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Tennessee Valley Authority, 400 West Summit Hill Drive, Knoxville, Tennessee 37902-1401

December 11, 2014

This responds to your request under the Freedom of Information Act (FOIA) 5 U.S.C. § 552 dated August 17, 2014. You requested a digital/electronic copy of the most recent TVA Communications Plan. Specifically, a press/external relations plan.

We interpreted your request to be for a policy or practice on press/external relations. Enclosed is a disk with a copy of the most recent version of TVA's Media Relations Staff Guide.

If you have questions about this response or need additional information, you may contact me at (865) 632-6945.

Sincerely,

A handwritten signature in black ink that reads "Denise Smith". The signature is fluid and cursive.

Denise Smith
TVA FOIA Officer

Enclosure



**COMM Standard
Programs and
Processes**

Media Relations Activities Staff Guide

**COMM-SPP-26.06
Rev. 0001
Page 1 of 24**

Validation Date 07-27-2011
Review Frequency 1 year
Validated By Denise Smith

Effective Date 08-01-2011

Responsible Executive Organization: Communications

Approved by: _____

Robert A. Morris
Robert A. Morris, Senior Vice President,
Communications

08-01-2011

Date

Revision Log

Revision or Change Number	Effective Date	Affected Page Numbers	Description of Revision/Change
0000	10-08-2010	All	Annual review conducted 6-18-2010. Initial issue.
0001	08-01-2011	Page 5	Identified the Executive Owner, Process Owner and Functional Lead for this SPP.
0001	08-01-2011	Page 11-23	Sequentially numbered attachments and added references in body of SPP.
0001	08-01-2011	Page 11	Updated Attachment 1 - TVA News Release Checklist.
0001	08-01-2011	Page 2	Corrected the date in the revision log to match effective date of initial issue of SPP.
0001	08-01-2011	Page 24	Moved Source Notes to last page of SPP.

Table of Contents

1.0	PURPOSE	4
2.0	SCOPE	4
3.0	PROCESS	5
3.1	Roles and Responsibilities	5
3.1.1	Executive Owner	5
3.1.2	Process Owner and Functional Lead	5
3.1.3	TVA Communications Staff	5
3.2	Instructions.....	5
4.0	RECORDS	10
4.1	QA Records	10
4.2	Non-QA Records.....	10
5.0	DEFINITIONS	10
Attachment 1:	TVA News Release Checklist	11
Attachment 2:	Copy Editing Process for TVA News Releases	12
Attachment 3:	Guidelines for TVA News Release Writers & Editors	13
Attachment 4:	Fact-Checking Process	17
Attachment 5:	Guidelines for TVA Letters to the Editor	19
Attachment 6:	Strategic Communications Plan - Template	20
Attachment 7:	TVA Messages / Talking Points - Template	21
Attachment 8:	Communications Rapid Response Plan	22
	Source Notes	24

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 4 of 24
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1.0 PURPOSE

This procedure documents the development, review and approval of communications materials for release to the public through TVA's media relations organization.

2.0 SCOPE

In government and business settings, media relations specialists typically field multiple incoming calls from members of the news media each day and are available to respond to media inquiries 24/7. For example, TVA's media relations activities in a "typical" year include the following:

- About 1,500 media calls
- About 25 media events (news conferences, briefings, etc.)
- About 250 interviews arranged
- More than 3,000 news articles published about TVA

Key tasks for media relations specialists are to respond to media inquiries and requests for information; determine need for, plan, and staff news conferences, briefings, and interviews; determine need for, draft, and coordinate approval of news releases; pitch stories of interest; and develop background materials for use in responding to inquiries.

Operating principles for media relations specialists are:

- Be accurate
- Be timely
- Avoid speculation
- Avoid jargon
- Provide what you can, as soon as you can, realizing that conditions will change and new information will become available

Every effort is made to respect and honor media deadlines; although, given the scope and complexity of TVA's business operations, some requests may require more time to assure an accurate response.

Review Cadence: This procedure will be reviewed annually with the review documented in the Revision Log.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 5 of 24
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3.0 PROCESS

3.1 Roles and Responsibilities

3.1.1 Executive Owner

The Group President, Strategy and External Relations serves as executive sponsor of this SPP and makes necessary delegations for its implementation.

3.1.2 Process Owner and Functional Lead

The Senior Vice President, Communications serves as process owner for this SPP. Media Relations staff is the functional lead for the activities described in this SPP although other Communications staff also performs these functions.

