Team should be mobilized for any smoldering crisis which is Level 3 or 4--or which has the potential to reach that level.

In some instances, crisis situations may be either sudden or smoldering, depending on the amount of advance notice and the chain of events in the crisis. Examples would include:

Adverse government actions	Computer tampering
Anonymous accusations	Damaging rumors
Competitive misinformation	Discrimination accusations
Confidential information disclosed	Equipment, product or service sabotage
Misuse of chemical products	Industrial espionage
Disgruntled employee threats	Investigative reporter contact
Employee death or serious injury	Judicial action against Roto-Rooter
Employee involved in a scandal	Labor problems
Licensing disputes with local officials	Lawsuit likely to be publicized
Extortion threat	Security leak or problem
False accusations	Severe weather impact on business
Incorrect installation of equipment	Sexual harassment allegation
Grand jury indictment	Special interest group attack
Grass roots demonstrations	Strike, job action or work stoppage
Illegal actions by an employee	Terrorism threat or action
Indictment of an employee	Illegal or unethical behavior of an employee
Major equipment malfunction	Union organizing actions
Nearby neighbor, business protest	Whistleblower threat or actions

Most sudden crises also generate “aftershocks” in the form of smoldering crises which occur as the government, media and internal investigations into the cause of the crisis uncover specific problems that were not known previously. Many of those aftershocks are included in the list directly above.

The Crisis Communication Team

This team is essential to identify what actions should be taken. **The team should be comprised of individuals key to the situation.** They should include at minimum the CEO, the Corporate Communications Specialist, the Senior manager from the department in charge of the area that was involved in the situation that has brought about the crisis, the safety and/or security officer, the organization Lawyer, and anyone else who might be able to shed some light on the situation such as eye witnesses.

The job of this team is to come up with a plan of action and decide who the spokespersons should be.

A copy of the management contact roster should be attached and should include cellular phone numbers (these should be issued to the primary team members at least).

Once the crisis communication team is selected, a list should be made of the people on the team and what each team member is responsible for.

In addition to the crisis communication team the Corporate Communications Specialist should be supplemented with competent people who can answer phones and if required, escort media. Having calls from the media answered promptly is essential. As soon as possible, a prepared statement should be given to this staff. This statement should be something such as "Facts are still being gathered but there will be a press conference before 4:00, give me your name and number and I will call you back to let you know when."

One of the first responsibilities of the crisis communication team should be to determine the appropriate positioning or message to address the emergency. Things to think about:

This is where "Tell it all, tell it fast, tell the truth" begins.

It is always best when a mistake has been made to admit it up front, and begin doing whatever is possible to re-establish credibility and confidence with internal and external audiences. This may be difficult for senior management to do, especially if the Lawyers are involved since it is their job to minimize the eventual legal cost to the company. However, if you do some homework you will find that following the advice in this plan will minimize the legal costs. Many Public Relations case studies are made of issues where the lawyers had too much say in what was done and upper management didn't get involved from the beginning.

- The first and foremost goal is protecting the integrity and reputation of the Company.
- Never try to lie, deny or hide your involvement.
- If you ignore the situation it will only get worse.
- Don't let the lawyers make the decisions. While they are good intentioned it may cause the crisis to escalate.
- The cause of almost all crises fall into two broad categories:
- Overt acts and acts of omission.
- Issues of competence or lack thereof in matters of public perception.

Positioning

To decide on a position, it is important to step out of your role in the company and put yourself in the situation of whoever was involved in the crisis or try to view the crisis from the eye of the public. Ignoring the situation will only make things worse. Examples of categories to consider for positioning are:

- Human error
- Clerical error
- Unauthorized procedures
- Inadequate supervision
- Inadequate quality control
- Misuse of confidential information
- Errors of judgment
- Inadequate standard operating procedures

As you are considering the position it is important to consider the wide range of consequences (e.g., legal, financial, public relations, effects on administration, effects on operations). Keep in mind that people tend to remember what they hear first and last.

Designated Spokesperson

One individual should 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 should also be identified to fill the position in the event that the primary spokesperson is unavailable.

In addition to the primary spokesperson and the backup spokesperson, individuals who will serve as technical experts or advisors should be designated. These resources might include a financial expert, an engineer, a leader in the community or anyone your company deems necessary during a specific kind of crisis. This will take some brainstorming by the crisis communication team since what is needed may not always be apparent. There should be an authority or technical expert in their field and be available to supplement the knowledge of the spokesperson.

Criteria for the spokesperson, backup spokesperson and crisis communication expert is:

- *Comfortable in front of a TV camera and with reporters.* Preferably, skilled in handling media, skilled in directing responses to another topic, skilled in identifying key points, able to speak without using jargon, respectful of the role of the reporter, knowledgeable about the organization and the crisis at hand Able to establish credibility with the media, able to project confidence to the audience, suitable in regard to diction, appearance and charisma, sincere, straightforward and believable, accessible to the media and to internal communications personnel who will facilitate media interviews, able to remain calm in stressful situations.
- *Identify other spokespersons.* In addition to the designated spokesperson and backup, it can be anticipated that other parties involved in the crisis; police, fire department, health officials, etc., will also have a spokesperson. It is important to obtain the identity of that individual as early as possible so all statements and contacts with the media can be coordinated between the two individuals and their organizations/interests whenever possible.

#1 Varzavand Irani CEO

#2 Sarah Fisher CCO

#3 Kirklan Hinojosa Corporate Communications Specialist

Talking Points: Practicing Tough Questions

A crisis situation is always difficult when dealing with the media. Therefore, tough questions and rehearsals are necessary to help the spokesperson prepare.

It is important, at the onset of the crisis, that the spokesperson, backup and advisors spend some time rehearsing prepared statements and answers to possible "tough" questions that may be asked by reporters. If possible, similar rehearsals should be conducted prior to each media interview, briefing or news conference. It is also important to anticipate and practice new questions as the story evolves.

- It is better to over-prepare than to be surprised by the depth of questioning by the media. Be tough and be prepared.
- The Communications/Public Relations staff should prepare questions and answers for the practice sessions. These questions and answers should be for internal use only and not for distribution outside the organization.
- Don't volunteer information unless it is a point the company wants to make and the question hasn't been asked.
- Don't talk off the record.

Prepared Statements/ News Releases

If you don't communicate immediately, you lose your greatest opportunity to control events. (Attached is a fill-in the blanks news release that can be used with little or no preparation as your first news release). Your first news release should include at a minimum the who, what, when and where of the situation.

You must give the facts that have been gathered from reliable sources and confirmed. Don't over reach and don't speculate. There is a limit to your role. To exceed that limit is a mistake. If you do nothing more than show concern for the public and for your employees in your first press interaction, you are already on the right track. The corollary of expressing concern and generating good will at the consumer level is securing the loyalty of your customers and employees by taking the initiative to share information with them. If your employees and customers don't feel like insiders, they are going to act like outsiders.

You must have a prepared statement on hand that can be used to make an 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 also advisable to develop prepared statements to be made by the spokesperson at the onset of any media interview, briefing or news conference.

These prepared statements also can be read over the telephone to reporters who call to request information but are not represented at news conferences or briefings. The statement can also be sent by FAX or e-mail upon request.

Collateral Materials

Information brochures or fact sheets about the company or the area in which the crisis has occurred are helpful in informing the reporters or anyone else seeking information about the company.

In some cases, it might be necessary to create materials that explain technical systems or in-house procedures. If we explain how a technical system or in-house procedure works and point out where a breakdown occurred, there is less chance of a reporter interpreting the situation erroneously.

If one is not already in place a generic fact sheet about the company should be created and made available.

Always do what you can to make a complicated issue as simple as you can for reporters. If the crisis was caused by a piece of equipment consider bringing in a similar piece of equipment to show reporters. At the very least provide a schematic or drawing. If you give them a visual it may keep them from seeking one out themselves. Try not to use the actual piece of equipment that failed since that is morbid and allows an opportunity to an overzealous reporter to do some yellow journalism. It may also be traumatic to the relatives of victims.

NEC Offices:

Hurricane Preparedness Sheets
Power Restoration Maps / Hurricane guides
City / County / Disability contact sheets & shelter locations and directions
Using Electrical Fire Extinguishers
Generators

Crew Packets:

25 each of all of the above
laminated city / county / shelter contact sheets & directions

Guidelines for Communications in Emergency Situations

Internal Crisis Communications

The first response to every crisis situation is to gather the first response team and brief them about important details they need to know to safely respond to the crisis. Following this, employee briefings should occur. It is best to gather all employees in one briefing, however that is not always possible. Manager's may attend the briefing and then convey the information to their subordinates. In any case, this is the information the employees must receive as soon after the event as possible.

- Summary of the known facts of the event including copies of the latest news release.
- Instructions to follow if they are approached by the media (should be standard policy to refer such inquiries to a spokesperson).
- Work Schedules/Scheduling Instructions
- Who to contact in the company for more information/ event updates.

The Media and General Crisis Communications

There is no need to fear the news media. Their job is to ask questions regarding an incident that is considered news. If we act in a responsible and professional manner, so will they. Do not be embarrassed to tell them that you do not have all the facts and that you are not the person they need to speak with. If we explain this to them, and refer them to the appropriate spokesperson, they will understand. If the spokesperson responds to the media in a timely and honest fashion, they will be fair. Avoid "off the cuff" and "off the record" statements. Have the facts before you speak.

This is what reporters look for when building their stories:

- Unusual;
- Effects on people and victims;
- Secret or unrevealable;
- Conflicts between people;
- Conflicts between or among organizations;
- Conflicts between opposing forces or ideas;
- Results of mistakes; and
- Culprits who are responsible.

Start with a Checklist

A checklist of crisis activities will help communications personnel remain focused on the tasks ahead during the initial minutes of a crisis. Initially, it may seem like everything needs to be done at once and be very overwhelming or panic may ensue. The immediate implementation of a methodical list of to-do activities, that also establishes a priority for them in advance, will keep personnel productive through the crisis.

