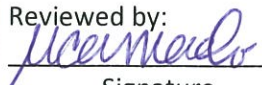


<p style="text-align: center;">GUAM POWER AUTHORITY STANDARD OPERATING PROCEDURE</p>	
<p>TITLE: COMMUNICATIONS GOVERNANCE GUIDELINES</p>	<p>Reviewed by: <u></u> / <u>Melinda R. Camacho, P.E.</u> Signature Assistant GM, Operations</p>
<p>NO: <u>SOP-155</u> Supersedes:</p>	<p>Approved: <u></u> <u>4/22/14</u> Joaquin C. Flores, P.E. General Manager Date</p>
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1.0 INTRODUCTION

The Guam Power Authority (GPA) is Guam's largest utility. The services GPA provides determine the quality of life for our Island Community. Issues including rates, how reliably GPA provides power, and how quickly GPA recovers from power interruptions are some of the topics important to our customers. No other service provider on Guam generates as much or as intense public attention.

The Communications Governance Guidelines (CGGs) describe the roles and responsibilities of management, subject matter experts, as well as employees in communicating pertinent information about GPA as an organization externally to the community and internally between departments. The guidelines provide direction in communicating events, emergencies and GPA's brand.

2.0 OBJECTIVES

- 2.1 To provide guidelines regarding how to convey information to the public. Such issues include explaining GPA's rates and services, service interruptions, emergencies, accidents, and natural disasters. The guidelines will address standardized procedures for:
 - a. Press conferences and releases;
 - b. Interviews, events and community outreach;
 - c. Advertising and brand usage and representation; and,
 - d. Newsletters and other forms of communications.
- 2.2 To provide guidelines on how to address media inquiries, media intercept interviews, FOIAs, phone, email inquiries and inquiries obtained by social media; and,
- 2.3 To provide guidelines on the use, internally and externally, of web based information systems and social media by employees regarding issues about GPA.

- 2.4 The CGGs offer a protocol concerning information dissemination and for handling requests for information from GPA. A roadmap is provided to more effectively communicate with its customers, and stakeholders.

3.0 MISSION AND VISION

- 3.1 GPA is evolving from a monopoly power provider to a company among other emerging alternative and potentially competing power suppliers. GPA's efforts to change to better meet the needs of its rate payers will be significantly impacted by how well the company communicates its policies, procedures, and plans. The intent of GPA's communications efforts is:

"To measurably improve rate payer satisfaction with GPA as an organization and the service it provides, through transparent, accurate and reliable communication."

- 3.2 The mission of GPA's communications strategy is based upon adhering to a number of core values or principals.

- a. Serving the customer, and thus informing the customer in a proactive manner is paramount;
- b. The manner in which GPA will pursue communications must exude integrity;
- c. GPA works to constantly inform and remind customers and the community that the company meets the highest operational standards and employs technology to meet GPA's commitment to environmental stewardship and to keep the power on – always.

- 3.3 In the end GPA will thrive only if it meets the expectations of its customers and the community. It is and should always remain the community's power company. The vision of GPA's communication strategy is:

"To be a powerful, positive, influence improving the quality of life of our customers, employees and the community."

4.0 TARGET AUDIENCE

This procedure provides a systematic and consistent approach to communicating to specific constituencies:

4.1 Internal Customers

- a. The Consolidated Commission on Utilities
- b. Employees: The employees include senior management, management and rank and file employees. Paramount to the messaging that emanates from within GPA.

4.2 External Customers

- a. Rate payers including commercial, residential and the general community

- b. The media including local media (editorial management and beat reporters) as well as international and trade media organizations.
- c. The Governor, senior staff, Guam Legislature, PUC, vendors, contractors, Department of Defense, Federal agency partners.

5.0 ROLES AND RESPONSIBILITIES

Execution of GPA's day to day communication responsibilities to its external and internal customers rest on separate entities within GPA. Exhibit A provides a standard communications flow chart.

5.1 Communications Office

- a. The Communications Office is the focal point for resources required to coordinate and originate communications with the media and the community. The Communications Office is the official point of contact for all external inquiries regarding GPA matters, particularly media inquiries.
- b. The office is equipped and staffed to coordinate all public relations events, news releases, and community information releases. The Communications Office is a primary point of contact and coordinates the dissemination of information and fields complaints and concerns raised by the community regarding GPA operations, plans and improvements.
- c. The Communications Office helps coordinate and compile information for Freedom of Information Act requests (FOIAs) from the media.
- d. The Communications Office should be made aware of other FOIA requests and will be available to assist as directed by the General Manager.
- e. Requests for information and public comment will be directed to the Communications Office where it will then be brought to the attention of the GM and an appropriate response developed. The GM will then delegate who will make any required public response. The Communications Office provides support to both the General Manager and the Designated Points of Contact that are appointed by the General Manager.
- f. The Communications Office is responsible for quality control with regard to all public messaging, presentations as well as outbound or internal communication associated with communicating key messages regarding GPA.
- g. The Communications Office is also in charge of maintaining brand guidelines and preparing and disseminating a brand manual that will define GPA's brand to ensure consistency in the look and feel of all outbound and inbound communications devices.