3.1.3 TVA Communications Staff

Use a variety of resources to develop or draft communications materials, such as talking points and news releases. Staff may use existing technical, financial and other documents; interviews with subject matter experts from throughout the corporation; and their own knowledge of TVA.

Staff also use previously approved materials from electronic or hard-copy files, such as news releases, official statements, and fact sheets. Staff may also access reference documents, such as testimony provided to state or federal agencies or committees, and existing slide presentations. Staff is responsible for making sure information is accurate and attributable to a trustworthy source.

3.2 Instructions

A. Responding to Media Inquiries

1. Media relations staff members and other Communications staff members receive media calls throughout the day and gather and verify information in order to respond accurately, thoroughly, consistently and in a timely manner.
2. Depending on the level of media interest in a subject, a specific media relations staff member may be assigned to handle media calls on a given topic.
3. Information for responding to media inquiries often comes from previously verified, prepared information, including TVA's Form 10-K, fact sheets, talking points and other publicly available documents.
4. Media relations staff members may contact TVA subject-matter experts to gather information for a reporter or to arrange for the expert to conduct an interview with the reporter.
5. In preparing responses to media inquiries using input from subject-matter experts, staff members gather information from the subject-matter experts and confirm with the subject-matter experts that the information is correct and addresses the inquiries accurately. Whenever practical, staff members verify the information against previously released material and with additional internal or external subject-matter experts. [Reference Attachment 4 - Fact Checking Process]

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 6 of 24
---	---	--

3.2 Instructions (continued)

6. Media relations staff members assist subject-matter experts in preparing for live interviews or conversations with reporters by reviewing factual material that is likely to be relevant and confirming its accuracy with the subject-matter experts or other sources. [Reference Attachment 6 - Strategic Communications Plan]
7. Staff members document media inquiries, the information used in responding, and the sources of the information used in responding in the Media Activities Database.

B. Developing Communications Materials / Products

1. Media Relations staff members and other Communications staff follow standard news writing practices and *The Associated Press Stylebook*.
2. News releases are written, approved and issued for TVA announcements of interest to the public on a variety of topics, ranging from campground openings to price changes. [Reference Attachment 3 - Guidelines for TVA News Release Writers and Editors]
3. Once a draft document is developed, staff members request reviews from subject-matter experts and executives with oversight responsibility. These reviews and associated corrections and revisions ensure that staff members accurately translate technical language in a way that communicates effectively to the general public. [Reference Attachment 1 - TVA News Release Checklist]
4. This process typically involves multiple reviewers; communications staff members work with the reviewers to reconcile all comments. [Reference Attachment 2 - Copy Editing Process for TVA News Releases]
5. When a topic is less newsworthy than an “announcement” or originates from a source other than TVA, an official TVA comment may be appropriate. A TVA statement is developed, coordinated and issued for such needs. Statements may be attributed either to an individual or issued simply on behalf of TVA.
6. Fact sheets are developed for conveying particularly high visibility technical topics.
7. Talking points and background question-and-answer documents may be developed for internal use only as executives and subject-matter experts prepare for interviews, briefings, news conferences, conversations with stakeholders, etc. [Reference Attachment 7 - TVA Messages / Talking Points - Template]
8. Once a communications product is approved as conveying accurate and relevant information that TVA believes will aid in the public’s understanding of the issue or program, the draft is finalized, converted to a PDF file, and distributed to media.
9. Media relations staff distributes final products electronically through an external service or through targeted e-mails to members of the news media.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 7 of 24
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3.2 Instructions (continued)

10. Staff members then send products by e-mail to pertinent TVA staff for use in TVA Today and for file copy. Final versions are saved electronically on the media relations server and in the Electronic Document Management System in accordance with established records schedules.

C. Staff Coordination

1. Media relations staff members and the senior manager for Media Relations meet weekly to identify major issues and assignments for the week.
2. Less formal communications take place in person or via e-mail multiple times each day.
3. Media relations staff members record each media inquiry, including the news outlet and reporter, content of questions, and content of response as a "Media Activity of Interest."
4. This daily report, "Media Activities of Interest," is generated from the Media Activities Database and includes all media calls, interviews, and news releases and other materials issued during the day, as well as summaries of information used in responding to media inquiries.
5. A media relations staff member reviews and finalizes the report before it is issued at the close of business each day.