Crisis Communication Checklist for Communication Specialist

Status	Activity	Other Personnel or Resources
At first notice or prior to briefing	Notify receptionist to inform any media that calls that the communications department is getting briefed on the crisis situation. They should take names, and phone and fax numbers of media contact (see crisis communication log), and we will call them back as soon as the briefing is over. Update Social Media and websites	Office Manager & Receptionists
At first notice or as soon as possible	Receive briefing on event: Who? What? Where? When? Why? How? Impact on consumers and public? Safety issues? Actions taken? Is news conference needed? Update Social Media and websites Update phone messaging system	Manager & Key Personnel
As soon as possible	Review damage to technology that will affect ability to communicate with media and consumers	IT Spec. & Office Manager
	If news conference is needed, schedule within three hours	Manager
	Establish Key Messages	
	Within first 30 minutes the first news release should be distributed to the electronic media & co-op distribution lists – plan to issue updates 2 times daily for the duration of the event. (Notify media of news conference at the same time, if applicable)	Manager & Key Personnel; other assistance to fax if e-mail is not available
Update As Needed	Establish Talking Points- Distribute to Manager, Staff, Key Personnel to distribute to employees- update as needed Update Social Media and websites Update phone messaging system	Manager & Key Personnel
	Assist manager with employee briefing- be sure to remind employees of co-op procedure in case they are approached by the media	
	Plan news conference; provide (orally or in writing): <ul style="list-style-type: none"> ▪ General Organization Information ▪ Prepared Statement about Crisis ▪ Plans for updates to the media ▪ Field Questions 	
Duration of Crisis	Conduct interviews with media, as required	
Duration of Crisis	Prepare updates for news releases	
Duration of Crisis	Distribute updates to media and employees	

Crisis Contact Log

A crisis log should be established to record all telephone calls from the media or other parties inquiring about the crisis. This will help to ensure that the many callbacks required are not overlooked. It will also assist in the post-crisis analysis.

Date	Caller Name	Questions	Phone #	Who Should Respond	Add. Follow-Up Needs

Media Policies and Procedures

Select a place to be used as a media center. It should be some distance from offices of the crisis communication team, spokesperson and emergency operations center to ensure that media are not in the middle of the action if they happen to take the wrong turn or have to pass by those offices or areas on the way to the restrooms. If there is a visual (a fire or rescue operation) don't make the media center in such a remote site that they can't see what is going on because they may not show up and if they do you will lose their confidence and it may appear that you are hiding something. Locations for interviews and press briefings will be decided by the crisis communications team.

Don't change the rules that you already have established for the media. If the media are currently required to be escorted, then during a crisis they should be required to be escorted. These things should be considered and preparations made now to find people who can escort media during a crisis. If they are not required to be escorted now then don't require them to be in a crisis. If there are special circumstances that would require them to be escorted such as a safety hazard, they should be advised of this up front. Any change in the way the media is dealt with during a crisis may change the views of the reporter. It is important that they feel that you aren't trying to hide anything.

Reporters may ask to speak to staff or at a school, faculty or students who are involved with or have been affected by the crisis. It is best to restrict all interviews to the primary spokesperson, back-up spokesperson or technical expert. Controlling the interview process is key to managing the crisis.

However, remember that reporters have the right to interview anyone they want to and if they don't get the answers they want from you they will get them somewhere. They are all after the scoop. They all want a different angle than the reporter standing next to them. They will try for that scoop with you. If the possibility is there to provide them with what they want, consider it very carefully. All media should be treated equally. What is given to one (such as access to an area affected by the crisis) should be available to all media.

What to Expect from the Media When You Are in a Crisis Situation

The goal is to capitalize on the situations and get clear, concise, constructive messages across to help those with whom the media is communicating on your behalf.

Remember two important things: first, the typical reporter with whom you will be dealing in a crisis situation is a generalist and not a specialist; and second, the reporter must develop a story that fits the medium they represent, not necessarily the facts, situation, or needs as you perceive them.

- 1. Reporters find out about situations by monitoring official communications channels and from other leads, sometimes from tips within an organization.**
- 2. Once the media is alerted, you can count on their trying to obtain information as quickly as possible by whatever means is available.** (Phone, visits, any employee may be approached).
- 3. Media are looking through their files and background materials for a variety of basic information.** For example, how many similar incidents have occurred at your facility in the past, who has handled the situation and served as the spokesperson, the length of time the situation took to resolve, the reporters who covered it, and the like.
- 4. By this time some reporters will be on your doorstep** wanting to be physically present to observe what is going on. If you block their attempts to talk with you, they will either jump over the fence or fly over the fence in their ever-present news helicopters. Almost all will be self-contained and able to file their stories instantly.
- 5. If the situation is a major one, as virtually all terrorist situations are, the media will devote extensive resources to it – multiple reporters, crews, phone, air.** You will need to service all.
- 6. Information is reported as it happens. The lesson for you is to be there, be accurate, be helpful and, therefore, help reduce uncertainty and poor reporting.**
- 7. When the available facts have been stated and information dries up, the media become ingenious.** If they can't talk to you or **if you have nothing new to say, they will find a university professor who is an "expert" on what's happening** in your facility to get a comment. If they're really aggressive, they will find two professors, one who disagrees with the first. Then, the next time they talk to you, they will ask you to defend yourself against both. Universities, by the way, have made this a great visibility and marketing technique. Do you know who these university "experts" on your industry are?

WARNING: As a last resort, the media will often offer to cooperate with your request to keep information private or control certain data if they can at least have access to it in a timely fashion. This is a straight guts and trust call on your part. Do not cooperate if the media offers to cooperate with your request to keep information private or control certain data if they can at least have access to it in a timely fashion. Make information available to everyone as appropriate. However, only those on the scene, your negotiator and your response team can help you decide whether or not to respond to individual reporter circumstances.

Don't Make These Mistakes

Each crisis offers an opportunity to overcome adversity, to increase our visibility, and to develop a reputation as a responsible and responsive business. Although we have no real control over the media, we can control what we do and how we respond. *Effective* crisis communication can make *the difference*.

Mistakes organizations make which cause poor coverage and strain media relationships:

- *Accessibility.* In the absence of authoritative information, the media will go with almost any source who will talk and have its own sense of how events are flowing and occurring.
- *Understandability or speaking in jargon.* We tend to assume that the media understands our business. It's your job to understand your business and to convey it effectively. When we use jargon, our own private language, to explain what we're doing, we're permitting the reporter to interpret our business. We Speak in plain language, language that our mother, sister, father, or brother can understand.
- *We're boring and dull.* News is, by definition, that which is interesting, unusual, and affects people--people often in conflict and pain. When we don't add appropriate power and positivity to what we say, the media will.
- *We're late in responding.* Today, coverage is instantaneous and constant. Nothing makes the media surlier than our lack of sensitivity to their endless stream of deadlines.
- *We are arrogant.* The most uniform comment from reporters about business people is that we talk like we don't care about people. We talk in terms of bricks and mortar and statistics. We use words like "perpetrator"--a kind of legalistic, unintelligible language that doesn't have sensitivity, humanness, or the feeling that human beings are involved. **Talk about victims and how much you care.**

Miscellaneous Crisis Communication Tips

1. *Do not allow media video of dead bodies or access to plans for negotiation or contingency security plans.*
2. Stick to your message. If your message is that anyone breaching security will be dealt with severely, say it and say it often. If your message is that no details will be forthcoming until terrorist organizations comply with certain demands, then state those clearly, unequivocally, and often. Your actions must match your words.
3. Do not willingly and knowingly give out false information to the news media to affect the accomplishment of a rescue, detainment or covert action against terrorist accomplices without the media's knowledge. They must be given the opportunity to cooperate in the process.
The best way to call your tune successfully is to be on-the-record, on-the-table, in the open and as responsive as possible.
4. By-and-large, the media tends to have a more natural respect for the public servant. Perhaps this is because the public servant is perceived as being more committed to the people's business - a perception the media has of itself. The businessperson, on the other hand, is perceived as being committed solely to profit, often at public expense.

GOLDEN RULE:
IF YOU DO NOT WANT TO SEE IT IN PRINT OR HEAR IT ON THE AIR, DON'T SAY IT!

Emergency situations we encounter can generally be broken down into two types:

1. The "routine emergencies" that occur frequently such as ordinary outages.
2. The major emergencies that rarely occur, such as a hurricane or terrorism event.

The defining criteria for what constitutes a routine or major emergency must remain flexible. Circumstances surrounding an event will not allow for black and white classifications. Judgment calls must be made based on many factors. Anticipated length of an outage, number of consumers affected, cause of the outage, etc., will be a factor in determining how information will be given to the media.

In either case, you can solve 75 percent of your media relations problems with three simple things in response to reporters' questions:

- Package your information into little stories with beginnings, middles, and ends.
- Anticipate the kinds of questions you know reporters are going to ask and prepare yourself to respond.
- Eliminate jargon from your answers and talk more about people and in terms people can understand.

Routine Emergencies

Most of the routine emergencies can be handled by a cooperative spokesperson that is aware of what is happening. A spokesperson that is aware of what is happening should not hesitate to speak to the media about a routine emergency. Referring the media to someone that may be totally unaware of what is happening may give the impression of "stonewalling" or "buckpassing," and could be damaging to media relations. If the following guideline are followed, most media inquires will be satisfied:

1. Give the time the outage occurred and its expected length. If you have no idea how long the outage will last, tell them that, if they ask.
2. Tell them where the problem is located and what the problem is. IF the cause and location of the problem hasn't been determined, tell them that we have dispatched crews to the area and as soon as we find the problem, we'll let them know. We MUST FOLLOW UP!
3. Tell them the number of consumers affected. A reasonable estimate will suffice.
4. If it is a widespread outage, tell them how many employees are working to restore service.
5. If our power supplier (STEC or San Miguel) is responsible, tell the media this fact. Also let them know we have contacted our supplier and tell them the cause and status of the suppliers' problem, if known. Don't speculate or editorialize.