5.2 General Manager

The General Manager is the final authority with regard to all external and internal communications. The General Manager (GM) approves all media releases for news organizations and external stakeholders. Even when he delegates responsibility for the release of information, he must be made aware of any release and approve of its message and content. The GM may delegate the responsibility for media releases or

public announcements when he feels it is appropriate. The types of information releases that he may delegate include:

- a. Outage announcements;
- b. Media updates;
- c. Lifestyle/public relations;
- d. Public service announcements;
- e. Intergovernmental public relationship initiatives;
- f. Employee social/recognition event announcements;
- g. Sponsorship announcements.

5.3 Pre-determined Points of Contact/Subject Matter Experts (SMEs)

- a. The Predetermined Points of Contact or Subject Matter Experts (SMEs) will be individuals appointed by the General Manager, trained in media relations, capable of being called upon from time to time to support the General Manager (GM) and the Communications Office with communicating with the media or responding to specific inquiries.
- b. From time to time it will be important to engage the perspective of other senior management within GPA on matters important to specific issues. For example, the Chief Financial Officer (CFO) may speak on behalf of GPA on financial issues of importance to the utility, rate payers, and stakeholders as directed and approved by the General Manager and coordinated with the Communications Office. The Assistant General Manager for Operations (AGMO) may also be requested to provide public comment while overseeing operations and maintenance of power generation and transmission and distribution facilities. In the absence of or under the directive of the General Manager, the CFO or AGMO may speak on behalf of GPA on all issues associated with GPA as approved by the General Manager and coordinated with the Communications Office.
- c. Other employees may also be tapped. They might include engineering experts, customer service representatives or have some other form of expertise deemed important by the GM to be presented to the community. These individuals must have the following qualifications:
 - 1) Completed communication training
 - 2) Participated in "pre-release" planning sessions and clearly understand the objective of the release and their role in explaining it.
- d. The Communications Office and the GM will utilize these employees as part of a small and manageable network of SMEs that can be utilized to assist in communicating complex or technical issues. This group of trained SMEs will be organized into a "speakers bureau" that will be convened regularly, assigned specific speaking engagements and will be coordinated as a team to ensure continuity and clarity of what GPA is saying to its ratepayers and the community regardless of the complexity of the issue.

6.0 PLANS AND STRATEGIES

The structure and system of communications must be driven by strategies and plans that proactively address issues of importance to GPA. The structure presented provides the ability to ensure that the appropriate resources are applied and that suitable review and control procedures are in place. Equally, if not more important, are the guidelines that govern what is said and how it is stated. Strategies and Plans include but are not limited to the following:

- 6.1 Marketing Plan – designed to communicate, educate and motivate customers to consume power through GPA. The marketing plan must identify clear sales and marketing objectives and the communication tactics and devices needed to support those goals along with the timing and costs associated with the execution of the plan.
- 6.2 Revenue Enhancement Plan – Targeted revenues from key customers must be identified and specific recommendations for what will be necessary to achieve those revenue goals must be required for both residential and commercial customers. Plans and programs to reduce leakage of key customer accounts to competitors will be identified and the communications requirements to achieve those goals will be identified.
- 6.3 Customer Service Plan – Customer Service strategies and requirements must be planned in advance. Out bound sales and customer service initiatives must be identified and the resources required supporting those initiatives identified. Quantifiable goals in terms of numbers of transactions per hour, the reduction in waiting time, increases in the use of online payment services, the reduction in the number of customer complaints and increases in customer satisfaction ratings all will be measured and those measurements will be used to gauge the effectiveness of these initiatives.
- 6.4 Public Relations Plan/Strategy – The public image, transparency, and credibility of GPA must be improved each year. To do so, based upon customer research, events and “earned media” initiatives must be planned in advance and budgeted based upon measurable expected results. In addition, a rapid response plan must be updated and reviewed each year to deal with unexpected and significant impacts to customer perceptions:
 - a. Natural disasters;
 - b. Power quality & availability issues;
 - c. Loss of life and major injuries;
 - d. Others.

The public relations plan will outline the specific response tactics that should be followed along with predetermined response formats to ensure consistency and thoroughness in how these incidents are resolved and communicated to the community.

- 6.5 Brand Development Plan – The brand development plan identifies how GPA presents itself in the manner needed to attract revenue and promote rate payer satisfaction. As

part of this plan a "brand manual" must be devised to outline how GPA should present itself as a company and how the services it provides should be presented. The brand manual will provide specifications for the presentation and use of the GPA logo as well as provide guidance on all presentation materials, displays, and formats. It also will codify the brands characteristics to provide guidance in the development of advertising messaging, promotions, and public relations initiatives.