D. Media Activities of Interest

1. Staff members enter their media activities into a database throughout the day.
2. A media relations business support representative enters an activity whenever a news release, statement or media alert is issued and attaches the document to the activity.
3. At the end of each day, a media relations business support representative reviews the activities, edits them, and adds any missing attachments referred to in the items.
4. The media relations manager or designated staff member reviews the complete report.
5. The business support representative confirms with the manager or designated staff member that the document is final, confirms that all needed documents are attached, and then emails the final version to the "Media Activities" distribution list.

E. Response to Misleading or Inaccurate Reports

1. Misleading or inaccurate news reports can be addressed through a number of avenues, depending on the nature and severity of the erroneous information. TVA's decisions on whether to follow up with a reporter or editor is based on several factors, including the following:

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 8 of 24
---	---	--

3.2 Instructions (continued)

- a. Degree or magnitude of the error
 - b. Its impact or interest for the public
 - c. The prominence or weight of the error relative to the whole story or news segment
 - d. TVA's relationship and experience with the reporter or media outlet
 - e. Future coverage implications
2. Very significant errors of facts or erroneous statements are addressed through the Rapid Response process. [Reference Attachment 8 - Communications Rapid Response Plan]
 3. Minor errors or misinterpretations, particularly minor errors in a complex story, generally do not warrant correction but may be mentioned in a subsequent conversation with the reporter.
 4. More significant errors are pointed out to the reporter for the purpose of clarifying the information and preventing repeated errors. (Reporters often will correct the online version of a story, even if a formal correction is not needed in the print version.)
 5. Consistently erroneous material is discussed in more detail with the reporter and, as appropriate, the editor.
 6. Letters to the editor are generally used for correcting misinformation of significance. Letters are developed through the standard process of working with subject-matter experts to develop content, which is reviewed at the appropriate levels. [Reference Attachment 5 - Guidelines for TVA Letters to the Editor]
 7. Interested stakeholders may be made aware of a letter or the information it contains, in addition to the letter being submitted to the media outlet.
 8. Corrections to media reports are recorded in the daily report "Media Activities of Interest."

F. Media Duty

For after-hours and weekend media inquiries, staff persons are assigned to media duty on a rotating basis. When after-hours calls come into the 24-hour media line (865-632-6000), the TVA operator transfers the caller to the assigned staff person.

1. Media duty schedules are created every six months by the Media Relations manager or business support representative.
2. Staff members responsible for media duty include the regular media relations staff, as well as other Communications staff members.
3. Media duty responsibilities are from Tuesday through the following Monday.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 9 of 24
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3.2 Instructions (continued)

4. Copies of the schedule are provided to Communications senior management, staff members and the TVA operator.

G. Press Conferences and Media Briefings

TVA may hold a news conference or media briefing to announce a major project initiation or completion, a major policy or organizational change, or other significant business event.

The following instructions are followed for a news conference or media briefing:

1. Call Facilities Management to reserve a meeting room. In Knoxville or Chattanooga, the auditorium space is preferable.
2. Notify TVA Police of the date and time of the briefing.
3. Secure audio/visual support through Creative Services. If necessary, arrange for the video to be added to tva.com.
4. Schedule a dry run with the speakers to review their presentations and prepare for possible questions.
5. Issue a Media Alert to invite media to the briefing.
6. Prepare press kits containing a news release and any other pertinent information.
7. At the briefing, a member of the Communications staff introduces each speaker and moderates the question-and-answer session with reporters.
8. Following the briefing, distribute the news release or other materials to interested media not in attendance.

H. Board Meeting Support

1. Dates and locations for upcoming board meetings are identified and posted as tentative on tva.com by Creative Services.
2. The Office of the General Counsel sends the agenda for TVA Board meetings to the Federal Register to be published at least one week in advance of each board meeting. On the same day the agenda is published in the Federal Register, Media Relations staff sends the agenda to the media. If the notice is published after close of business, the agenda is sent to the news media and posted on tva.com the next morning.
3. When the agenda is posted on tva.com, Creative Services posts the invitation to register to speak at the public listening session, if a listening session is to be conducted.
4. Members of the media typically attend public listening sessions conducted in conjunction with TVA Board meetings. These sessions are managed and moderated by a member of the TVA Ombudsman's staff.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 10 of 24
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3.2 Instructions (continued)