REMEMBER: FOLLOW UP AND DO NOT USE "NO COMMENT"

Always be honest in dealing with the media. The truth has a way of coming out, and explaining a cover up is harder than admitting the problem up front. Your response must NEVER be, "no comment!" or you're automatically branded guilty.

Anticipate what can happen, who will need to be notified and how to get in touch with those who need to know, including management, employees, contractors, board members, etc. This will give you the advantage of cool-headed thinking at a time when cool heads will be in short supply.

Major Emergencies

Handling major emergencies requires a somewhat different approach. If news media questions employees, they should refer them to the designated spokesperson, even if the employee was at the scene of the incident. Employees should tell the media that details would be available to them as soon as possible, and give them the name of the designated spokesperson. If something goes wrong, we need to be able to tell the press something factual within the first half hour. Even if that something is that the extent of the emergency is still unknown, and that the media will be kept informed of details as they are verified. Don't sacrifice accuracy, but speed is critical. Some rules to follow.

1. Tell the media as soon as possible what happened. In most cases, we will want to pull back, re-group, review the facts, and then issue a statement. If the media approaches us, explain to them that we do not have all the details at this time and as soon as we do, a statement will be issued. **THEN WE MUST FOLLOW UP!**
2. Explain as fully as possible what happened. Do not try to downplay human error or mechanical failure if either is involved. Be completely truthful and accurate.
3. Tell what corrective measures are being taken to prevent a recurrence of the event.

REMEMBER: AVOID "NO COMMENT"

If a major emergency or some other important event results in a deluge of media requests, a called news conference may be in order. The conference should be timed to give the greatest number of media representatives the maximum amount of time to meet their deadlines.

If an important statement is to be made, copies should be ready for distribution to the media.

In a conference setting, chances are more than one person will address the media or be available for answering questions. The spokesperson may start the conference with general remarks and information, and a technical person is available for comment or answering questions. Planning should occur before the conference as to the role each speaker will assume and what area each will handle in regard to questions.

CONCLUSION

Remember, bad news happens all by itself, the good news takes work. Also remember that in each crisis, there is an opportunity, find it and use it to our advantage. A clear crisis communication plan, a process for getting verified facts and a developed message will help gain control of a media mania situation. This does not guarantee an accurate story, but it gives us the best shot at achieving our goal--- getting our message to the public.

SPOKESPERSON DO'S AND DON'TS

DO

Tell the truth
Have the facts
Be available
Be proactive
Be positive
Anticipate questions
Rehearse your message
Think before you speak
Look directly at reporter
Respect deadlines
Show compassion
Breathe and relax

DON'T

Wing it or speculate
Repeat a negative
Lose your temper
Be defensive
Say "no comment"
Speak "off the record"
Place blame
Engage mouth before mind
Roll or shift your eyes
Ignore media calls
Rock back and forth
Forget to breathe

Handling Media Interviews: Tips and Guidelines

How To prepare for Broadcast Interviews

- Prepare "talking paper" on primary points you want to make.
- Anticipate questions--prepare responses.
- Practice answering questions.
- Cover controversial areas ahead of time.
- Know who will be interviewing you, if possible.
- Determine how much time is available.
- Audiences often remember impressions, not facts.

Do's and Don'ts During the Interview process

- Do build bridges.
- Do use specifics.
- Do use analogies.
- Do use contrasts, comparisons.
- Do be enthusiastic/ animated.
- Do be your casual likable self.
- Do be a listener.
- Do be cool.
- Do be correct.
- Do be anecdotal.
- If you don't have the answer or can't answer, do admit it and move on to another topic.
- Don't fall for that "A or B" dilemma.
- Don't accept "what if" questions.
- Don't accept "laundry list" questions.
- Don't go off the record.
- Don't think you have to answer every question.
- Don't speak for someone else --beware of the absent-party trap.

How To Handle Yourself During A TV Talk Show Interview

- Talk "over " lavalier microphone.
- Audio check-- use regular voice.
- If makeup is offered, use it.
- Sit far back in the chair, back erect...but lean forward to appear enthusiastic and force yourself to use hands.
- Remember... TV will frame your face--be calm, use high hand gestures, if possible.
- Keep eyes on interviewer-- not on camera.
- Smile, be friendly.

Tips On Appearance

- Avoid wearing pronounced stripes, checks or small patterns.
- Grey, brown, blue or mixed colored suits/dresses are best.
- Grey, light-blue, off-white or pastel shirts or blouses are best.
- Avoid having hair cut right before interview.

How To Respond During A Newspaper Interview

- Obtain advanced knowledge of interview topics.
- Make sure you are prepared in detail; print reporters are often more knowledgeable than broadcast reporters and may ask more detailed questions.
- Begin the interview by making your point in statement by making your major points in statement form.
- Try to maintain control of the interview.
- Don't let reporter wear you down.
- Set a time limit in advance.
- Don't get so relaxed that you say something you wish you hadn't.
- Avoid jargon or professional expressions.
- Reporter may repeat self in different ways to gain information you may not want to give.
- Don't answer inappropriate questions; simply say it is "not an appropriate topic for you to address at this time," or "it's proprietary" for example.
- Be prepared for interruptions with questions...it is legitimate for reporters to do that.
- Do not speak "off the record."
- Remember, the interview lasts as long as a reporter is there.

After The Interview

- You can ask to check technical points, but do not ask to see advance copy of the story.
- Never try to go over reporter's head to stop a story.
- Do not send gifts to reporters--it is considered unethical for them to accept them.

QUICK TIPS: Speaker DO'S AND DON'TS

The Do's

- Use a full script with LARGE TYPE for easy reading.
- Leave wide margin for notes to yourself.
- Leave pages unstapled for easier handling at podium.
- Highlight and mark your script to guide your delivery.
- Time your presentation to fit the program schedule of the group you will address.
- Practice: Read it aloud using a mirror and tape recorder until it sounds like you are talking, not reading.
- Be sure you have the facts about your audience-size, contact person's name, facility, etc.
- Based on your audience and your presentation, determine what, if any, equipment you will use. If you are not familiar with the equipment, contact the Communications Department to arrange a briefing on how to use slide projectors, video players, or overhead equipment.

When you arrive at your engagement,

- Be at least 15 minutes early.
- Check equipment in advance if possible.

Slides:

- Be sure slides are in correct order and clearly focused.
- Be sure slide advance mechanism is convenient to you where you are speaking, or arrange for someone else to advance the slides.
- Check the lighting in the room to be sure the slides will be visible to the audience.
- Check microphone (whether it is free standing or lavalier) before beginning- "Can you hear me?"
- Check lighting to podium to be sure you can read.
- Overhead Transparencies:
 - Be sure the type of room and size of crowd are appropriate for the use of overhead equipment.
 - Be sure the words/graphics are large enough for people to read.
- Check to be sure you are situated correctly in the room with the overhead projector, screen, microphone and audience.

When you are speaking,

- Stand erect and direct voice toward audience.
- Speak loudly, slowly and distinctly.
- Establish eye contact (or appear to do so) with audience from time to time.
- Stay within the allotted presentation time.

When you are answering questions,

- Remain friendly, cool-headed and confident.
- Answer only the questions asked and do so as succinctly and clearly as possible.
- Remember that you do not always have to know everything. You can say "I will have to check that out for you--please see me after the meeting."
- Avoid allowing one person to dominate the questions by moving on: "Thank you for your interest. I'll be glad to talk to you about your concerns after the meeting. Right now let's see if anyone else has questions for the group."

When you are finished with your presentation,

- Remain long enough to give individuals an opportunity to talk with you.
- See to it that arrangements are made for distributing information materials to the group, if requested/appropriate.

The Don'ts:

When preparing to give a speech, DON'T

- Assume that you can "wing it"-- almost no one can.
- Decide you are better "off the cuff"-- almost no one is.
- Use type that is too small to read with a dim light and margins too narrow for notes.
- Leave too little time to practice adequately.

When you arrive at your engagement, DON'T

- Be late.
- Forget the group's contact person's name.
- Fail to check your equipment.

When you are speaking, DON'T

- Mumble your remarks to the podium.
- Speak too loudly into the microphone.
- Allow yourself to wander away from your prepared text.
- Tell an unprepared anecdote or joke, or make "top of mind" remarks.
- Speak longer than time allotted.

When you are answering questions, DON'T

- Become defensive or emotional.
- Assume that tough questions are personal.
- Answer more than the question itself.
- Allow one person to dominate the question period.

Myths about How the Media Covers Crisis-type Events

Myth #1: The media has experienced crisis-beat reporters.

Unfortunately, the media is as unprepared to handle these situations as we sometimes notice they are. It means you need to prepare more effectively and help reporters better understand why there are limitations, and why they cannot have the free access they might have in other news circumstances. You can count on American reporters to:

- Evaluate your competence to handle the situation.
- Hire "consultants" to comment on and forecast your potential strategies and mistakes.
- Over-dramatize every aspect of the situation they learn about.
- Try to contact and directly interview terrorists, their leaders, and the victims.
- Focus on the victims in ways that obscure who is really to blame.

Myth #2: The media will take time to understand what you are going through during the terrorist situation.

Wrong again. The media are generally under such enormous competitive and deadline pressure that they will believe and use almost any information acquired during a crisis situation - just to get the news out ahead of the competition. Reporters in situations where facts are limited move rapidly to speculation and supposition.

Another rather frightening phenomenon sometimes occurs, "the predeadline guess." This is the circumstance where the reporter, independently, decides how a story is moving, what the keys facts are or what conclusions can be drawn ... with only partial information. The "predeadline guess" happens far more than reporters like to admit, and especially in crisis situations. The lesson for us is that if we are unprepared to help the media on an immediate basis, our facts and story may not catch up until the situation is over, if ever.

Myth #3: If we explain everything to reporters they will understand and help us out.

Unfortunately, the more we explain, the less likely they are to want to understand, especially those in broadcast. Today's audience reality is that what the media wants and needs is the briefest, punchiest, correct information, as quickly as possible. They'll handle the details, corrections, and explanations later, if ever.

Myth #4: The media should get special access during crisis situations.