The marketing plan must be developed by May 1 for the upcoming fiscal year. The PIO is responsible for the preparation of this plan and will seek approval from the General Manager, the AGMO, and the all other required senior management to ensure sufficient funds are allocated to achieve the outcomes of the plan. The plan will explain and justify the scope, timing and budget of all marketing activities of GPA throughout the year.

7.0 COMMUNICATION GUIDELINES

7.1 Internal Communication Guidelines

- a. Purpose: The purpose of internal communication is to make sure GPA is consistently and regularly communicating with internal stakeholders. Additionally, it ensures GPA communication governance rules are adhered to and understood by GPA's internal customers.
- b. Audience: The management and employees of GPA along with the CCU, and GPA contractors.
- c. Guidelines: All communication identified in the Customer Service Plan, the Revenue Enhancement Plan, the Public Relations Plan and the Brand Plan must be directed internally as well as externally. Employees and management must be informed before external customers are. Employees represent the most important channel of communication for what GPA is trying to communicate to the community. Regular internal communications events must be included in the overall communications strategy and must be a key priority for the Communications Office.
- d. Policies: Regular management and CCU briefings should be held regarding the progress being made to achieve the communications/marketing objectives of GPA throughout the year. Additionally, information must be provided to employees regularly and consistently. Access to a company-wide share point service for employees and managers dedicated to GPA's marketing and customer service initiatives must be developed and maintained by the Communications Office. In addition GPA's website must be refreshed and updated with marketing materials, news about public relations events and information about the company as it changes. It is important that the website be maintained with current and updated information. GPA will also hold specific briefings and meetings through the "customer focused" employee communications structure that has been developed.
- e. In addition, all Capital Improvement, and Operations and Maintenance programs and progress will be communicated to employees before the time of rollout and during the progression of each project's development. Finally, employee information important to morale will continue to be shared. Community service

achievements, retirement events, promotions as well as employee appreciation events must retain a key position in the internal communications program of GPA.

- f. Tactics: A monthly customer service and marketing initiative must be launched utilizing newsletters, an internal Share Point site, as well as employee events and briefings. Close communication and input from the employee association and the Customer Focused Steering Committee is required.

7.2 External Communications Guidelines

- a. Purpose: The guidelines for external communication with customers, stakeholders, the community and the government are designed to create an ongoing communications stream with everyone external to the GPA organization. Regular and transparent communications is imperative to improving overall customer satisfaction and securing the needed community support to facilitate achieving GPA's mission. In addition, the guidelines specify GPA communication responsibilities for the governance and dissemination of information to the media, and the general public.
- b. Audience: The specific target audiences include the Public Utilities Commission, Residential and Commercial customers, the Military, and the Government of Guam.
- c. Guidelines: The need to maintain and increase revenue to pay for the maintenance and upgrades of Guam's power system require a proactive marketing approach. Proactive power service marketing campaigns must be consistently and effectively devised and executed. The performance measures will be derived from the preservation and growth of revenue and improvements in overall customer satisfaction.
- d. Tactics: Each of the external audiences will require different types of information and different forms of interaction with GPA's Communications Office.
 - 1) Public Utilities Commission
 - i. GPA must provide timely updates on key initiatives at the utility that effect policies of GPA and other issues. A specific information briefing for the PUC members should be provided regularly.
 - ii. Prior to each PUC meeting a communications meeting should be called by the GM, Legal Counsel, CFO, AGMO, and the Communications Office. All information that is scheduled to be discussed at the public portion of the PUC meeting should be reviewed with the Communications Office and talking points developed. The purpose is to be prepared for interviews after the meeting and to agree upon the tenor and content of any press release that might be required as a result of the meeting.
 - 2) Residential Accounts
 - i. An outbound customer service capability will be maintained and outbound calling from the customer service call center will be included in all residential marketing campaigns.

- ii. A customer service information system will be installed. Collaterals and other messages will be made available to customers in each of the GPA business offices.

3) Commercial Accounts

- i. Key commercial accounts: a special customer service group will be maintained to address the individual concerns of these customers.
- ii. The unit will: (i) provide regular sales/customer service calls to inform them of developments and new products and services at GPA such as demand side management and other energy saving initiatives, products and or services; (ii) provide direct customer support to ensure that their businesses are not adversely affected as much as possible.

4) Military

GPA will maintain a key accounts representative specifically for addressing the unique concerns and requirements of the military.

5) Government of Guam

GPA will communicate with the Government of Guam regarding issues and initiatives that will affect rates, capital improvements and operations relevant to specific power agreements with the government.