5. Media Relations staff members arrive at the public listening session or TVA Board meeting in time to identify and greet members of the media as they arrive and stay to coordinate any follow up questions after the meeting and any media briefing by executives.
6. Employee Communications coordinates streaming media support with Information Technology.
7. Members of the Communications administrative team are available during the meeting to handle media phone calls and e-mails and to compile, duplicate, e-mail and otherwise facilitate getting copies of material to members of the media.
8. Hard copies of slides that speakers use in the meeting, fact sheets and other background information may be provided to members of the media at the beginning of the meeting or during a meeting.
9. The Chief Executive Officer, key executives, and/or board members may be available to answer questions from the media after the board meeting. Typically, a separate room is reserved for this purpose and a media relations specialist moderates the session. Alternatively, members of the media may approach individual executives or board members one-on-one or in small groups immediately after the board meeting and in the same room.
10. After the meeting, a news release and other materials may be provided to media who attend the meeting. The materials are also issued to other interested members of the media and posted in TVA's electronic newsroom on tva.com.

4.0 RECORDS

4.1 QA Records

None

4.2 Non-QA Records

Communications will keep records as described in its Comprehensive Records Schedule (CRS) located at insidenet.tva.gov/org/admin/is/edms/crs.htm

5.0 DEFINITIONS

None

**Attachment 1
(Page 1 of 1)**

TVA News Release Checklist

ACTION	DATE	NAME OF REVIEWER/ISSUER
1. NEWS RELEASE WRITER		
2. MEDIA RELATIONS reviews and edits		
3. ORGANIZATION CONTACT, ACCOUNT MANAGER & SUBJECT MATTER EXPERT review draft		List reviewer's names and dates of review
4. If changes: MEDIA RELATIONS reviews/edits		
5. MEDIA RELATIONS determines if review is needed from technical staff, account manager, or OGC If yes, list reviewer's names and date of review		
6. MEDIA RELATIONS sends draft to the ORGANIZATION EXECUTIVE for review, with a cc to the account manager and appropriate direct report to the Communications SVP		
7. If changes, MEDIA RELATIONS edits		
8. MEDIA RELATIONS does fact-check and copy edit		
9. If any outside companies/agencies are mentioned in the release, the MEDIA RELATIONS LEAD informs and coordinates with their communications staffs		
10. COMMUNICATIONS SVP reviews and determines whether CEO/board review is necessary		Send the SVP a list of everyone who has reviewed the release
11. If significant changes: MEDIA RELATIONS sends to account manager for review again		
12. BUSINESS SUPPPORT REP converts document to PDF format and issues FYI copy to standing list		
13. MEDIA RELATIONS LEAD reviews distribution list; sends final copy to any outside companies/agencies		
14. BUSINESS SUPPORT REP distributes to the media, Creative Services and Employee Communications		
15. BUSINESS SUPPORT REP enters final copy of news release into EDMS		

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 12 of 24
---	---	---

**Attachment 2
(Page 1 of 1)**

Copy Editing Process for TVA News Releases

All draft news releases and other materials prepared for release to the news media go through a copy editing process similar to that used in newsrooms to ensure the quality of the content. Copy editing is done by a staff member other than the person who drafted the material.

Copy editing is typically conducted at the same time as the fact-checking process and by the same staff member. If necessary, the two processes can be conducted separately. Primary responsibility for copy editing and fact-checking of news releases and other materials for the news media is assigned to a media relations staff member.

While staff members who draft materials are responsible for the technical and grammatical accuracy of their materials, the fact-checking and copy editing processes provide an independent review to ensure accuracy and quality, similar to a newsroom's copy desk. Combined with the fact checking process, copy editing:

- Verifies that the content of the news release or other document is accurate and its facts are consistent with those of the 10-K or more current information that TVA makes publicly available, as called for in the Fact-Checking Process.
- Corrects any errors in the document's structure, format, grammar or use of AP style.
- Ensures that no editorializing, "spin," promotional statements or personal opinions, beliefs or ideologies are present.
- Identifies missing information, such as context or background that should be included in the document.
- Simplifies the language, including eliminating all but the best-known acronyms, so the information is clear to the general audience. Checks with the original source to ensure that simplified information is still accurate.
- Generally polishes and improves the document so that it communicates clearly and concisely.

The copy editor is responsible for informing other staff members about corrections to their documents so that they can continuously improve the drafts they produce.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 13 of 24
---	---	---

**Attachment 3
(Page 1 of 4)**

Guidelines for TVA News Release Writers & Editors

TVA news releases cover a broad range of topics and circumstances, and these guidelines should be followed closely whenever practical. TVA Communications staff members are expected to use their judgment and consult their supervisors on any significant deviations from these guidelines.