During crisis situations, and especially incidents involving terrorism, media access needs to be more completely controlled than ever. The difficulty most of you have is in explaining why their movements must be so carefully controlled. The three principal reasons to limit media access are:

- The personal safety of those they spotlight is threatened;
- The safety and status of those negotiating and handling the situation will be jeopardized through the unplanned, unprepared, and unpredictable actions of outsiders, especially the media;
- The safety of those who are hostages or could be exposed to danger through terrorist actions as the terrorists move through the negotiation phase seeking to achieve their objectives; and

Myth #5: The more we get our facts together and delay talking to the media until we are ready, the better the story will be.

The more intense the crisis, the more the media need to deal in the incremental release of information, detail-by-detail, incident-by-incident. The lesson is to be ready with facts and figures in increments so that reporters can have some of your information as they move ahead.

One of your immediate operational goals in working with the news media is to, as quickly as possible, **force the reporter's perception to match the facts**. Only this convergence will end the parallel stories. Delay in reporting facts and information merely causes more speculation, hypothesizing, and invention of detail on the part of reporters for their hungry, competition-conscious news editors.

There is another extremely important lesson here. **Monitor the media yourself.** Assign individuals to monitor radio and television - but especially television. The public and the media's perception of incidents are largely generated by television coverage, and this is especially true in terrorist situations. Monitoring the media will help you understand and react effectively to the parallel story phenomenon.

Myth #6: Reporters work independently, verify facts vigorously during crises, just as they do during regular reporting assignments.

The truth is that there is almost no checking of facts in crisis situations. Reporters always rely on other reporters even when primary news sources are available. Watch for "Follow-the-leader journalism"- when a very senior reporter is on the scene, you can bet that other reporters are looking over his or her shoulder to see what the lead is going to be, what the context will be, and the direction the

story will take. If you anticipate follow-the-leader journalism, you can warn, forecast, and forestall potential problems as the incident develops.

The Media and Terrorism

Understand the Definition and Goals of Terrorism

The office of the Ambassador-at-Large for Counter Terrorism has defined the term "terrorism" to mean, premeditated, politically-motivated violence perpetrated against non-combatant targets by sub-national groups or clandestine state agents, usually intended to influence an audience.

When it comes to the terrorist act, the imperatives are these:

- Understand the media, what's newsworthy and why, so that you can be more comfortable and better prepared to deal with visibility created by terrorists;
- Study the terrorist, understand terrorist needs and requirements, not because you can stop terrorism, not because you can influence the terrorist, but rather to contain and counteract what terrorists try to achieve at their victims' expense; and
- Be knowledgeable about the relationship between the two.

The terrorist has seven essential needs as they seek to achieve their audience impact objectives. The terrorist needs:

1. An act of sufficient magnitude to gain audience attention.
2. A setting for the act which facilitates communication.
3. Timing to suit the objective.
4. Collaboration or collaborators to carry out threats and coerce compliance.
5. Demands sufficient to achieve the goal yet retain some uncalculated flexibility.
6. Media access because that is the only way to reach the audience the terrorist is trying to affect.
7. A way out, although not always. The dedicated terrorist is always prepared for the ultimate sacrifice if it will help get the message through.

Understand the Media Needs During a Terrorist Event

Media needs fall into three categories:

1. Access
 - Terrorist
 - Negotiators
 - State spokesperson
 - Witnesses
 - Security forces/authorities in charge
 - Hostage or victim
 - Hostage or victim's relatives
2. Operational space
 - Equipment
 - People
 - Newsfeeds
 - Interviews
3. Verification resources
 - Clarify facts
 - Check information
 - Get credible comment
 - Validate their stories



Nueces Electric Cooperative

**Sample
Hurricane/ Severe Storm
Media Releases**

This is an emergency bulletin!



Nueces Electric Cooperative

Nueces Electric Cooperative requests that you broadcast this information as soon possible. Your assistance is needed in order to communicate this emergency situation. Thank you for your prompt attention to this emergency situation.

Storm Update - (date, time)

Please Distribute To All On-Air DJs And News Staff Immediately

Nueces Electric Cooperative members are experiencing widespread outages due to Hurricane _____, a level _____ hurricane that made landfall on _____. NEC crews have been working to restore power to our members in _____ counties. The cause of the outages is _____. Approximately _____ members have been affected by this outage. NEC will continue working until all of the power is restored.

If you plan to use a portable backup generator for temporary electric power, follow the manufacturer instructions to protect you and your family. Also, DO NOT connect the generator to the house wiring unless you have had a qualified electrician hook up the standby electrical system which includes the installation of a transfer switch to isolate the generator from the electric utility service. Without the transfer switch, the power from the generator will back feed through the transformer and raise the voltage to 7,200 which can easily kill the serviceman trying to restore the power down the line. In addition, when the power is restored it may cause an electrical fire and/or destroy the generator.

Varzavand Irani, NEC CEO, said "When you have a storm of this magnitude, phone lines get very busy. Rest assured that we have crews working to restore co-op members' electric service and all phone lines are manned around the clock. Stay tuned to this station for further updates, especially if you cannot get through to us by telephone. We appreciate our members' patience and support during this difficult time. As always, NEC will continue providing the best service possible. Thank You!"

News Media Inquiries:

If you need additional information contact:

Kirklan Hinojosa, Corporate Communications Specialist
361-767-7349
khinojosa@nueceselectric.org



@nueceselectric



NuecesElectric outage.nueceselectric.org

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Storm Update - (date, time)

Please Distribute To All On-Air DJs And News Staff Immediately

Mother Nature blasted Nueces Electric Cooperative's service territory _____, on _____ . Power lines and poles have received extensive damage leaving over _____ members without electricity as of _____, today. This is _____% of NEC's system. This is one of the worst storms to hit NEC in many years because _____. Due to the severity of the damage to lines, no time estimate for service restoration can be given at this time.

Members in _____ County were hardest hit, but outages were widespread in other portions of NEC's nine county service territory. The high wind velocity is the culprit. Also, our power supplier, South Texas Electric Cooperative, has received damage to numerous transmission lines. This affects _____ of the 12 substations in NEC's territory.

Remember, if you plan to use a portable backup generator for temporary electric power, to follow the manufacturer instructions to protect you and your family. Also, DO NOT connect the generator to the house wiring unless you have had a qualified electrician hook up the standby electrical system including the installation of a transfer switch to isolate the generator from the electric utility service. Without the transfer switch, the power from the generator will back feed through the transformer and raise the voltage to 7,200 which can easily kill the serviceman trying to restore the power down the line. In addition, when the power is restored it may cause an electrical fire and/or destroy the generator.

Varzavand Irani, NEC CEO, said "When you have storm of this magnitude, phone lines get very busy. Rest assured that we have crews working to restore co-op members' electric service and all phone lines are manned around the clock. Stay tuned to this station for further updates, especially if you cannot get through to us by telephone. We also appreciate our members who report trees and power lines that are down. If you see a downed power line, please stay away from it. If you cannot reach cooperative personnel to report the downed line, please contact local law enforcement authorities. Also, anyone needing emergency shelter can go to the _____ beginning at _____. We appreciate our members patience and support during this difficult time."

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NuecesElectric



outage.nueceselectric.org



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Storm Update - (date, time)

Please Distribute To All On-Air DJs And News Staff Immediately

This is an update as of _____ for Nueces Electric Cooperative's service territory. Approximately _____ members are still without electricity. This is ____% of NEC's system.

A level ____ hurricane hit the South Texas Coastal Bend on _____. This is one of the worst storms to hit the area and NEC in many years because _____. NEC has about _____ employees and contractors that will be working around the clock to restore power.

Members in _____ County(ies) were hardest hit, but outages were widespread in other portions of NEC's nine county service territory. The high velocity wind is the culprit. Also, our power supplier, South Texas Electric Cooperative, has ____ transmission lines down. This affects _____ substations in NEC's territory.

Varzavand Irani, NEC CEO, said "When you have a storm of this magnitude, phone lines get very busy. We appreciate our members who report trees and power lines that are down and if you see a downed power line, please stay away from it. In case of an emergency situation, where you cannot reach cooperative personnel, please contact local law enforcement authorities. Also, anyone needing emergency shelter can go to the _____ beginning at _____. We appreciate our members patience and support during this difficult time."

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Storm Update - (date, time)

Please Distribute To All On-Air DJs And News Staff Immediately

Hurricane _____, a level ____ hurricane, hit the South Texas Coastal Bend and Nueces Electric Cooperative's service territory on _____ damaging power lines and trees. Members of the electric cooperative in _____ counties were hardest hit and are the areas still without electric service. All NEC employees and contractors have worked around the clock and will continue working to restore service to our members. Our target is to have power restored by _____.

If your meter box is damaged or pulled away from the house, you will need to call an electrician to have repairs made before service can be restored. If you have appliances or equipment that have been exposed to water never assume they are safe to use after they have dried. Before you try to use any electrical appliance that has been exposed to water, take it to a qualified service technician. The item may be fine, it may need reconditioning, or it might require replacement.

Varzavand Irani, NEC CEO, said "We appreciate our members who have been patient during this difficult time and who have reported downed power lines or frees. Remember to stay away from any down power lines and report them to us, or local law enforcement officials immediately. Members are urged to check on their neighbors and take necessary precautions to protect lives and property during this storm emergency.

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Storm Update - (date, time)
Please Distribute To All On-Air DJs And News Staff Immediately

This is an update as of _____ for Nueces Electric Cooperative's service territory. Approximately _____ members remain without power.

The level ____ Hurricane _____, that hit NEC's service territory on _____ has continued to cause problems for some cooperative members in _____ Counties. The main problems are downed power lines, due to high winds that cause limbs and trees to fall on the power lines.

Our target is to have power restored by _____. Although there may be some individuals with damage to their own equipment that may remain without service beyond _____. To expedite your service restoration, if your meter box is damaged or pulled away from the house customers should call an electrician to make the necessary repairs.