- e. GPA will provide island wide advertising and marketing campaigns throughout the year regarding services and activities important to improving its brand image and informing the public.
- f. An electronic based web and social media campaign will be devised and maintained to support advertising and other marketing activities of GPA.
- g. GPA will visibly support key charities and good works that further the mission of GPA. The process will engage the employees at GPA in helping to identify the brand characteristics that GPA seeks to support in the community.

8.0 SOCIAL MEDIA

GPA's social media guidelines are defined under a separate Authority Policy. Social media has become an important component of the way in which customers communicate with service providers. GPA divisions may utilize social media and social network sites to further enhance communications with various business and community organizations in support of GPA goals and objectives. All social media use on behalf of the Authority must be in compliance with Authority policies.

9.0 CRITICAL EVENTS COMMUNICATIONS GUIDELINES

- 9.1 Critical events are those where extreme outcomes have resulted either in terminating service to the community or creating a liability for GPA. These events include Island-wide Power Outages (Blackouts), storm recovery, and other extraordinary accidents or incidents such as oil spills, accidents where GPA personnel are injured or an injury to a member of the public has occurred. Personnel actions such as drug arrests, or other law

enforcement actions that occur on GPA premises, and acts of terrorism all fall within the category of "critical events" and warrant a specific and special approach to communication internally and to the community at large.

- 9.2 Employees and the community must be informed without releasing information that could increase or impute liability to GPA or overly alarm the public. Critical events require extensive investigation to determine their cause. Therefore, any information regarding why an event may have happened or how it may have occurred must be released only by the direction of the General Manager or his designee.
- 9.3 The audience for all communications after a critical event will involve both those that are directly affected, and those that are concerned about the outcomes of resolving the issue. At all times, GPA must be sensitive to how the information being revealed will impact the sensitivities and the rights to confidentiality for those that have been impacted. The PIO, based upon the advice of legal counsel, will ensure that all communication takes into consideration the special circumstances and needs of the audience it will be directed at. The interest of the public to know about events must be balanced with the interests of those directly affected by the event.
- 9.4 After a critical event, the PIO will ensure the community is informed in the following manner:
 - a. Relay what happened;
 - b. Release the known facts about the event and its impact on life and property as it becomes confirmed;
- 9.5 Communicate frequently: Frequent release of information to the media is essential. The community should be informed as frequently as hourly, of progress in resolving the event and what GPA is doing to normalize the situation.
- 9.6 Establish a hotline if needed: If the event involves a loss of life or any threat to the community a hotline number must be announced to the public to facilitate calls from family members about possible victims and to provide a way for members of the public with any knowledge of the event to contact GPA, it may be necessary to guarantee the anonymity of those that call. This activity may be in conjunction with the Office of Civil Defense/Homeland Security.
- 9.7 Establish a communications command focal point: The PIO is the focal point where all communication regarding the event is coordinated. The General Manager may designate an appropriate spokesperson for information that is released but all public announcements must flow through the PIO.
- 9.8 Provide the facts: In all instances only known facts should be relayed and any speculation by the press of the cause or complete impact of the event remains

speculation until an investigation is completed. The media and the community must be reminded of this and also informed that only information that is known and can be verified will be released.

10.0 MEDIA COMMUNICATION

The following guidelines must be adhered to in communicating with the media and the public after a critical event.

- 10.1 Only the GM can authorize the release of information. All written releases and public announcements must be approved directly by the General Manager or his designee.
- 10.2 The General Manager will be the official spokesperson for GPA. The PIO will coordinate, facilitate and support information the General Manager will announce unless he specifically directs the PIO or a Subject Matter Expert to provide a statement. In all instances, such statements must be approved by the General Manager.
- 10.3 The PIO will direct all media inquiries. Only identified SME's or designees will have explicit permission of the General Manager as facilitated by the PIO to speak on behalf of GPA. Employees will direct media inquiries to the Communications Office for response.
- 10.4 The following tactics are utilized in dealing with the media and the community during a critical event:
 - a. Depending upon the nature of the event, a communications command center may be stood up and manned as a single location for press conferences and the release of information.
 - b. A hotline number should be established in the customer service calling center and the Dispatch Control Center to answer inquiries from a prepared script. The nature of the GPA prepared response will be to inform the public when the next public announcement will occur or to field inquiries regarding injuries or injured personnel.
 - c. Before the first inquiry from the press is entertained, a basic release shall be prepared that proactively provides known information such as the time of the event, what is known about the outcome of the event, and an announcement of the timing of the next release from the General Manager about the event.
 - d. All relevant SME's should be briefed as quickly as possible after the event by the General Manager and the PIO regarding:
 - 1) What is known about what occurred;
 - 2) What they may be called upon to discuss publicly;
 - 3) The timing and locations of all public announcements and releases.

EXHIBIT A
COMMUNICATIONS FLOW CHART