TVA News Releases:

- Follow Associated Press style.
- Should not exceed 650 words or two pages in most cases. (Longer releases should be cleared in advance with Communications management.)
- Should have a one-line headline that includes "TVA" and accurately states the theme of the release.
- Should have "Tennessee Valley Authority" in the lead sentence.
- Should be written like a newspaper story.
- Should contain datelines, which follow AP style, to tell the reader where events are taking place.
- Should make sense to people who do not work at TVA.

Lead / Body of Release

The lead should be 35 words or less in most cases and should use active verbs. Pick the most relevant point and relate it to TVA. Ensure the information in the release answers the basic questions of "who, what, when, where, why and how."

Example: *The Tennessee Valley Authority announced Monday that new pollution control devices will be installed at four coal-fired power plants to reduce emissions of sulfur dioxide, a chemical linked to acid rain.*

Remaining paragraphs should be 50 to 100 words each and written in an "inverted pyramid" style as shown in Illustration 1 (i.e. the broad base represents the most newsworthy information; the narrow tip represents the least newsworthy.)

Use of Quotations

Under most circumstances, limit releases to three quotes. Each quote should be limited to two short sentences, or, in rare circumstances, three. Typically, the first quote should comprise the second or third paragraph of the release. Quotes should be written similar to a sound bite and in plain English.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 14 of 24
---	---	---

**Attachment 3
(Page 2 of 4)**

Guidelines for TVA News Release Writers & Editors

Example: *"Pollution control devices such as scrubbers have helped reduce U.S. power plant emissions of sulfur dioxide by more than 80 percent since 1980," said xxxxx.*

Quotations should add significant content, perspective or information to the release. They should not be used for promotion or praise. Avoid congratulatory or "we are pleased" quotes. Also avoid quotes not directly related to the subject matter of the release.

Example of bad quote: *"The TVA team has worked long hours to get this plant up and running, and we are looking forward to successful operations." or "We are pleased that this court ruling will allow this important project to move forward."*

Such quotations add no value; they make TVA look self-absorbed and should be avoided.

Datelines

TVA news releases should begin with a dateline, following AP style, to tell the reader where events are taking place. Datelines should be the city where the activity is taking place. In accordance with AP style, type the name of the city in all capital letters and the state or country in upper/lower case.

Example: KNOXVILLE, Tenn.; PADUCAH, Ky.; MUSCLE SHOALS, Ala.

Time of Day

In accordance with AP style, use local time at the dateline city, noting the time zone (4 p.m. EDT). Do not make conversions. If there is no dateline, use Eastern time (EDT or EST). Use "noon" and "midnight," not "12:00 a.m." or "12 p.m." Also, do not use "12 midnight," which is redundant.

Day of the Week

In accordance with AP style, use the day of the week in news releases or media advisories; do not say "yesterday" or "today."

Verifications

It is the responsibility of TVA Communications (that means you, as the writer or editor of a news release, media advisory, fact sheet or other communications product) to make certain that all information is correct and verifiable. Don't assume something is correct just because it was provided by an official TVA source or because TVA has used the information in the past. Cite the source (and note the citation as a footnote, if appropriate). Ask, "How do I know this is true?" If you can't verify it, don't use it.

Whenever possible or practical, find backup verification for facts and statistics. Avoid superlatives such as "This is the largest wind contract in U.S. history" unless you have firm, verifiable backup from a credible source (someone saying so is not enough, no matter who they are).

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 15 of 24
---	---	---

**Attachment 3
(Page 3 of 4)**

Guidelines for TVA News Release Writers & Editors

Double-check all information; look up the spelling; do the math; make sure the web address actually works; call the phone number to make sure it is correct. Make sure we can back up all information we publish.

Spinning and Editorializing

TVA does not allow “spin” or editorializing in its news releases and other communications products. TVA public communications stick to facts. Be careful not to “color” events, situations or information in either a positive or negative way. Do not be promotional or defensive. Don’t call a TVA project “innovative,” “unique” or “world class.” Just describe it factually and let the reader decide how innovative or unique it is.

Do not make declarations about public health or safety. For example, it is not TVA’s role to say whether drinking water is safe near a plant site or that power plant emissions pose no health risk. TVA is not a public health agency -- determinations about public safety or environmental risks are the domain of entities such as state health departments or the Environmental Protection Agency. TVA can say water samples it has tested do not exceed EPA standards -- but let EPA make the characterization on safety.

Never, under any circumstances, insert any personal, political, ideological or religious opinions or beliefs into TVA news media products. TVA Communications deals strictly with facts, not personal opinions, beliefs or ideologies.