Varzavand Irani, NEC CEO, said "NEC employees and contractors have worked continuously for the past _____ hours and for safety's sake, employees will be brought in at _____ for a much needed rest. They will resume working at _____. NEC contractors will continue working around the clock. We appreciate our members who have been patient during this difficult time and who have reported downed power lines or trees. Remember to stay away from any down power lines and report them to us, or local law enforcement officials immediately. Members are urged to check on their neighbors and take any necessary precautions to protect lives and property during this emergency.

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This is an emergency bulletin!



Nueces Electric Cooperative

Nueces Electric Cooperative urgently requests that you broadcast this information as soon possible. Your assistance is needed in order to communicate this emergency situation. Thank you for your prompt attention to this emergency situation.

**Storm Update - (date, time)
Please Distribute To All On-Air DJs And News Staff Immediately**

This is an update as of _____ for Nueces Electric Cooperative's service territory. Approximately _____ members are still without power in _____ of our 12 substations.

NEC has had approximately _____ employees and contractors making major repairs to our distribution system following landfall of Hurricane _____ on _____. Our crews will continue working throughout the day and night until all power is restored.

If you had to make repairs to your service before we could restore power, or if some of your neighbors have service and you do not, please contact NEC either by phone or in person so that we are aware of the individual outages.

Also note that if you have appliances or equipment that have been exposed to water, never assume they are safe to use after they have dried. Before you try to use any electrical appliance that has been exposed to water, take it to a qualified service technician. The item may be fine, it may need reconditioning, or it might require replacement.

Varzavand Irani, NEC CEO, said, "This has been a difficult time and we appreciate our members who have been patient and who have reported downed power lines or trees. This has helped us to find the problems a lot sooner. Remember to stay away from any down power lines and report them to us immediately. We are doing everything we can to get your power restored as soon as possible. Thank you again for your patience."

News Media Inquiries:

If you need additional information contact:

Kirklan Hinojosa, Corporate Communications Specialist
361-767-7349
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@nueceselectric



NuecesElectric



outage.nueceselectric.org

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Storm Update - (date, time)

Please Distribute To All On-Air DJs And News Staff Immediately

This is an update as of _____ for Nueces Electric Cooperative's service territory. Approximately _____ members are still without power in ____ of our _____ substations.

Members in _____ counties were the hardest hit and our crews continue working in those areas. NEC has approximately _____ employees and contractors who will continue working around the clock restoring power. If your meter box is damaged or pulled away from the house, you will need to call an electrician to have repairs made before service can be restored. We expect to work on individual outages _____.

Also, please note that if you have appliances or equipment that have been exposed to water, never assume they are safe to use after they have dried. Before you try to use any electrical appliance that has been exposed to water, take it to a qualified service technician. The item may be fine, it may need reconditioning, or it might require replacement.

Varzavand Irani, NEC CEO, said, "We appreciate our members patience and understanding during this difficult time. Rest assured that we will continue doing everything possible to restore your service. We urge you to stay away from downed power lines and report them to us immediately. Any information on fallen trees, broken poles and damaged lines is greatly appreciated. Again, thanks for your patience."

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Storm Update - (date, time)

Please Distribute To All On-Air DJs And News Staff Immediately

This is an update as of _____ for Nueces Electric Cooperative's service territory.
Approximately _____ members are still without electric service.

Progress is slow as over _____ NEC employees and contractors continue restoration of electric service to the electric cooperative's members in portions of _____ counties. _____ has slowed repairs.

Also, please note that if you have appliances or equipment that have been exposed to water, never assume they are safe to use after they have dried. Before you try to use any electrical appliance that has been exposed to water, take it to a qualified service technician. The item may be fine, it may need reconditioning, or it might require replacement.

Varzavand Irani, NEC CEO, said, "We will continue working around the clock to try and restore service to as many members as possible. We do appreciate our members' patience and understanding during this difficult time. Rest assured that we will continue doing everything possible to restore your service. We urge you to stay away from downed power lines and report them to us immediately. Any information on fallen trees, broken poles and damaged lines is greatly appreciated. Again, thanks for your patience."

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**Storm Wrap Up - (date, time)
Please Distribute To All On-Air DJs And News Staff Immediately**

This is an update as of _____ for Nueces Electric Cooperative's service territory. NEC is down to its last _____ members who are without electric service.

Progress has been slow because of _____. Everyone who still has power outages has been dispatched out. Crews will continue working until all service is restored. At this point, if your power is still out, you are urged to call us as soon as possible.

Please remember that if you have electric appliances or equipment that have been exposed to water, never assume they are safe to use after they have dried. Before you try to use any electrical appliance that has been exposed to water, take it to a qualified service technician. The item may be fine, it may need reconditioning, or it might require replacement.

Varzavand Irani, NEC CEO, said "Our crews have continued to work around the clock for the past ____ days with very little rest and they encountered numerous safety hazards in order to get our members power restored as soon as possible. We appreciate our member's patience and understanding during this difficult time. We would like to remind our members that high water continues to be a problem. If you see any downed power lines, please contact the cooperative as soon as possible and stay away from them. Any information on fallen trees, broken poles and damaged lines is greatly appreciated. Again, thanks for your patience."

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Nueces Electric Cooperative

**Sample
Energy Conservation Appeal
Media Releases**

This is an emergency bulletin!



Nueces Electric Cooperative

Nueces Electric Cooperative urgently requests that you broadcast this information as soon possible. Your assistance is needed in order to communicate this emergency situation. Thank you for your prompt attention to this emergency situation.

**Emergency Energy Conservation Appeal - (date, time)
Please Distribute To All On-Air DJs And News Staff Immediately**

First Emergency Appeal to Conserve Electricity

Nueces Electric Cooperative is asking its members to avoid the unnecessary use of electricity. This includes lighting, air-conditioning and other electrical appliances. Cooperative members are asked to limit use until further notice today.

South Texas Electric Cooperative, power provider to NEC, has made this emergency appeal due to today's above average temperatures. We are asking our members to help us by conserving energy in your home. The combined efforts of our members can help ease this situation.

Steps to help conserve are: Turn your air-conditioning thermostat to 80 degrees, turn off unnecessary lights, close drapes, cool with fans and wait to use your washer and dryer after 9 p.m.

By curtailing your personal use, NEC should be able to continue providing uninterrupted service to our members.

Varzavand Irani, NEC CEO, said, "We appreciate our members' help and support through this difficult time. NEC is a not-for-profit electric cooperative so any money the cooperative saves, the consumers also save. If a new peak demand from the power plan is set by the co-op, we, and in turn our members, will have to pay to make additional generating capacity available from now on. NEC will continue to keep members informed on this station. Thank you."

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Nueces Electric Cooperative

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**Emergency Energy Conservation Appeal - (date, time)
Please Distribute To All On-Air DJs And News Staff Immediately**

Second Emergency Appeal To Conserve Electricity

Nueces Electric Cooperative continues its request to members to curtail their use of electricity until further notice.

South Texas Electric Cooperative, power provider to NEC, has made this emergency appeal due to today's above average temperatures.

We are asking our members to help us by conserving energy in their homes and businesses. Steps to help conserve are: Turn air-conditioning thermostat to 80 degrees, turn off unnecessary lights, close drapes, cool with fans and wait to use your washer and dryer after 9 p.m.

Varzavand Irani, NEC CEO, said, "We appreciate our members' help and support through this difficult time. NEC is a not-for-profit electric cooperative so any money the cooperative saves, the consumers also save. If a new peak demand from the power plan is set by the co-op, we, and in turn our members, will have to pay to make additional generating capacity available from now on. Every member can make a difference in this situation. NEC members should stay tuned to this station for updates about this situation. NEC will notify consumers when normal use of power can be resumed.

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Emergency Energy Conservation Appeal - (date, time)
Please Distribute To All On-Air DJs And News Staff Immediately

End of Emergency Appeal to Conserve Electricity

Nueces Electric Cooperative members can now resume normal use of electricity. The electric power emergency situation that occurred within NEC's service area has eased.

NEC is grateful to its members for cooperating by reducing their usage of electricity during this emergency situation.

Varzavand Irani, NEC CEO said, "Your help during this difficult situation helped to insure that members of NEC had uninterrupted service and helped us control the electric rates. I appreciate the effort made to conserve electricity by those participating members."

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Nueces Electric Cooperative

**Sample
Controlled Outage
Media Releases**

This is an emergency bulletin!



Nueces Electric Cooperative

Nueces Electric Cooperative urgently requests that you broadcast this information as soon possible. Your assistance is needed in order to communicate this emergency situation. Thank you for your prompt attention to this emergency situation.

**Emergency Controlled Outage Notice - (date, time)
Please Distribute To All On-Air DJs And News Staff Immediately**

Nueces Electric Cooperative Begins Controlled Outages

Nueces Electric Cooperative will temporarily interrupt power to parts of its service area because _____.

The controlled power outage will begin at _____, and will affect co-op members in the _____ area. The outage is expected to last _____ hours.

NEC CEO, Varzavand Irani, said, "We appreciate our members patience and support during this situation. Their cooperation will help us _____."

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Nueces Electric Cooperative

**Sample
Outage Response
Social Media Posts**

NEC's Tips for Outage Communication

Members want to know

- Co-op is aware this interruption/status of crew
- Estimated time of restoration
- Status update if don't make estimated time If they can't find the details by calling or visiting your website members turn to media and social media for details. Members want the information quickly; 15 minutes feels too long to them.

Media wants to know

- Number of meters without power
- Area affected
- Cause of interruption
- Estimated time of restoration
- Time power lost/time power restored

Remember that media is also active on social media and typically has a website to support news efforts, so the traditional "news cycle" no longer applies. View this as a positive—they can actually help you increase member satisfaction during outages!

Social Media Changes Everything – Know the Best Tips

Be sure members know what to expect from you during outages; this excerpt is from PEC's Facebook page:

1) Remember that Facebook is not monitored 24/7 so a response might not be immediate. We are almost always available weekdays 8 a.m.-5 p.m. CST and are usually offline after 9 p.m. (We need some sleep too!).