Approvals

Media Relations management will determine an approval list for each news release and similar document issued to the public. In addition to verifying all facts and figures with the original source, “approvers” also should be asked to verify key pieces of information. Document those as you receive them, using the TVA News Release Checklist.

Any person quoted in a TVA news release must verify that the quote is accurate. Any other companies mentioned in the news release must sign off in advance that the information is correct and they agree to have their name and information included in the TVA news release. All companies mentioned should receive and acknowledge a courtesy copy of the final news release before it is issued. Releases should not be issued until this step is complete.

Do not issue any news release or other communications product that you have written or edited yourself. Ask another person, who has never read it before, to give it a final check before it is issued. Remember: “You are your own worst editor!”

Corrections

If TVA news releases need corrections, they shall be labeled "CORRECTION" followed by the original title. Above the headline shall be a brief explanation of the correction. A full version of the correct release will follow. Corrections shall be sent to all points that received the original news release as quickly as possible.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 16 of 24
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**Attachment 3
(Page 4 of 4)**

Guidelines for TVA News Release Writers & Editors

Example:

CORRECTION – Road closure date

(TVA incorrectly stated the date for closing Swan Pond Road near the Kingston Fossil Plant. July 12 is the correct date. Please use the corrected version of this news release.)

TVA to Close Road

KINGSTON, Tenn. - The Tennessee Valley Authority will close Swan Pond Road leading to the Kingston Fossil Plant for 24 hours beginning at noon EDT on July 12 for construction work.

Do NOT repeat the error in the correction.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 17 of 24
---	---	---

**Attachment 4
(Page 1 of 2)**

Fact-Checking Process

After a document for external release is drafted, it goes through a fact-checking process conducted by a staff member other than the person who drafted the document.

The purpose of fact-checking is to independently verify the accuracy of facts and figures in the document. Facts are checked to ensure they are correct and consistent with the 10-K and similar disclosure documents. If more up-to-date, publicly available information has been finalized for the TVA Handbook or the online TVA Fact Book, those sources may be used.

If facts and figures cannot be verified through those sources, the fact-checker independently confirms the information with TVA subject-matter experts or outside sources when appropriate.

For a news release, this verification process meets the fact-check requirement in the News Release Checklist. Copy editing may be done at the same time as fact-checking.

Staffs assigned primary responsibility for fact-checking specific products are listed below.

Media Relations

- A designated media relations staff member reviews all media relations materials.

Executive Communications and Issues Management

- Fact-check for one another, executive speeches, including those that are written for the board.
- Fact-checks board presentations.
- Fact-checks executive bios.

Employee Communications

- Reviews each Inside TVA to check the facts.
- Reviews each TVA Today.
- Reviews all Web materials that come from operating organizations.

Client Services

- Reviews brochures or other materials that operating organizations provide for release through this staff.
- Reviews all other materials for the operating organizations.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 18 of 24
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**Attachment 4
(Page 2 of 2)**

Fact-Checking Process

Nuclear Communications

- Reviews nuclear materials prior to release.

Materials not listed here are reviewed by a member of the Communications staff with functional responsibility for the product.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 19 of 24
---	---	---

**Attachment 5
(Page 1 of 1)**

Guidelines for TVA Letters to the Editor

Preferred word counts, as of 12/09:

- Tennessean, 250
- Chattanooga Times Free Press, 200
- News Sentinel, 300

Be brief: Limits on word count vary, but typically no more than 200-250 words maximum; The New York Times' limit is 150 words. No more than three paragraphs, with one or two short, punchy sentences per paragraph.

Be quick: Draft, finalize, and e-mail the letter as quickly as possible, preferably the same day that the article runs.

Be clear: Stick to one point stated clearly in the first sentence, followed by a background sentence or two. End by suggesting what the reader can do to help or what you want the reader to remember. Also:

- **Use statistics sparingly.** They quickly confuse and overwhelm. Write with the average person in mind; use phrases and arguments that resonate with them.
- **Don't mention criticism leveled against you** or the organization. Avoid saying "I am not a crook, thief or a liar as reported in last week's Gazette." Better to say, "Gazette readers wonder who's telling the truth in the controversy about . . ."
- **Mention an article already printed** by the paper.
- **Remember that our letter must stand on its own.** Not all readers will have seen the original story.

Be objective: Avoid emotion – no ranting, raving, or sarcastic remarks, no clichés or puns. If you respond to another letter or column, offer your opinion or, preferably, a factual response without attacking the author.

Be a closer: Close with the central point you want readers to remember.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 20 of 24
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**Attachment 6
(Page 1 of 2)**

Strategic Communications Plan - Template

Introduction of Issue

Briefly describe the issue, who the key players are, and the timeframe, along with any pitfalls management should be aware of or other key points about how we got where we are. This is an executive summary of the issue; if someone were to read only one section of the plan, this should be it.

Communications Objectives

State what we want to achieve in terms of behavior, e.g., what we want people to do, not do, or allow us do. State the metrics associated with the objectives that will confirm that you have attained your objectives. For example, an activity-based objective would be to achieve a certain level of employee attendance at a meeting, and that would be a simple count of participants. A stronger, outcome-based objective would be to improve results on a relevant question on an employee survey.

Key Dates

Show a list of important events and dates that affect the course of the plan. These may or may not be Communications events, but they are important to the overall plan.

Key Audiences

List the stakeholders you want to reach, as well as news media and trade press.

Strategy

Briefly describe the overall approach, e.g., build consensus among particular groups or focus on face-to-face meetings or use a combination of Valley Relations outreach and media exposure to accomplish . . . , etc.

Key Messages

State the handful of things you want people to know and believe in their “heart of hearts.” These are high level; use sub-points if you have supporting data that can’t hold until you write a fact sheet.

Action Plan

The table showing dates, communications actions, and who’s responsible for each.