2) Never include any account specific information like your address or account number. If you need assistance, contact information is found at www.nueceselectric.org. You can also call 800-632-9288 or 361-387-2581.

3) Hopefully after reading Points 1 and 2 you can understand why we think outages shouldn't be reported via Facebook. Plus, social media isn't integrated with our power interruption software, so please use the automated system 800-632 9288 to report outages so crews can be dispatched promptly.

Without an Automated System, You Can't Communicate Every Outage

- 600 or more meters are without power for 30 minutes or more in a single outage.
- The 30-minute rule is used to prevent unnecessary posts about outages that may be resolved quickly.
- The 600-meter figure is about three percent of Wires meters.
- 600 or more meters are without power for all combined outages.
- The 30-minute rule still applies.
- Rather than making several posts about multiple outages, check the situation to see if there is a probable common cause, like wide-spread lightning storms, and make a generic post that also tells members how to report outages.
- 100 or more meters are without power for at least four hours.
- An official/executive requests a post, regardless of the number of meters out or length of outage.
- The media calls, and there's a significant current outage, so we can direct them to our posts for updates on the status.
- There is an outage activating the Emergency Operations Plan- or ERCOT (Texas Grid Operator Energy Emergency Alerts, regardless of the number of meters out.
- A member privately messages us asking for an update. Reply to the message only (don't publically post) if the situation doesn't meet the above guidelines. Use your discretion if there is an outage situation members need to know about, regardless of the number of meters out or length of time.

Additional Tips – Avoid Zombie Posts

- Avoid zombie posts. Instead of sharing a series of different posts as power goes out and then is restored, edit the original outage post. As people comment and share the post, more people will see it. Have a post for each area experiencing an outage, then keep each original post up-to-date. Keep the latest information at the top of the

NEC Outage Post Social Media - EXAMPLES

Example 1. Minor Outage



9:44 a.m. Update Final

The damage to the substation feeder has been fixed and power has been restored to members affected by the outage. We want to thank our members for their patience and take this time to remind members that even during holidays, NEC linecrews continue to provide reliable electric service. [#ThankaLineworker](#)

9:13 a.m. Update

A broken jumper on center phase of substation feeder 2 between Kingsville and Robstown has caused a minor power outage. There are currently XX members without power. Estimated restoration is between XX-XX minutes.

View outages in real-time using NEC's outage viewer: <https://outage.nueceselectric.org>

Example 2. Extended Outage



6/28 10:50 am FINAL update

We have restored power to nearly all members affected by last night's storm. Our line-crews worked very hard to bring power to our members and will continue restore the few remaining outages. We thank our members and community for their support.

11:20 pm update

XXX members remain without power. Unfortunately members between CR XX and CR XX will remain without power throughout the night due to multiple destroyed power lines which have to be completely rebuilt. We assure members that our line-crews will work non-stop until power is restored.

11:00 pm update

XXX members have power restored. XXX members are currently remaining without power. We expect to have all members restored in about an hour.

9:50 pm update

There are currently XXXX member without power. Our estimated time until full restoration is about two hours. We thank our members for their patience as our line crews work as quickly and safely as possible to restore the damaged power lines caused by the storm.

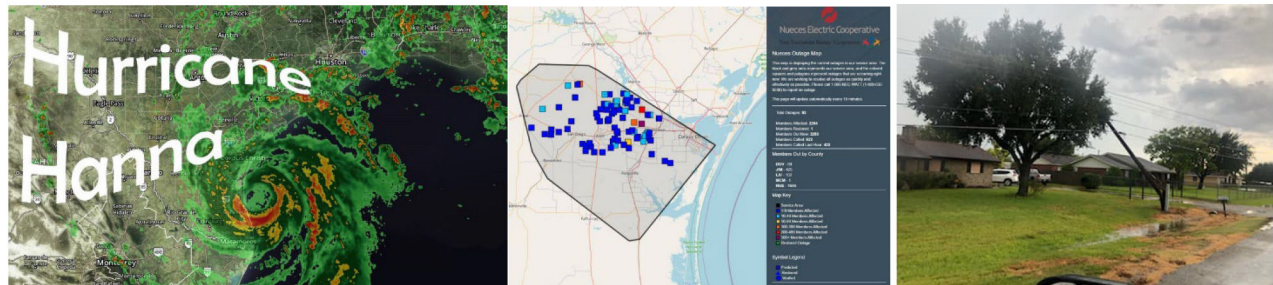
6/27 6:28 pm update

A severe storm warning is currently in effect. We have lost 20 poles outside of the Calallen substation and 2270 members are currently without power. Our crews and teams are monitoring the situation as it develops.

To view outages in real time, view the NEC outage viewer:

<https://outage.nueceselectric.org>

Example 3. Hurricane Outage Response



Step 1 - Warn

NEC has activated its emergency response plan and its Storm Center at <https://nueceselectric.org/content/storm-center-0> so members can get up to date information about Hurricane XXX, power outage restoration, as well as safety tips and more! NEC crews and contractors have been preparing for this for several days now. As soon as the winds have subsided to a level for crews to work safely they will be out to help our members and get the lights back on. Please know XXX is moving slowly so outages may be extended until safe conditions exist for our crews to assess and begin the restoration process. Thank you for your patience! We have an amazing team ready to serve you!

NEC has activated its Emergency Response Plan and is preparing for possible impact from Tropical Storm XXX. We encourage our members, especially those on life support or those taking care of someone on life support to prepare for the possibility of extended outages.

We also want to encourage our members to visit our storm center webpage for storm preparedness information. To report an outage, please call 800-632-9288 or 361-387-2581.

Step 2 – Constant Updates

Hurricane XX Update, 7/25 8 pm

NEC members in the Kingsville, Ricardo, Riviera and Sarita areas have been heavily impacted by Hurricane Hanna as they experience a widespread outage due to the damaged transmission system of South Texas Electric Cooperative (STEC). Almost XXX members are currently without power in that area, and the outage will last for an extended period of time due to the unsafe conditions that currently exist in the area with continued high winds. STEC will address the area damage as soon as it's safe to do so. NEC crews will also support the effort. In the meantime, NEC crews are busy working outages in parts of the NEC system where it's safe to do so. We deeply appreciate our members' patience during this difficult time and know the loss of power is a hardship on each of our members. We have a dedicated, talented team to support this restoration and they will restore power as soon as possible to all of our valued members.

Hurricane XXX Update: 7/26, 9 am

Winds have died down and NEC crews are hard at work restoring power to about XXXX members impacted by the storm. About XXX members in the Ricardo, Rivera, and Sarita area remain without power due to a loss of transmission poles. Our partner, STEC is working on the restoration and we hope to have these members back up soon. Other damage appears to be largely due to trees and limbs in power lines. NEC's crews continue to work and more updates will be provided as available.

Step 3 – Final Update

Power has been restored to all NEC members impacted by Hurricane XXX and NEC has deactivated its emergency response plan. NEC line crews continue to address a few additional outages and make further system repairs caused by the storm and its aftermath. As a result, new construction work remains suspended at this time.

We need to extend our deep appreciation to our NEC members for staying positive, patient and understanding during this difficult time. We know how hard it is to bear the loss of power for a short time much less for an extended outage following a tropical cyclone. You all extended such kindness and support for your Co-op team working hard to get your lights on. We never doubted that NEC has the very best members and community, and you certainly demonstrated it through Hanna! Thank you all!

We also have to express our pride in the NEC line workers and the support team that helped them respond to this storm in an efficient and effective manner to serve our members and get your lights back on as soon as possible-with safety as the top priority. They worked long hours, in stormy, wet and challenging conditions to get it done. Thank you, NEC Line Workers & support team for all of your hard work!! You did a Great job!!



Nueces Electric Cooperative

**Sample
Violation of Infrastructure
Media Releases**

This is an emergency bulletin!



Nueces Electric Cooperative

Nueces Electric Cooperative requests that you broadcast this information as soon possible. Your assistance is needed in order to communicate this emergency situation. Thank you for your prompt attention to this emergency situation.

**NEC Infrastructure Violated - (date, time)
Please Distribute To All On-Air DJs And News Staff Immediately**

Nueces Electric Cooperative Identifies Infrastructure Violation

Nueces Electric Cooperative identified an infrastructure violation to (system affected) _____ at (time) _____, on (date) _____.

An infrastructure violation means that a non-authorized entity has made contact with NEC operations equipment or the Cooperative's distribution system technology infrastructure. In order to contain the damage and protect system integrity, Nueces Electric Cooperative declared an emergency situation and began immediate implementation of its emergency response plan.

In accordance with this plan, important actions taken by NEC include notification of the situation to _____ (list agencies, if possible) and (other actions) _____. An investigation is underway and more information will be made available as the investigation progresses.

Actions taken by NEC that WILL affect service to these NEC consumers include _____.

This affects approximately _____ (number) NEC members in _____ (area/consumers affected).

These conditions are estimated to last for _____ (duration). Possible safety concerns that may result from these actions include _____. NEC cautions _____ to strictly follow the safety precautions below: _____.

Varzavand Irani, NEC CEO, said "Members may call NEC at 1-800-NEC-WATT for updates. However, when you have a crisis situation like this, phone lines get very busy. Rest assured that we are working to resolve the problem and all phone lines are manned around the clock. Stay tuned to this station for further updates, especially if you cannot get through to us by telephone. We appreciate our members' patience and support during this difficult time. As always, NEC will continue providing the best service possible. Thank You!"

Nueces Electric Cooperative, Inc. is a consumer-owned electric co-op, formed in 1938, that serves the electricity needs of _____ members in eight South Texas counties (Nueces, Jim Wells, Live Oak, Kenedy, Kleberg, Duval, Brooks, & McMullen).

For additional information contact:

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**NEC Infrastructure Violated - (date, time)
Please Distribute To All On-Air DJs and News Staff Immediately**

Nueces Electric Cooperative Infrastructure Violation Update

Nueces Electric Cooperative identified an infrastructure violation to (system affected) _____ at (time) _____, on (date) _____. NEC's Emergency Response Plan has been activated.