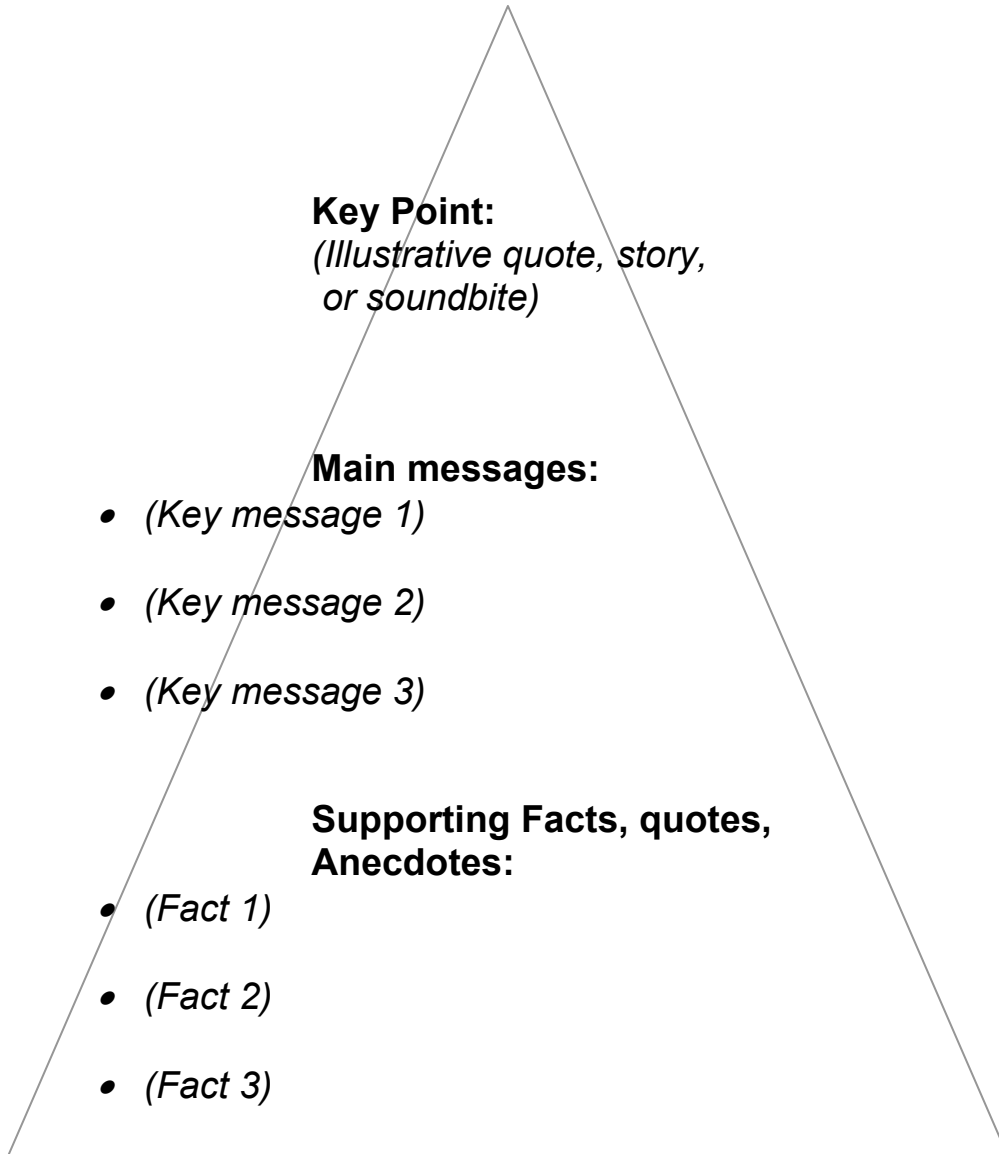
Evaluation

As applicable, include steps for evaluating results. The results should be quantitative and focused on behavioral changes.

**Attachment 7
(Page 1 of 1)**

TVA Messages / Talking Points - Template
TVA Key Messages
Updated: _____, 20XX

ISSUE: _____



Sources: Note TVA sources, with contact information, used in gathering and verifying information; also note any external sources used.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 22 of 24
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**Attachment 8
(Page 1 of 2)**

Communications Rapid Response Plan

Objectives:

Respond to significantly inaccurate or unbalanced media coverage within four hours of discovery with concise, factual information or clarifying statements advancing TVA's position on the issues in question.

To protect TVA's reputation and increase understanding and support for TVA activities, an assertive response pointing out significant errors and requesting corrections or more balanced coverage will be sent, whenever warranted. Responding to inaccurate or unbalanced coverage is highly situational and may take any of several forms:

- Emailing or phoning a reporter to clarify issues for future reference.
- Generating statements to amend or correct a breaking story.
- Requesting a correction to the story in print or online.
- Sending a letter to the editor or op-ed story to the news outlet.
- For a significant blog, send correcting information to the blogger.
- Requesting a retraction.
- Issuing a formal complaint with news executives.

Communications' role:

- Maintain an easy-to-navigate library of previously approved talking points, contingency statements, fact sheets and sound bites that can be used "off the shelf," or readily customized to fit the need.
- Maintain a list of designated approval contacts for all major TVA organizations (Responsible Organizations) in the shared Media folder under "Contacts."
- Review media clippings early morning and identify coverage that is inaccurate or significantly slanted or unbalanced.
- Determine whether a reaction from TVA to the coverage is warranted.
- If a response is warranted, determine the form the response will take, coordinating with the Senior Vice President, Communications.
- Notify the Responsible Organization that a Rapid Response is in progress.
- Using previously approved materials whenever possible, prepare a concise, accurate, high-level response suitable for media use.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 23 of 24
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**Attachment 8
(Page 2 of 2)**

Communications Rapid Response Plan

- Coordinate response with the Responsible Organization(s) including, when necessary, the Office of the General Counsel, with a one-hour deadline for concurrence or corrections.
- Coordinate response with the Senior Vice President, Communications, who will coordinate with the Chief Executive Officer, as needed.
- Gain final approval from the Senior Vice President, Communications.
- Send response to news outlet.
- Track how the media and significant blogs react to TVA's response and follow through as necessary.

Responsible Organizations' role:

- Recognize that the purpose of a Rapid Response is to prevent misinformation about TVA from becoming "viral."
- React to misinformation immediately and concisely with facts, data and clarification from TVA in a deadline-driven media environment. More detailed statements, background, qualifiers; perspective etc. can all be supplied later, as necessary.
- Identify a main point-of-contact and a backup for the Rapid Response process for the organization. (The point-of-contact would have sign-off authority for the piece for the organization.)
- Obtain concurrence from subject-matter expert(s) in the organization on the factual nature of the response.
- Provide any proposed revisions to Communications within one hour of receiving the draft response.

Communicating with employees:

Communications will make the response available in TVA Today for immediate communication to employees.

Communicating with external stakeholders:

Once final, organizations involved in developing the response may share the response with external stakeholders, including elected officials, customers, and others. Communications may post the response on tva.com, Facebook, and Twitter, as appropriate.

COMM Standard Programs and Processes	Media Relations Activities Staff Guide	COMM-SPP-26.06 Rev. 0001 Page 24 of 24
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**Source Notes
(Page 1 of 1)**

Requirements Statement

Source Document

Implementing Statement

This document does not contain internal or external commitments or requirements. It is an implementing procedure for Media Relations Activities.