At this time, NEC is working with other agencies (name if possible) to identify the source of the violation and potential threats. To protect the Cooperative's critical infrastructure and safeguard the public, _____ (summary of discloseable actions taken that affect consumers/public).

These conditions are estimated to continue for _____ (duration). This situation affects approximately _____ (number) NEC members in _____ (area/consumers affected).

Possible safety concerns that may result from these actions include _____.

Varzavand Irani, NEC CEO, said "Public and employee safety is the top priority at this time. Our plan specifically identifies our top concerns during an investigation such as this. First, we must be sensitive to (1) the personal safety of anyone who the violators may threaten --although there is no indication of any such threat at this time. (2) We also must consider the safety of anyone else who could be exposed to danger through the violators actions as the investigation continues. (3) The safety and status of those negotiating and handling the situation can be jeopardized through the unplanned, unprepared, and unpredictable actions of outsiders. We must respect these safety concerns at this time and limit the information released as a result. When it is safe to release such information, I assure you, it will be release. Your patience and understanding are very much appreciated."

NEC cautions _____ to strictly follow the safety precautions below:

_____.

Sims concluded, "Again, we appreciate our members' patience and support during this situation. Their cooperation will help us _____."

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Nueces Electric Cooperative Infrastructure Violation Update

Nueces Electric Cooperative identified an infrastructure violation to (system affected) _____ at (time) _____, on (date) _____. NEC's Emergency Response Plan has been activated.

At this time, NEC is working with other agencies (name if possible) to identify the source of the violation and potential threats. To protect the Cooperative's critical infrastructure and safeguard the public, _____ (summary of disclosable actions taken that affect consumers/public).

These conditions are estimated to continue for _____ (duration). This situation affects approximately _____ (number) NEC members in _____ (area/consumers affected). Possible safety concerns that may result from these actions include _____.

Possible safety concerns that may result from these actions include _____.
 Varzavand Irani, NEC CEO said "NEC employees, contractors and officials have worked continuously for the past _____ hours and for safety's sake, employees will be brought in at _____ for a much needed rest. They will resume working at _____. NEC contractors will continue working around the clock.

NEC cautions _____ to strictly follow the safety precautions below:

Members in the affected area(s) are urged to check on their neighbors and take any necessary precautions to protect lives and property during this emergency. "We appreciate our members' patience and support during this situation. Their cooperation will help us _____."

Irani said, "When you have a crisis situation like this, phone lines get very busy. Rest assured that we are working to resolve the problem and all phone lines are manned around the clock. Stay tuned to this station for further updates, especially if you cannot get through to us by telephone. We appreciate our members' patience and support during this difficult time. As always, NEC will continue providing the best service possible. Thank You!"

Members in the affected area(s) are urged to check on their neighbors and take any necessary precautions to protect lives and property during this emergency. NEC CEO, Varzavand Irani, said, "We appreciate our members' patience and support during this situation. Their cooperation will help us _____."

Irani said, " When you have a situation like this, phone lines get very busy. Rest assured that we are working to resolve the problem and all phone lines are manned around the clock. Stay tuned to this station for further updates, especially if you cannot get through to us by telephone. We appreciate our members' patience and support during this difficult time. As always, NEC will continue providing the best service possible. Thank You!"

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Nueces Electric Cooperative

NEC Infrastructure Violated - (date, time)
Please Distribute To All On-Air DJs And News Staff Immediately

Nueces Electric Cooperative Infrastructure Violation Update

Nueces Electric Cooperative identified an infrastructure violation to (system affected) _____ at (time) _____, on (date) _____. NEC's Emergency Response Plan has been activated.

At this time, NEC and other agencies (name if possible) have made significant progress in the identification of the source of the violation and potential threats. To protect the Cooperative's critical infrastructure and safeguard the public, the agencies have _____ (summary of actions taken that affect consumers/public).

Varzavand Irani, NEC CEO, emphasized, "Public and employee safety is the top priority at this time. Our emergency plan specifically identifies our top safety concerns during an investigation such as this. One, we must be sensitive to the personal safety of anyone who the violators may threaten –although I want to emphasize that there is no indication of any such threat at this time. Two, we also must consider the safety of anyone else who could be exposed to danger through the violator's actions as the investigation continues. Three, the safety and status of those resolving and handling the situation can be jeopardized through the unplanned, unprepared, and unpredictable actions of outsiders. We must respect all of these safety concerns at this time and limit the information released, as a result. When it is safe to release such information, I assure you, it will be release. Your patience and understanding are very much appreciated."

NEC members have had _____ interrupted temporarily. This service interruption is estimated to continue for _____ (duration/until further notice). This situation affects approximately _____ (number) NEC members in _____ (area/consumers affected).

NEC employees, contractors and officials have worked continuously for the past _____ hours and for safety's sake, employees will be brought in at _____ for a much needed rest. They will resume working at _____. NEC contractors will continue working around the clock.

Irani reminds members, "NEC cautions _____ to strictly follow these safety precautions _____." "We appreciate our members' patience and support during this situation. Thank you."

Nueces Electric Cooperative, Inc. is a consumer-owned electric co-op, formed in 1938, that serves the electricity needs of _____ members in eight South Texas counties (Nueces, Jim Wells, Live Oak, Kenedy, Kleberg, Duval, Brooks, & McMullen). NEC has offices in Robstown and Ricardo.

For additional information contact:

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Nueces Electric Cooperative

Sample
Media Release
Electrical Contact
Injury/Fatality

DATE: _____

FOR IMMEDIATE RELEASE**LOCAL LINEMAN INJURED IN ELECTRICAL
CONTACT ACCIDENT****Nueces Electric Cooperative**

On the afternoon of (date)_____, an NEC lineman was injured in an electrical contact accident while working on a job for Nueces Electric Cooperative along (location) _____. An accident investigation is currently being conducted to gather more information.

The crew on site acted immediately and emergency medical treatment responded to transport the victim to _____ Hospital in _____. Soon after, the victim was transported to the _____ Hospital burn center in _____ where he remains at this time receiving treatment for his injuries.

Nueces Electric Cooperative, Inc. is a consumer-owned electric co-op, formed in 1938, that serves the electricity needs of _____ members in eight South Texas counties (Nueces, Jim Wells, Live Oak, Kenedy, Kleberg, Duval, Brooks, & McMullen). NEC has offices in Robstown and Ricardo.

For additional information contact:

Kirklan Hinojosa, Corporate Communications Specialist 361-767-7349 Khinojosa@nueceselectric.org



@nueceselectric



NuecesElectric

outage.nueceselectric.org

DATE: _____

**FOR IMMEDIATE RELEASE****Nueces Electric Cooperative**
**COWORKERS, FAMILY AND FRIENDS SUPPORT
LOCAL LINEMAN INJURED IN ELECTRICAL CONTACT ACCIDENT**

On the afternoon of (date) _____, (name) _____ was injured in an electrical contact accident while working on a job for Nueces Electric Cooperative along (location) _____.

The crew working with (name) _____ acted immediately, with emergency medical treatment responding to transport (name) _____ to _____ Hospital in _____. Soon after, (name) _____ was transported to the _____ Hospital burn center in _____ where he remains at this time receiving treatment for his injuries.

Family, friends, and co-workers have organized several activities to express support and concern for (name) _____, and to help with the additional expenses that such a tragic event can bring to a family.

(describe activities, benefits, contact information)

Please join the community as we support (name) _____ and his family during this difficult time with heartfelt wishes and prayers for a rapid recovery from his injuries.

Nueces Electric Cooperative, Inc. is a consumer-owned electric co-op, formed in 1938, that serves the electricity needs of _____ members in eight South Texas counties (Nueces, Jim Wells, Live Oak, Kenedy, Kleberg, Duval, Brooks, & McMullen).

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Nueces Electric Cooperative

**Sample
Pandemic
Media Releases**

EDITORIAL NOTE: This sample press release was graciously provided by Flint Energies. Please edit this release for your co-op/PPD/PUD. Have an idea for an additional COVID-19 communications resource? Let us know – email StraightTalk@nreca.coop.

*NRECA's Straight Talk
COVID-19 Communications
Press Release on Reopening Offices*

FOR IMMEDIATE RELEASE

[DATE]

[CONTACT]

[Insert co-op/PPD/PUD name] resumes normal operations, reopens lobbies for business

[Insert co-op/PPD/PUD name] has resumed normal operations and reopened lobbies for business. [Insert co-op/PPD/PUD name] is taking special measures to protect visitors and employees as the COVID-19 pandemic continues. Hours of operation are 8 a.m. until 5 p.m., Monday through Friday.

As the pandemic continues, [Insert co-op/PPD/PUD name] members are encouraged to use the co-op's drive-thru service or other electronic means of doing business whenever possible to reduce the risk of exposure.

"We're requesting that our consumer-members follow the recommended social distancing guidelines within our offices," says [CEO/GM]. "We ask all visitors to follow instructions as posted on lobby signage, floor markers and directional signs for your safety and others."

[Insert co-op/PPD/PUD name] continues to closely monitor the latest developments regarding COVID-19 and is following recommendations from local and state officials, including the Centers for Disease Control and Prevention (CDC).

To minimize health risks for consumer-members and employees, [Insert co-op/PPD/PUD name] is taking additional precautions, including:

[Edit the list below to reflect current measures your co-op is taking.]

- Installing clear acrylic sneeze guards in each CSR/MSR window.
- Adding social distancing markers to our lobby floors to help keep visitors at least 6 feet apart.
- Distributing face masks, gloves and sanitizing products to our offices and employees.
- Enhancing cleaning and disinfecting procedures throughout our offices.

- Requiring employees who interact with consumer-members to wear masks and wash or sanitize hands frequently.

Most services can be handled remotely, reducing the need to visit one of our offices. Members are highly encouraged to conduct co-op business through our website, mobile app or over the telephone. Our Member Services Department is available Monday through Friday, 8 a.m. to 5 p.m., and can be reached by email at [email address] or by calling [phone number]. Members may download the [Insert co-op/PPD/PUD name] mobile app from their device's app store.

FOR IMMEDIATE RELEASE*For More Information Contact:**Kirklan Hinojosa**361.387.2581 x 472**khinojosa@nueceselectric.org***Our Lobbies are Open for Business**

Nueces Electric Cooperative has resumed normal operations and reopened our lobbies for business. We are taking special measures to protect all visitors and employees as the COVID-19 pandemic continues.

Hours of operation are 8 a.m. until 5 p.m., Monday through Friday.

As the pandemic continues, members are encouraged to use our drive-thru service, drop box, kiosk and electronic means of doing business whenever possible to reduce the risk of exposure.

We're continuing to closely monitor the latest developments regarding COVID-19 and following recommendations from local and state officials, including the Center for Disease Control (CDC).

We're Taking Extra Precautions:

- Members who enter NEC lobbies will have to fill out a self-assessment
- Facemask are required of visitors
- Social distancing is required
- NEC is implementing enhanced cleaning procedures
- Employees interacting with members must wear facemask/social distance

If you have a question about your account, give us a call at 361-387-2581. Our Member Services Department is available Monday through Friday, 8 a.m. to 5 p.m.

Stay in the know and download the Nueces Electric Cooperative mobile app from your device's app store.

Started by a group of farmers and ranchers who truly exemplified the pioneer spirit, Nueces Electric Cooperative, Inc. has served the Coastal Bend since 1938. Nueces Electric Cooperative has evolved into a Cooperative that provides delivery services to over 17,000 meters utilizing over 3,000 miles of energized power line. Nueces Electric Cooperative also provides competitive retail services to over 20,000 consumers in the Corpus Christi area and other parts of Texas outside the NEC delivery area. For information contact us at 1.800.NEC.WATT or www.nueceselectric.org.

#



Nueces Electric Cooperative

**Sample
Winter Storm
Media Releases**



Winter Storm Press Releases

Electric Grid Operator Requests Conservation

ROBSTOWN () – The Energy Reliability Council of Texas (ERCOT) is now warning that the electrical power supply will be tight because usage is expected to increase to record levels late this weekend and early next week. ERCOT manages the flow of electric power to more than _____ Texas consumers.

If any electricity generating units trip offline, grid conditions could get tight enough to require rotating outages. Nueces Electric Cooperative (NEC) encourages its members to reduce energy consumption when possible to avoid causing stress on the electric grid.

Steps to help reduce electricity use:

- Turn down thermostats to 68-degrees or lower.
- Open blinds and shades to take advantage of the sun's natural heat during the day.
- Close shades and blinds at night to reduce the amount of heat lost through windows.
- Turn off and unplug non-essential lights and appliances.
- Avoid using large appliances (i.e., ovens, washing machines, etc.).
- Businesses should minimize the use of electric lighting and electricity-consuming equipment as much as possible.
- Large consumers of electricity should consider shutting down or reducing non-essential production processes.

Rotating outages are a last resort measure to protect the grid. If ERCOT calls on utilities to implement these outages, NEC has to comply. These outages are just temporary - typically 10 to 45 minutes - before rotating to a different area. More importantly, they could help prevent a larger and much longer statewide blackout. NEC encourages its members to take the necessary precautions and plan ahead to be ready in the event outages do occur. Winter peaks tend to occur during the early morning (5-9 a.m.) and early evening (4-9 p.m.) on very cold days.

To learn more about ERCOT, visit ercot.com, and follow ERCOT on Facebook. Lastly, NEC encourages all members to follow local news sources, the NEC Facebook page, as well as NEC website for news regarding the upcoming winter storm's impact to the coastal bend and surrounding areas.



Nueces Electric Cooperative

Grid Operator Requests Energy Conservation for System Reliability

ROBSTOWN (_____) – Due to record-breaking electric demand due to the extremely cold temperatures, Nueces Electric Cooperative (NEC) is echoing the Electric Reliability Council of Texas (ERCOT) call for all Texans to limit and reduce their electric use as much as possible Sunday, Feb. 14 through Tuesday, Feb. 16.

At _____, ERCOT issued an appeal through the public news media for voluntary energy conservation. This means power reserves throughout the state-wide grid are lower than usual and are being closely monitored. There is not yet a shortage of power but continued cold weather and heightened energy usage may cause these reserves to lower further. If conditions continue to deplete state power reserves, ERCOT may mandate rotating outages across the state.

To help conserve energy in these harsh winter conditions, NEC recommends that members utilize the following energy-saving tips:

- Set your thermostat as low as you can comfortably do so (ideally at 68 degrees or under).
- Avoid using major appliances if possible (save the dishes and laundry for other times).
- Avoid cooking on the stove or oven (opt for the microwave or toaster oven instead).
- Bundle up and utilize clothing and blankets for additional warmth.
- Turn off unused lights and unplug any unused small appliances and electronic devices.

NEC is asking members to do their part and help in reducing their energy usage today and over the next few days to prevent outages in our area. NEC also recommends that members keep their cellphone, laptop and other devices fully charged during extreme weather events and be prepared with safety kits that include spare flashlights, batteries, candles, and a battery-powered cellphone charging device.

To learn more about ERCOT, visit ercot.com, and follow ERCOT on Facebook. Lastly, NEC encourages all members to follow local news sources, the NEC Facebook page, as well as NEC website for news regarding the upcoming winter storm's impact to the coastal bend and surrounding areas.



Nueces Electric Cooperative

Power Restored to NEC Members, But Freezing Temperatures Remain

ROBSTOWN (_____) – Ice and snow from this historically unprecedented state-wide freeze has caused electric utilities across Texas to deploy controlled mandated outages to help stabilize the Texas energy grid. On Thursday, The Electric Reliability Council of Texas (ERCOT) has lifted the mandated outages.

While hope is on the horizon, the outages may not be over yet. There is the possibility that Nueces Electric Cooperative (NEC) could be asked to shed more load, but for now there are no mandated outages for NEC members. Based on the weather forecast for Thursday night and information from ERCOT, NEC members need to be prepared to potentially endure mandated outages yet again.

It is therefore critical for anyone with power to continue conservation efforts. Failure to comply with the ERCOT order would place the entire electric grid in jeopardy of prolonged statewide failure, and subject NEC members and Texans everywhere to market-rule violations that could lead to substantial sanctions and fines from the Public Utility Commission of Texas.

NEC recommends that members refrain from the following:

- Washing clothes
- Running dishwasher
- From using other electricity-intensive appliances and devices
- Keep your thermostat set to 68 degrees or as low as you can tolerate
- Keep all other electricity usage to the barest minimum possible

NEC understands that outages due to the current extreme weather across its service territory can be deeply frustrating. NEC is committed to serving their members, and employees are working tirelessly to keep the lights on and you and your families safe. NEC also encourages you to stay safe and follow local authority's direction on current road conditions and the current water boil.

Lastly, NEC encourages all members to follow local news sources, the NEC Facebook page, as well as NEC website for updates regarding the winter storm and ERCOT's mandated outages.



Nueces Electric Cooperative

ERCOT Ends Emergency Conditions

ROBSTOWN (_____) – As of _____ a.m. on _____, the Energy Reliability Council of Texas (ERCOT) announced that the energy emergency has concluded. The state entered Emergency Energy Alert Level 3 at _____, and remained at that level until this morning.

Nueces Electric Cooperative (NEC) is now able to operate at normal levels, officially ending five days of mandated outages. That means that if your power goes out or is out, it is a true outage, not a scheduled interruption. NEC asks you to please report your outage by calling 1-800-NEC-WATT. (1-800-632-9288)

Though some isolated outages remain, NEC announced that the majority of their members have had power restored. Although this type of weather is unfamiliar to NEC's service area and can slow restoration down, NEC crews worked quickly and safely to restore power. They will continue to work until all weather-related outages are cleared.

As electric systems return to normal operating levels, members are encouraged to continue practicing conservation measures to reduce energy consumption, including setting thermostats to 68 degrees, turning off lights and electronics not in use, and ensuring doors and windows are properly sealed.

"This week, we experienced an unprecedented winter storm across our region testing the resiliency of equipment, the electric grid, and many times our patience," says NEC CEO Varzavand "Avan" Irani. "I want to sincerely thank our members for their continued patience and support as we worked through these mandated outages but also tough road conditions, long hours in frigid temperatures, fatigue, and more. At NEC, we have the best team, hands down, working 24/7 to keep you with power."

Due to extra electricity used during this winter storm event, members will likely see an increase on their electric bill due to large increases in usage. To reassure NEC members on these upcoming bills, NEC maintains the distribution lines that serve the homes and businesses within its service territory. The rates for these services are based on NEC's tariffs, not on the fluctuating price of electricity on the wholesale market. Member's distribution and delivery rates will not go up because of the storm market price spike. This is also due to NEC having a flat, fixed rate customer charge designed to cover costs for poles, wires, transformers, and equipment. Depending on your chosen power provider, you may see increases in your power provider's pricing and in turn have a higher electric bill.

Lastly, NEC encourages all members to follow local news sources, the NEC Facebook page, as well as the NEC website for updates and the aftermath regarding the winter storm and ERCOT's mandated outages.



Nueces Electric Cooperative

Contact List

Internal

External

Media

Disaster

Emergency Contact List

INTERNAL

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Corpus Christi Medical Center – Northwest

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Driscoll Children's Hospital

(361) 694-5000

Corpus Christi Medical Center - Doctor's Regional

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Danny Bueno, Jim Wells County Sheriff

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Ramon Salinas III, Kenedy County Sheriff

Office: 361-294-5205

Richard Kirkpatrick, Kleberg County Sheriff

Office: 361-595-8500

Larry Busby, Live Oak County Sheriff

Office: 361-449-2271

Emmett Shelton, McMullen County Sheriff

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Enrique Paredes, Chief of Police, Robstown Police Department

Emergency: 911 Non-Emergency: 361-387-3531

Mike Markle, Police Chief of Corpus Christi Police Department
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Ricardo Torres, Police Chief, Kingsville Police Department
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Ron Davis, Interim Police Chief, Alice Police Department
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